



ALMA COLLEGE

Manual of Organization and Employment

Effective Date: January 1, 2021

Alma College
Manual of Organization and Employment

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SECTION 1: BYLAWS OF ALMA COLLEGE

Article I: Purposes and Aims

Alma College's mission is to prepare graduates who think critically, serve generously, lead purposefully, and live responsibly as stewards of the world they bequeath to future generations.

The purpose of Alma College is to provide a liberal arts education for students without regard to race, color, creed, sex, or national origin.

The character of the degrees, honors, diplomas or certificates which Alma College grants are such as are normally granted by liberal arts colleges, and such honorary degrees as the Board of Trustees may award.

Article II: Board of Trustees

Section 1: The strategic leadership of the College and its business, including establishment and review of institutional policies, shall be vested in a Board of Trustees. The Board of Trustees shall have and exercise those corporate powers prescribed by law. The Board of Trustees shall exercise ultimate institutional authority as set forth in these Bylaws.

Section 2: The Board of Trustees shall consist of at least twenty-five (25) members and have no more than thirty-six (36) members. The number of Trustees for the ensuing year shall be determined at each Annual Meeting of the Board of Trustees. This number may be increased or decreased by the Board of Trustees at any meeting; provided that the minimum number of Trustees shall not be less than the number required under Michigan law.

Section 3: An appropriate number of Trustees shall be elected each year at the Annual Meeting by the Trustees upon the recommendation of the Governance Committee. Each Trustee elected at an Annual Meeting shall serve a term of three (3) years, and each Trustee so elected shall be designated as a member of the class in which that Trustee's term expires. Each class of Trustees shall contain approximately the same number of Trustees, as determined by the Governance Committee. The Trustees may elect individual(s) to the Board at such other meetings as they determine so long as the election is made upon the recommendation of the Governance Committee in accordance with these Bylaws. The term of any Trustee elected at other than an Annual Meeting shall expire at the next Annual Meeting.

Section 4: At the end of the three-year term, a thorough review of the Board member's performance will be conducted. The member's term may be renewed by the Board of Trustees, upon recommendation of the Governance Committee. Factors that will be considered include trustee attendance at Board and committee meetings, giving commitments, and other areas of engagement.

Section 5: The Board of Trustees may appoint a retiring Trustee as a Trustee Emeritus. Except as provided in these Bylaws, each Trustee Emeritus shall be entitled to attend meetings of the Board of Trustees, serve on committees as appointed by the Chair, and have all privileges of membership of the Board of Trustees, except that Trustee Emeriti shall not have the power to introduce motions or to vote.

Article III: Powers and Duties of the Board of Trustees

The Board of Trustees shall have the authority to carry out all lawful functions permitted by the laws of the State of Michigan, the Articles of Incorporation and these Bylaws. This authority shall include but shall not be limited to these illustrative functions:

- (1) Elect its own officers.
- (2) Declare and fill vacancies on the Board. Elections to fill vacancies shall conform to the provisions above in Article II, Section 3.
- (3) Take and hold gifts, grants, or devises of real or personal property for the use of the College.
- (4) Sell, mortgage, lease or authorize the use of property owned by the College, and authorize the President or the Executive Committee of the Board to purchase, sell, mortgage, lease or authorize the use of real property without further approval of the Board of Trustees for up to \$250,000 for any single transaction regarding long-term real property holdings and up to \$1,000,000 for the sale of any real property received as a gift with the intention the property would be sold.
- (5) Direct and prescribe the course of study and discipline to be observed in the College, provided that no religious test whatever shall be required of any pupil in such institution; and the course of study shall be in all respects as thorough and comprehensive as is usually pursued in similar institutions in the United States.
- (6) Grant such earned and honorary degrees as are usually granted by similar institutions in the United States.
- (7) Appoint the President.
- (8) Appoint such Assistant Secretaries and Assistant Treasurers as the Board of Trustees may deem necessary.
- (9) Review and authorize the annual budget for current operations.
- (10) Borrow money in the name and for the use of the College for such purposes and on such terms and conditions as may be desirable or necessary whenever the general interests of the College so require, and to issue the College's promissory note or bond for the repayment with interest, and to mortgage or otherwise pledge the College's real and personal property as security for such debts.
- (11) Perform all other acts necessary and proper in the conduct of the affairs of the College.
- (12) Remove from office any trustee, provided that such action shall be taken only upon the affirmative vote of three-fourths of the membership in attendance at a regularly scheduled Board meeting.

Article IV: Organization of the Board of Trustees

Section 1: At the Annual Meeting of the Board of Trustees in each year, or at other meetings of the Board of Trustees, if the Board of Trustees shall so determine, it shall elect a Chair, a Vice-

Chair and a Secretary, each of whom shall be members of the Board of Trustees. In addition, the Board of Trustees shall elect a Treasurer and an Assistant Secretary, who need not be members of the Board of Trustees. Each officer shall hold office for one year beginning July 1 or until his/her successor has been elected, whichever is later. A vacancy in an office shall be filled in the same manner as set forth above at the next meeting of the Board of Trustees following the occurrence of the vacancy. The Chair may fill a vacancy on an interim basis until the next meeting of the Board of Trustees.

Section 2: The duties of the Officers of the Board of Trustees are as follows:

- (a) Chair: (1) The Chair is the elected leader of the Board of Trustees. The Chair shall preside at all meetings of the Board of Trustees. The Chair shall be vested with powers and perform the duties usually vested in that office as may be directed by the Board of Trustees. The Chair shall see that all resolutions and orders of the Board of Trustees are carried into effect. The Chair shall be responsible for the organization and operation of the Board of Trustees and all of its Committees. (2) The Chair, together with the Treasurer and/or President, shall execute bonds, mortgages and other contracts on behalf of the Corporation unless the Board of Trustees shall specifically direct their execution by other persons. (3) The Chair shall be a member ex-officio (without vote) of all committees, except that the Chair shall have a vote on the Executive Committee. (4) The Chair will normally serve a maximum of three one-year terms in that position.
- (b) Vice-Chair: (1) The Vice-Chair shall perform those duties as the Board of Trustees shall prescribe. (2) In the event of the absence of the Chair at a meeting of the Board of Trustees or the Executive Committee or in the event of the disability of the Chair, the Vice-Chair shall perform the duties of the Chair. (3) The Vice-Chair shall serve as an ex-officio member (without vote) of each committee assigned as his/her responsibility. (4) The Vice-Chair shall alert the Chair as to special needs which require action by the Board of Trustees or the Executive Committee.
- (c) Secretary: (1) The Secretary shall attend all meetings of the Board of Trustees and keep accurate minutes thereof in the Minute Book of the Corporation provided for that purpose. (2) The Secretary shall file and preserve all reports and papers made a part of the Board's proceedings. (3) The Secretary shall have custody of the Seal of the Corporation and shall affix the same to any instrument requiring it together with his/her signature. (4) The Secretary shall perform such other duties as the Board of Trustees shall direct.
- (d) Assistant Secretary: The Assistant Secretary shall, in the event of the absence or disability of the Secretary, or at his/her request, perform all functions of the Secretary.
- (e) Treasurer: (1) It shall be the duty of the Treasurer to have supervision over the possession, custody and safekeeping of all deeds, mortgages, leases, bonds, and other valuable books and papers belonging to the College; to supervise the collection and receipt of all monies coming to the College from rents, tuition, gifts, donations, legacies, or other sources; to supervise the deposit of same in the banks or trust companies selected by the Board; and to supervise the proper disbursement of same in the regular course of business, under the direction of the Board. (2) The Treasurer

shall, with the Chair and/or President, execute bonds, mortgages, and other contracts on behalf of the College. (3) The Treasurer shall in a general way be charged with the care and oversight of all the property, real and personal, belonging to the College; shall provide for the keeping of inventories; and where required, shall furnish such bonds as may be required by the Board of Trustees for the faithful performance of his/her duties or as provided by applicable law.

- (f) Assistant Treasurer: The Assistant Treasurer shall, in the event of the absence or disability of the Treasurer, or at his/her request, perform all functions of the Treasurer.

Article V: Meetings and Order of Business

Section 1: The Board of Trustees shall hold an Annual Meeting within twenty-one (21) days before or after Commencement. The Annual Meeting shall be held at the College. The date of the Annual Meeting shall be set by the Board of Trustees, or in the absence of such a selection, by the Executive Committee.

Section 2: In addition to the Annual Meeting, regular meetings of the Board of Trustees shall be held at least two times during each academic year on dates and at hours and at places to be designated by the Board of Trustees. Except for the Annual Meeting, regular meetings may be held anywhere set by the Board of Trustees.

Section 3: Special meetings of the Board of Trustees may be held at the call of the Chair or the Secretary. It shall be the duty of the Chair to call a special meeting of the Board of Trustees whenever requested in writing to do so by at least five (5) Trustees. The Trustees must set forth in writing the reason for the request for the special meeting. The time and place of each special meeting shall be set by the Chair.

Section 4: Notice of the time, place and purpose of each meeting of the Board of Trustees shall be served either personally or by mail or email upon each member entitled to vote at such meeting, not less than five (5) days before the meeting. If mailed or emailed, the notice shall be mailed or emailed to each Trustee entitled to notice at his/her address as it appears on the books of the Corporation unless he/she shall have filed with the Secretary a written request that notices intended for him/her be mailed or emailed to some other address, in which case it shall be mailed or emailed to the address designated in such request. Meetings may be held without notice if all members entitled to vote thereat are present in person or if notice of the time, place and purpose of such meeting is waived in writing, either before or after the holding thereof, by all members not present and entitled to vote at such meeting.

Section 5: At all meetings of the Board of Trustees, half of the Trustees shall constitute a quorum for the transaction of business, except to adjourn. In the absence of a quorum, a majority of the trustees present may adjourn the meeting. Every action taken or decision made by the majority of the Trustees present at a duly held meeting at which a quorum is present shall constitute the act of the Board of Trustees, subject to more stringent provisions of these Bylaws, the Articles of Incorporation, or the Michigan Nonprofit Corporation Act. Trustees may participate in a meeting through use of conference telephone or similar communication equipment so long as all Trustees participating in such meeting can hear one another. Such participation constitutes presence in person at such meeting. A meeting at which a quorum is initially present may continue to transact

business despite the withdrawal of Trustees, if an action taken or decision made is approved by at least ten (10) Trustees.

Section 6: At all meetings of the Board of Trustees, business shall be transacted in such order as the Chair of the Board of Trustees may determine. Meetings shall be governed by Robert's Rules of Order.

Section 7: The Board of Trustees may at any time, at the discretion of the Chair or by majority vote of the present members, declare an Executive Session. The Board of Trustees may excuse from participation and/or presence at an Executive Session the Trustee Emeriti, the President, and/or other individuals who are not Trustees.

Section 8: Any action required or permitted to be taken at a regular or special meeting of the Trustees, may be taken without a meeting, without prior notice, and without vote, if a consent in writing, setting forth the action so taken is signed by not less than the minimum number of Trustees that would be necessary to authorize or take the action at a meeting at which all Trustees entitled to vote thereon were present and voted. Prompt notice of the taking of corporate action without a meeting by less than unanimous written consent shall be given to all Trustees who have not consented in writing.

Article VI: Committees of the Board of Trustees

Section 1: The Board of Trustees shall have the following Standing Committees, each of which is an "executive committee" for purposes of the Michigan Nonprofit Corporation Act: Executive Committee; Governance Committee; Audit, Risk Management, and Compliance Committee; Mission Fulfillment Committee; Finance and Infrastructure Committee; and Investment Committee. Each Standing Committee shall have a written statement of purpose and primary responsibilities approved by the Board of Trustees, and such rules of procedure or policy guidelines as it or the Board of Trustees, as appropriate, may approve.

Section 2: The Board of Trustees may, from time to time, establish such other Standing Committees as it may deem desirable, provided that any such other Standing Committee that can exercise the authority of the Board of Trustees shall be comprised solely of members of the Board of Trustees and shall be created only by the vote of the majority of the number of Trustees then in office.

Section 3: Except as otherwise provided by the Bylaws, each Standing Committee shall consist of not less than four members and no more than fifteen members of the Board of Trustees, exclusive of Trustee Emeriti. Following the Annual Meeting, the Chair of the Board of Trustees shall appoint the members of the Standing Committees (except for the Executive Committee and the Governance Committee). In addition, following the Annual Meeting, the Chair of the Board of Trustees in consultation with the President shall appoint one faculty member and one student (except for the Executive Committee and the Governance Committee). These appointments shall be made from those faculty members and students selected in accordance with the following procedures. On an annual basis, the faculty members shall nominate members of the faculty to be on Standing Committees, and the Chair of the Board of Trustees shall appoint the faculty member who will serve on each Standing Committee from the list of the nominated faculty members. On an annual basis, the Vice President for Student Affairs and Student Congress shall nominate students to be on Standing Committees and the Chair of the Board of Trustees shall appoint the students who serve on each Standing Committee from this list of nominated students.

Faculty and student members may participate in all proceedings of the standing committee to which they are appointed, with the exception of executive sessions of that committee. The terms of the members of each committee shall be from July 1 - June 30 of the following year after they are appointed, or until their successors have been appointed, whichever is later.

Section 4: The chair and vice-chair of the Governance Committee and chairs and vice-chairs of each Standing Committee shall typically serve for three years beginning immediately after the Annual Meeting he or she is first elected to that position. The Board of Trustees shall elect the chair and vice-chair of the Governance Committee, the members of that Committee, and the chairs and vice-chairs of each Standing Committee from a list of nominees presented by the Governance Committee or upon nominations made from the floor. Vacancy in the office of chair of the Governance Committee or a Standing Committee shall be filled in the same manner as set forth above at the next meeting of the Board of Trustees following the occurrence of the vacancy. The Chair of the Board of Trustees may appoint an interim chair to fill a vacancy until the next board meeting.

Section 5: Except as provided by these Bylaws, each Standing Committee shall meet as often as business requires, upon the call of the chair of the committee. Written notice of each meeting shall be given to each committee member at least five days before the meeting. Committee members may participate in a meeting through use of conference telephone or similar communication equipment so long as all committee members participating in such meeting can hear one another. Such participation constitutes presence in person at such meeting. If and when all members of any Committee shall severally or collectively consent in writing to any action taken by such Committee, such action shall be as valid as though it had been authorized at a regularly held meeting of such Committee.

Section 6: One-half of the membership of any Standing Committee not including ex-officio, non-voting and advisory members, shall constitute a quorum.

Section 7: The composition and duties of the Standing Committees are:

(a) Executive Committee - The Executive Committee shall consist of the Chair, Vice-Chair, Secretary, Committee Chairs, the most recent past Chair, and the President (the most recent past Chair and the President shall not have voting rights).

The purpose of the Executive Committee is to 1) assist the Chair and the President with their joint responsibility to aid the Board in functioning effectively and efficiently; 2) assist the President at his or her request to address the business of the College between the meetings of the Board; and 3) oversee the work of the Board Committees between meetings of the Board.

The Executive Committee shall be invested with all powers and authority of the Board of Trustees when the Board is not in session in all matters requiring interim action and attention except as may otherwise be provided by law or in these Bylaws; provided, that the following matters shall be reserved to the Board of Trustees: presidential selection and termination; trustee and board officer selection; changes in institutional mission and purposes; changes to the Articles of Incorporation or Bylaws; incurring of corporate indebtedness; sale of college assets or tangible property unless otherwise provided by the Board of Trustees by resolution; adoption of the annual budget; conferral of degrees; and the membership, powers or duties of the Executive Committee. If the Chair determines that any proposed action or decision of the Executive Committee should be made by the Board of Trustees as a whole instead of by the Executive Committee, the Chair shall notify the members of the Executive Committee and the Chair shall

call a meeting of the Board of Trustees as a whole within thirty (30) days to consider this proposed action or proposed decision.

All actions taken by the Executive Committee shall be reported in writing to the Board of Trustees at its next meeting succeeding such actions, and shall be subject to revision, revocation or alteration by the Board of Trustees, provided that no rights of third persons shall be adversely affected.

The Chair of the Board of Trustees shall serve as the chair of the Executive Committee. The Executive Committee shall hold meetings upon the call of the Chair or upon the call by any three members of the Executive Committee. The members must set forth in writing the reason for the special meeting. The time, place, and agenda of each meeting shall be set by the Chair. The Secretary of the Board of Trustees shall act as Secretary of the Executive Committee and shall keep minutes of the meetings of the Executive Committee.

Before each Annual Meeting of the Board of Trustees the Executive Committee shall evaluate the performance of the President and determine his/her annual compensation, and shall inform the Board of its action.

(b) Governance Committee – The purpose of the Governance Committee is to determine the most effective composition of the Board of Trustees and to develop practices and policies that enhance Board performance. The Committee is responsible for:

- (1) Establishing and maintaining standards of Board conduct;
- (2) Developing and facilitating Board member recruitment;
- (3) Nominating new and renewal Board member terms for Board approval;
- (4) Recommending a slate of officers, committee chairs and vice-chairs, and members of the Governance Committee for Board approval;
- (5) Ensuring that Board members have adequate orientation and ongoing education;
- (6) Assessing the performance of the Board and Board members;
- (7) Periodically reviewing and ensuring compliance with these bylaws and other Board policies; and
- (8) Recommending to the Board recipients of such honorary degrees as the College is authorized to confer.

(c) Audit, Risk Management, and Compliance Committee –The purpose of the Audit, Risk Management, and Compliance Committee is to oversee the College’s financial practices and standards of conduct. The Committee is responsible for:

- (1) Overseeing the external financial audit;
- (2) Monitoring internal controls and risk management systems; and
- (3) Ensuring compliance with legal and regulatory requirements.

The Committee shall have the authority, through its chair or a majority vote of its members, to ask the Board or the Administration to address specific issues within the mandate of the Committee, as well as the authority to engage independent legal counsel and other professional advisers to carry out its duties.

It is the responsibility of the Committee to maintain free and open communication with the external auditors and the financial management of the College and to guard against internal

conflicts of interest. The Committee shall annually review individual conflict of interest statements from the Board of Trustees and administrative members when they are submitted by the Chair of the Board of Trustees and President, and any other reports concerning conflict of interest referred by the Administration. The Committee is authorized to initiate actions to resolve conflicts of interest with individuals.

The Committee shall report directly to the Chair and the whole Board of Trustees. The Committee will consist of not less than three trustees who are free from any relationship which could interfere with their exercise of independent judgment as a committee member. The chair of the Audit, Risk Management, and Compliance Committee shall not be a member of the Finance and Infrastructure Committee.

(d) Mission Fulfillment Committee – The purpose of the Mission Fulfillment Committee is to oversee educational quality and provide strategic direction to ensure the fulfillment of the College’s Mission. The Committee is responsible for monitoring:

- (1) Learning goals and outcomes;
- (2) Program quality, institutional and program accreditation, and program review;
- (3) Student recruitment and retention, graduation rates, graduate school acceptances, and job placements;
- (4) Policies and procedures related to faculty compensation, appointment, tenure, and promotion;
- (5) Academic planning;
- (6) The structure of the academic programs; and
- (7) Budgets for academic programs and services.

(e) Finance and Infrastructure Committee – The purpose of the Finance and Infrastructure Committee is to oversee the integrity of the College’s financial operations and allocation of resources. The Committee shall be responsible for assuring the adequacy of financial resources for funding all College programs, including:

- (1) Recommending the annual operating budget to the Board of Trustees and periodically reviewing the annual budget;
- (2) Overseeing long-range campus development and assuring adequacy and condition of capital assets;
- (3) Reviewing maintenance and operation of buildings and grounds programs;
- (4) Reviewing the College’s investment in information technology;
- (5) Assuring adequate insurance protection of College assets; and
- (6) Controlling College debt.

The Committee also shall oversee and facilitate Board and Board member participation in institutional advancement, resource development, and fundraising activities. The Committee is responsible for:

- (1) Monitoring resource development and advancement plans and progress;
- (2) Overseeing development of fundraising policies and procedures;
- (3) Establishing goals for and evaluating board member participation in charitable giving; and
- (4) Participating in identifying, cultivating, and approaching major donors and providing stewardship of donor intent.

The Finance and Infrastructure Committee shall meet jointly with the Investment Committee on a regular basis, but at least annually, upon the call of the chair of either committee.

(f) Investment Committee – The purpose of the Investment Committee is to oversee the integrity of the College’s long-term economic health and resource development. The Committee is responsible for:

- (1) Monitoring the financial performance of investments; and
- (2) Overseeing the Alma College Endowment Funds and the Current, Plant, and Life Income Funds of the College.

The Committee shall meet at least three times a year to review performance and transactions. The Committee shall annually submit a report summarizing its activities to the Board of Trustees and its policies and procedures for the approval by the Board.

The Investment Committee shall meet jointly with the Finance and Infrastructure Committee on a regular basis, but at least annually, upon the call of the chair of either committee.

Section 8: Each Standing Committee shall perform such additional functions as may be directed by the Board of Trustees. Each Standing Committee shall report its actions and recommendations to the Board of Trustees at the next regular meeting and any such actions shall be subject to revocation, revision or alteration by the Board of Trustees. The delegation of the management of activities of the College to a Standing Committee is permissible provided the activities and affairs of the College shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board of Trustees. Standing Committees may invite faculty or staff of the College, students, or members of the Alumni Association or the Presidential Advisory Committee to attend their meetings in order to advise or staff the committees.

Section 9: Upon recommendation of the Chair of the Board of Trustees or upon the motion of any member of the Board of Trustees, the Board of Trustees may create a Temporary Committee or Task Force to perform specific functions that may require extra attention or to address matters that may be handled more efficiently outside the regular agendas of the Standing Committees. The chair, membership, functions, duration, and reporting relationship of any Temporary Committee or Task Force will be determined by the Chair of the Board of Trustees and reported to the Board of Trustees.

Article VII: College Administration

Section 1: The College officers shall consist of the President, Provost, and such Vice Presidents and other officers as the Board shall determine.

Section 2: The Board of Trustees shall elect a President of the College to hold office at the pleasure of the Board. The President shall be the chief executive officer of the College, and shall be empowered to take such summary action as he/she may deem to be in the best interest of the College, subject to review by the Board of Trustees. The President is the principal advisor to the

Chair of the Board of Trustees, and shall serve as ex-officio member (without vote) on all Board committees.

Section 3: The President and Faculty shall recommend policy, prepare the curriculum and recommend regulations for the operation and governance of the College, subject to the direction and approval of the Board of Trustees.

Section 4: The President shall appoint the Provost, the Vice Presidents and such other officers of the College as shall be deemed necessary and such officers shall hold office at the pleasure of the President. Each officer shall be considered an employee "at will" and shall have those duties and responsibilities as determined by the President.

Article VIII: Indemnification

Section 1: The Trustees and volunteer officers of the Corporation shall not be personally liable to the Corporation for monetary damages for a breach of an officer's or director's fiduciary duty, except in the following instances: (1) A breach of the officer's or Trustee's duty of loyalty to the Corporation; (2) Acts or omissions not in good faith or that involve intentional misconduct or a knowing violation of law; (3) A violation of MCL 450.2551(1); (4) A transaction from which the officer or Trustee derived an improper personal benefit; (5) An act or omission occurring before the effective date of this provision; (6) An act or omission that is grossly negligent.

If, after the adoption of this Article, the Michigan Nonprofit Corporation Act is amended to further eliminate or limit the liability of a director, trustee or volunteer officer, then a Trustee or volunteer officer of the Corporation (in addition to the circumstances in which a trustee or officer is not personally liable as set forth in the preceding paragraph) shall, to the fullest extent permitted by the Michigan Nonprofit Corporation Act, not be liable to the Corporation, as so amended. No amendment to or alteration, modification or repeal of this Article shall increase the liability or alleged liability of any Trustee or volunteer officer of the Corporation for or with respect to any acts or omissions of such trustee or volunteer officer occurring prior to such amendment, alteration, modification or repeal.

Section 2: The Corporation shall, to the extent legally permissible, indemnify and hold harmless each of its officers and Trustees against all liabilities and expenses (including legal fees) reasonably incurred in connection with the defense of any action, suit or other proceeding (whether civil, criminal, administrative, or investigative) to which he or she has been made a party by reason of being or having been in such role; provided all of the following conditions are met: (1) The indemnitee was acting, or reasonably believed he or she was acting, within the scope of his or her authority; (2) The indemnitee was acting in good faith; (3) The indemnitee's conduct did not amount to gross negligence or willful and wanton misconduct; and (4) The indemnitee's conduct was not an intentional tort.

Section 3: In the event that an employee, agent or other representative of the Corporation, who is neither a Trustee or officer, was, or shall become a party to any proceeding referred to above, the Corporation may, by a majority vote of the Board of Trustees, or its Executive Committee, indemnify and/or hold harmless such person in the same manner as herein provided for Trustees and officers.

Section 4: Expenses, including attorney fees, incurred in defending a civil or criminal action, suit or proceeding, may be paid by the Corporation in advance of the final disposition of such action,

suit or proceeding as authorized by the Board of Trustees, or its Executive Committee, upon receipt of any undertaking by or on behalf of such Trustee, officer or employee, to repay such amount, unless it shall ultimately be determined that he/she is entitled to be indemnified by the Corporation as authorized by this Article.

Section 5: The Board of Trustees may, to the full extent permitted by law, authorize an appropriate officer or officers to purchase and maintain, at the Corporation's expense, insurance (1) to indemnify the Corporation for any obligation which it incurs as a result of the indemnification of persons under the provisions of this Article, and (2) to indemnify persons in instances in which they may not otherwise be indemnified by the Corporation under the provisions of this Article.

Section 6: Trustees and officers shall not be personally liable for any debt, liability, or obligation of the Corporation. All persons, corporations or other entities extending credit to, contracting with or having any claim against the Corporation may look only to the funds and property of the Corporation for the payment of any such contract or claim, or for the payment of any debt, damages, judgment, or decree, or of any money that may otherwise become due or payable to them from the Corporation.

Section 7: The foregoing limitations of liability, rights of indemnification and advancement of expenses shall not be exclusive of any other rights to which any Trustee, officer or employee may be entitled, under any other bylaw, agreement, vote of disinterested Trustees, or otherwise and shall continue as to a person who has ceased to be a Trustee, officer or employee and shall inure to the benefit of the heirs, executors and administrators of such a person.

Article IX: Bylaw Amendments

The Bylaws may be amended only by the majority vote of the total membership of the Board of Trustees then in office, and provided further that no amendment shall be considered unless the meeting notice is accompanied by the text of the proposed Bylaw change.

As approved by the Board of Trustees

May 2, 2008

Amended February 5, 2011 to include College Communications Committee

Amended February 4, 2012 to change Article II, sections 2 and 3 and Article III, section 2

Amended May 3, 2014 to change Article IV, section 1 and add Article IV, section 2 (f) to add Assistant Treasurer

Amended May 7, 2016 to change Article VI, sections 1 and 7 to separate Faculty Academic and Student Affairs Committee into two committees: Academic Affairs Committee and Student Affairs Committee

Amended September 29, 2017 to remove references to the dissolved committee Planning and Evaluation and shift the responsibility of retention from Enrollment to Student Life

Amended February 10, 2018 Article VIII Indemnification

Amended May 5, 2018 Article VI, Section 3, inserted penultimate sentence regarding executive sessions.

Amended September 28, 2018 Added subsection (11) to Article VI, Section 7

Amended February 8, 2019 Added Presidential Advisory Committee to those that can be invited to attend a standing committee meeting in Article VI, Section 8

Amended June 26, 2019 Restructuring of Committees

Amended February 13, 2020 Moved Advancement from Investment to Finance and Infrastructure

SECTION 2: SHARED GOVERNANCE AT ALMA COLLEGE

I. Introduction

Mission

Following the liberal arts tradition, the Alma College mission is to prepare graduates who think critically, serve generously, lead purposefully, and live responsibly as stewards of the world they bequeath to future generations.

Vision

An Alma College education seeks to instill a love of learning and celebrate the joy of discovery. Each Alma student will experience a deeply interdisciplinary education that provides opportunity for self-reflection, hands-on learning, and personal and professional development. It will embrace the principle of local, national and global learning communities, build upon strong mentoring relationships, and integrate rapidly changing technology essential for current and future career paths.

Core Values

- *Student-centered Education in a Residential Setting* — All members of the community, faculty, staff and trustees, are committed to creating an institution of quality centered on the growth and development of each individual undergraduate student. The purpose of the residential college experience is to better prepare students to enter into lives in community, vocation, family, and faith.
- *Disciplinary Expertise within an Interdisciplinary Context of Learning* — The Alma Experience allows students to apply intellectual rigor in exploring a range of disciplines, building a broad foundation in the sciences, humanities, fine and performing arts, and social sciences. This liberal arts education also prepares students to pursue advanced work, independent research, and creative performances with the depth of understanding to excel in one's discipline and to perceive the connections among disciplines. The practical knowledge and skills of the liberal arts prepare students for lifelong learning and leadership within a wide array of vocations.
- *Engaged Learning* — Education takes place everywhere and all the time. Thus, Alma intentionally creates opportunities that extend learning into the community and wider world. Students actively participate in learning through research-based undergraduate scholarship and experiential, international, and service learning opportunities. This prepares graduates to practice engaged citizenship, service-driven leadership, and committed stewardship.
- *Ethical Integrity, Aesthetic Appreciation, Spiritual Sensitivity* — With knowledge comes obligation. To live a complete life that withstands the scrutiny of self and others, individuals must exhibit personal integrity, respect for the value of all humanity, and sensitivity to the spiritual and material beauty of one's existence. We expect these principles to be modeled in the educational programs, work, and daily interactions of all members of the college community and for graduates to practice them in their lives beyond Alma.

II. Organization and Responsibilities of the Members of the Alma College Community

The membership of the Alma College (the "College") community consists of the Board of Trustees, (the "Board") senior leadership, staff, faculty and students. Together we seek to sustain a community of mutual respect, encouraging civil discourse and open dialogue in an inclusive

environment to enable all members to understand the direction of the college and how their positions fit into the overall structure and future of Alma College.

1. Board of Trustees

By authority of the Articles of Incorporation of Alma College (Section VII, as amended 1967), the management of the College and its business is vested in the Board of Trustees. In harmony with the Bylaws of Alma College listed in the previous section, this policy document establishes rules of procedure and the assignment of authority, duties and responsibilities, with respect to such matters concerning the governance of the college and its affairs as may be delegated by the Board of Trustees.

The Board has legal authority and responsibility for all matters related to the management of the College, for the establishment of a faculty and curriculum and for the awarding of degrees. The Board in turn has charged the President and faculty with the responsibility for developing a curriculum of liberal arts education. Furthermore, the Board has charged the President and senior leadership with responsibility for the recommendation of policy and regulations for the operation and governance of the College. These matters are ultimately subject to the direction and approval of the Board of Trustees.

Nothing in this document shall be construed as limiting in any manner the exclusive control over the educational affairs and policy of the College, which is legally vested in the Board of Trustees, nor the board's prerogatives to delegate or withdraw authority from various officers and entities of the College. The Board is ultimately responsible for both the content and the interpretation of the Manual of Organization and Employment.

2. Senior Leadership

The President. The direction of the College shall be guided by the President as chief executive officer, subject to the direction and approval of the Board of Trustees. The President shall recommend policy to the Board and through collaboration with the cabinet will assure implementation of established policies for the administration, operation and governance of the College. As chief executive officer, the President is empowered to take such summary action as deemed appropriate and in the interest of the College, subject to review by the Board of Trustees. The President is a principal advisor to the chair of the Board of Trustees and shall serve as ex-officio member of all board and community governance committees, without vote.

The President's Cabinet. The President's Cabinet consists of the President and such officers and staff as the President may appoint. The cabinet provides primary leadership support for strategic priorities and initiatives, as delegated by the President. It functions as an advisory body to address and assist with matters of substantial importance to the College and serves to enhance communications with the College and the community.

3. Faculty

The faculty designation includes those employees who have been appointed to teaching positions or other positions within the Academic Affairs sector that this document classifies as faculty appointments, such as librarians. Under the leadership and guidance of the Provost and within the context of established policies and objectives, the faculty has primary responsibility for determining the curriculum, academic standards, instructional procedures and related

educational policy and academic affairs. It has primary responsibility for general and special recommendations relating to faculty status. It has additional responsibility to participate effectively and responsibly in the formulation of plans, policies and recommendations concerning the non-academic and co-curricular matters that relate to academic activities and objectives and in the development of the general community program and activities. The Faculty Organization has established a constitution that identifies its membership, rules of order, voting privileges, and standing committees deemed appropriate for conducting its business. The Constitution of the Faculty Organization is available in the appendix to this manual.

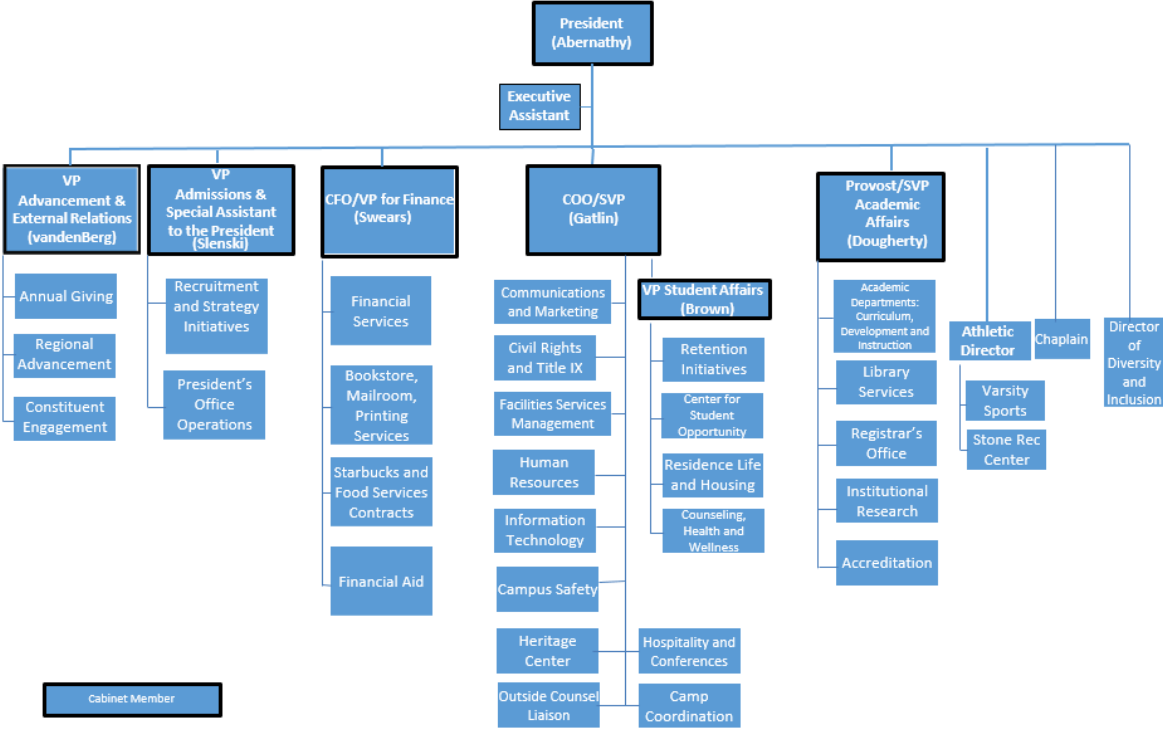
4. Staff

As members of the Alma College community, staff members have the opportunity to participate in the development of community policies and programs to help ensure that individual as well as community interests and objectives are satisfied to the maximum extent possible. Provisions are made herein for staff to participate effectively and responsibly in the formulation of plans, policies and recommendations concerning both academic and non-academic matters.

5. Students

Where practical, students are included in community governance committees for both academic and non-academic matters. They shall, especially for the benefit of future generations of students, be significantly involved in evaluations of their college experience. The Student Congress, as determined by the student body, shall consist of those whom its own constitution identifies as members. The Student Congress is authorized to establish such standing and special committees deemed appropriate for conducting its business.

**Alma College
Organizational Chart 2020**



III. Community Governance

Alma College has established committees and structures to facilitate collaboration and integration among those empowered to form policies, develop recommendations and/or make decisions pertaining to the functions of the institution and the governance of the community. Further, the College recognizes the Faculty Organization and the Student Congress and acknowledges the right of each to establish its own articles of government and committee structures to facilitate their work. In order to assure that their provisions are in harmony with the Alma College Bylaws and with the principles of the College, their constitution and bylaws shall be subject to review and feedback by the Policy and Planning Council.

Standing Committees

1. The standing committees of community governance are described at the end of this section. Committee memberships may be composed of ex officio, elected and/or appointed representatives. Unless otherwise stated in the membership listing, all members have voting status. Cabinet members who serve in an ex officio capacity may designate alternates to participate in committee meetings, with vote, on their behalf.
2. All committees shall endeavor to develop, formulate and implement coordinated policies and programs consistent with their stated functions, in accordance with the community's basic commitment to shared responsibility. In order to perform their mandated functions, committees may organize subcommittees or establish task forces as special needs arise, which may include both members and non-members of the parent committee. Chairs of task forces shall be members of the parent committee and elected by that committee.
3. While in-process discussion may be considered confidential, once committee action has occurred, committee members shall act as major communication agents within the College community, and to the extent possible, shall ensure dissemination to their constituencies of actions taken. Committee members are not required to act as instructed delegates of their respective constituencies. However, on substantive policy issues, those members with identifiable constituencies shall actively solicit the views of their constituents and shall report such views to committees or task forces.
4. Committees shall recommend to the appropriate constituency that it replace any member whose frequent absences without just cause leave that constituency inadequately represented.
5. All committees are expected to maintain records of meetings and, except where confidentiality would be compromised, to make those records available to community members upon request. Secretaries of committees shall ensure that adequate files are maintained and transmitted to successors to provide continuity of committee action.
6. A majority of the voting membership of any committee shall constitute a quorum. If any constituency fails to elect members to the committee, the quorum shall, until the full membership is elected, consist of a majority of those elected. In determining a quorum, the President of the College shall not be counted as a member.
7. Committee, subcommittee and task force meetings, except those ruled to be in executive session, shall be open to all members of the campus community. Each body has the right to declare its meetings to be in executive session.

8. In all matters not covered herein, standing committees shall operate with the latest edition of Robert's Rules of Order.
9. Nothing in this document shall be construed as negating the prerogative of the President to establish such committees or task forces as she/he deems appropriate.

Committee Reports

1. Rationale for Recommendations. When recommending action on a matter, a standing committee must submit a rationale for its recommendation. Upon request by any member, the committee shall submit a minority report, also with rationale.
2. Annual Reports. By May 31 of each year, each standing committee shall submit to the Policy and Planning Council a yearly report summarizing its work with direct reference to their stated functions.

Administrative Affiliates

Each committee listing, except for the Policy and Planning Council, includes a notation of administrative affiliate. The administrative affiliate shall participate actively in policy formulation and other functions as a representative of the President and Board of Trustees. The administrative affiliate shall advise the committee of matters for which policy should be developed or of the need to review and evaluate programs and policies. Administrative affiliates are ineligible for election as committee or subcommittee chairpersons but they will be responsible for convening the committee at the start of the academic year and initiating election of the committee chair. The administrative advocate will also be responsible for conveying policy recommendations from the committee to senior leadership, Policy and Planning Council, the Faculty Organization or Student Congress, as appropriate.

IV. Standing Committees of Community Governance

A. Educational Policy Committee

Composition

Ex officio:

- Provost or designee (administrative affiliate)
- The chairs from each of the three divisions
- Registrar
- Director of libraries or director of information technology services

Elected:

- One faculty member from each division elected by the division for three-year staggered terms;
- Three faculty members at large for three-year staggered terms, one from each of the three divisions;

Appointed:

- Three students - one appointed by each of the division chairs for one-year terms

Functions:

Subject to review or approval by the Faculty, the Educational Policy Committee shall formulate policy, plan, coordinate, supervise, review and evaluate all educational programs. The Committee has wide powers of development, review and evaluation, but shall not construe these powers to interfere with the prerogatives of divisions, departments and individual faculty members as determined by the Faculty Organization. Its specific functions include:

1. To review periodically curricular and certification programs and graduation requirements and to evaluate these in terms of the stated goals and objectives of the College
2. To recommend to departments, divisions and the faculty the development of curricular offerings and programs
3. To develop policies and procedures for review of and action upon requests for curricular changes
4. To evaluate and act upon program and course proposals
5. To develop, with the library staff, library goals and programs and to review and evaluate periodically library policies and practices
6. To assess periodically the academic calendar and review annually the dates of operation and pattern of course scheduling
7. To review annually and make recommendations regarding academic priorities.
8. Certification Programs: Policies and requirements related to certification programs shall be subject to review and recommendation by the Educational Policy Committee and approval by the faculty.

B. Academic Standards Committee

Composition

Ex officio:

- Provost or designee (administrative affiliate)
- Registrar
- Vice President for Admissions or designee (without vote except on matters directly related to admissions as determined by the committee)
- Director of Financial Aid (without vote except on matters directly related to financial aid as determined by the committee)
- Student Affairs representative appointed by the sector vice president

Elected:

- Nine faculty members, for three-year staggered terms, three from each division (one elected by division, two elected by faculty at large);

Functions:

The Academic Standards Committee has primary responsibility for the formulation of policy recommendations to submit to the Faculty Organization regarding appropriate standards for student admission to the College and to its particular programs and for the review and evaluation of academic standards. The committee is charged specifically to recommend academic standards for:

1. Admission to and retention in the College
2. Graduation
3. Academic awards (e.g., term honors, diploma honors)
4. Eligibility for participation in activities (e.g., intercollegiate athletics)
5. Admission to and credit assignment in Continuing Education Programs
6. College grading scale
7. Requirements for admission to, and retention in, programs involving certification
8. Administration of academic standards established by the Faculty Organization. To fulfill this function, the committee is empowered:
 - To take final action on recommendations by the vice president for admissions regarding applicants who do not meet minimum standards for admission and on petitions for readmission by students dismissed by action of this committee, subject to appeal to the President or his designee
 - To assign appropriate status to students in low academic standing
 - To recommend student candidates for academic awards
 - To establish procedures for and take action on student petitions regarding exceptions to College standards and requirements.

C. Policy and Planning Council

Composition

Ex officio:

- President or designee (administrative affiliate)
- Chair of the Faculty Organization
- President of Student Congress

Appointed Representatives:

At the start of the year, each sector head will appoint an AVP or other director level appointee as a representative for each of the following offices:

- Admissions
- Advancement
- Athletics
- Communication and Marketing
- Counseling, Health and Wellness
- Diversity and Inclusion
- Facilities and Service Management
- Financial Services
- Human Resources
- Library
- Information Technology Services
- Institutional Research
- Spiritual life/Chapel
- Student Affairs

Elected:

- One faculty member elected from each division for 3-year staggered terms
- Two students (plus one alternate) elected by Student Congress

Appointed by the President (two-year term, alternating appointments):

- Two non-supervisory staff members
- Two faculty members

Functions:

The Council shall act as an advisory body to the President of the College in the following matters:

1. Review strategic issues, policies, and matters as requested by the President or that were referred by other committees.
2. Following thorough analysis and draft development, submit policy recommendations to the President's Cabinet for approval.
3. Formulate recommendations with respect to matters pertaining to overlapping committee jurisdiction or matters not specifically within any committee jurisdiction.
4. Conduct an annual review of the Manual of Organization and Employment, including issuing calls to the campus for section updates to assure that changes in policy and practice are promptly integrated into the text. Upon completion of the updates, post the current edition on the web and assure that the prior year's version is archived.

D. Administrative Council

Composition

Ex-officio:

The ex-officio composition of this committee consists of one supervisory representative or professional staff appointed by the sector vice president from each of the following offices:

- Admissions
- Advancement
- Athletics
- Civil Rights/Title IX
- Communication and Marketing
- Facilities and Services Management
- Financial Aid
- Financial Services/Bookstore/Mailroom
- Information Technology Services
- Heritage Center
- Human Resources
- Provost's Office
- Registrar
- Student Affairs

Advisory (non-voting):

- Dining services operations manager
- Director of Campus Safety

Administrative affiliate: Appointed by the President from the Cabinet

Functions:

The administrative council meets regularly for collaboration on cross-campus, student, and operational matters. Examples of functions include:

1. Foster communication between offices and sectors
2. Submit recommendations to the Policy and Planning Council on policies that have campus-wide impact
3. Review and discuss operational matters related to policies and procedures identified by members or referred by the Policy and Planning Council
4. Coordinate facilities usage
5. Coordinate professional development activities for staff, including training for supervisors
6. Review small grant requests for employee professional development
7. Share presentations or updates on the work of campus offices
8. Coordinate assignments for upcoming events, such as the start of the academic year.

E. Co-Curricular Activities Committee

Composition

Ex officio:

- Vice President for Student Affairs (administrative affiliate)
- Heritage Center Production Coordinator
- Associate VP of Communications
- Director of Alumni and Family Engagement
- Director of Diversity and Inclusion
- Director of Spiritual Life/Chaplain
- Provost's designee
- Heritage Center Box Office Manager
- Greek Life Coordinator
- Alma College Union Board advisor
- Athletics director's designee

Elected:

- One faculty member from each division elected by the division for three-year staggered terms
- Alma College Union Board (ACUB) president or vice president
- Student Athletes Advisory Council (SAAC) president or vice president

Functions:

1. Review, assess and make recommendations to senior leadership of the value, logistics, themes, content and evaluation of co-curricular programming on the Alma College campus.
2. Develop of an annual roster of co-curricular speakers, events, programs and activities that are not directly related to formal educational programs. In selecting sponsored events, the committee will seek programming that appeals to both campus and public audiences, supports the academic mission, and promotes opportunities for discourse, the exchange of ideas, engaged learning and entertainment value.
3. Manage the logistics of speaker visits within the established budget line. Expenses for speakers and performances sponsored by the Co-Curricular Activities Committee must not exceed the annual allotted budget, though shared funding from other campus entities to assist with the costs of bringing major speakers to campus is encouraged.
4. The Committee shall not construe its function to interfere with the primary responsibility of the Student Congress for the sponsorship and management of activities sponsored by student organizations.

F. Student Affairs Committee

Composition

Ex officio:

- Vice President for Student Affairs (administrative affiliate)
- Director of Student Life
- Athletics Director
- President of Student Congress
- Faculty advisor for Alma Student Media
- Director of Diversity and Inclusion

Elected:

- Three faculty members for three-year staggered terms; one from each division, elected at large.
- One student representative from each of the following:
 - Panhellenic Council
 - Interfraternity Council
 - Student Athletes Advisory Council (SAAC)
 - Alma College Union Board (ACUB)
 - Chapel Ministry

Functions:

The Student Affairs Committee has primary responsibility for the formulation of policy recommendations, guidelines and regulations pertaining to student life on campus consistent with the mission and values of Alma College.

Specific functions include:

1. Developing and assessing student learning outcomes for the Student Affairs Sector
2. Developing guidelines governing the student community (e.g. conduct expectations, housing policies, recognition and continuation of student organizations)
3. Developing recommendations for the establishment and availability of services to students, including but not limited to health services, food services, student insurance.
4. Assisting in the development of new student organizations to meet emerging student interests and needs
5. Providing advice and direction for existing student organizations
6. Evaluating the activities of student organizations (except the Student Congress)

G. Campus Safety Committee

Composition:

Ex officio:

- Vice President for Student Affairs (administrative affiliate)
- Director of Counseling, Health and Wellness Services
- Director of Residence Life
- President or Vice President of Student Congress

Elected/appointed:

- One Facilities and Services Management (FSM) representative, appointed for a two- year term by the director of FSM.
- One athletics administrator or coach, appointed for a two-year term by the athletics director. This term shall be staggered with the FSM representative's term.
- Two faculty members, for two-year staggered terms, elected by the faculty at-large.
- One student, elected for a one-year term by Student Congress.
- Two students, for one-year terms; one each elected by Interfraternity Council and Panhellenic Council.

Advisory: (non-voting)

- Director of Campus Safety and Security

The membership of the committee shall include no fewer than four males and four females. If an imbalance exists, an additional member(s) of the underrepresented gender will be appointed for a one-year term by the administrative affiliate.

Functions:

The Campus Safety Committee has primary responsibility for the review of and subsequent formulation of policy recommendations, guidelines, procedures, and regulations pertaining to safety matters on campus, including (but not necessarily limited to) matters affecting the physical well-being of all campus students, employees, guests, and visitors.

To that end, the Campus Safety Committee will:

1. Annually review and assess selected guidelines, procedures, and regulations with respect to the various aspects of campus safety.
2. As necessary, identify emerging safety concerns and recommend changes or updates to existing policies and practices, subject to review by the administration and the Board of Trustees
3. Annually provide a "State of the College" safety report to the President of Alma College
4. Consult with ad hoc critical incident teams that may be created in response to campus incidents or issues
5. Share relevant matters with the appropriate local organizations, elected officials, municipal or county staff, and community leaders.

H. Technology Planning Committee

Composition

Ex officio:

- Chief Operating Officer (administrative affiliate)
- Director of Information Technology Services (ITS)
- Provost or designee
- Registrar or designee
- Director of Library Services or designee
- Sports Information Director
- Director of Human Resources
- Communication and Marketing representative appointed by the sector vice president
- Admissions representative appointed by the sector vice president
- Advancement representative appointed by the sector vice president
- Financial Services representative appointed by the sector vice president
- Student Affairs representative appointed by the sector vice president

Elected:

- One faculty member from each division elected by and drawn from the membership of the Educational Technology Committee (See Constitution of the Alma College Faculty Org,)

Appointed:

- One student appointed by Student Congress
- One ITS employee appointed by the Director of Information Technology Services
-

Functions:

The Technology Planning Committee has primary responsibility for the formulation of technology policy and recommendations for significant investments that support technology related goals as established in the College's strategic plan. The committee will also:

1. Prepare long range strategic plans related to technology resources and infrastructure
2. Develop and recommend policies concerning academic and administrative computing issues, including hardware, software, and academic computing environments
3. Recommend and oversee security assessments as needed, review findings, and develop and recommend policies to address potential cyber-security risks
4. Recommend process and policy changes in accordance with best practices, including implementation time frames and estimated costs
5. Advise the chief operating officer in the implementation of approved policies
6. Regularly update and communicate information and IT security policies to the College.

I. Institutional Assessment Committee

Composition

Ex officio:

- Provost's designee (administrative affiliate)
- Director of Institutional Research
- Registrar

Appointed by the relevant sector Vice President:

- Student affairs representative
- Admissions representative
- Three faculty members with appropriate credentials in data analytics for three-year staggered terms

Functions:

The Institutional Assessment Committee will develop recommendations for institutional-level assessment practices and strategies that will enhance the College's understanding of student success across sectors and support continuous improvement. The committee will:

1. Work with the director of institutional research to develop a multi-year calendar of regular assessment processes that will promote greater understanding of students' experiences and characteristics. This will include national assessment data (CIRP, HEDS, NSSE, etc.) as well as locally developed tools that are specific to Alma College.
2. Review assessment procedures and accepted standards for data collection and analysis and make recommendations for improvement of Alma College's practices.
3. Assist in the development and execution of institutional assessment of student outcomes. Collect and review outcome data from multiple sources - sifting, analyzing and identifying patterns in the data.
4. Foster campus-wide engagement in student success by leading campus discussions to improve understanding of student success and of the risk factors that may hinder success.
5. Develop and maintain an internal campus website to share appropriate institutional-level data analyses with faculty, staff and students.
6. Identify and comply with established limitations in the use and sharing of data as specified in contractual agreements, FERPA, and institutional policy. Each member of the committee will be required to sign a confidentiality agreement.

V. The Role of the Provost as College Community Officer

As chief college community officer responsible for academic affairs, the Provost shares with the faculty the responsibility for the initiation of proposals or policy changes relating to academic matters and educational objectives. This responsibility does not limit the prerogative of any community organization or of individual members of the community to initiate proposals. Proposals should be developed utilizing input from department and division chairs and include analysis of the curriculum, budget, faculty and resource allocation necessary for success.

While the Provost may at any time submit proposals to appropriate community committees or other appropriate community bodies, in his/her annual address at the beginning of each academic year, the Provost will propose initiatives for the coming year. The initial presentation shall be for information purposes only; the specific proposals shall then be referred by the Provost to appropriate community committees for consideration and formulation of recommendations.

Although the Provost shall submit all proposals for new policy or for policy changes to the appropriate community government committee(s), when compelled by external realities such as legal or accreditation requirements, the Provost's proposals regarding academic matters shall have the same force as community governance policy if these two conditions exist:

1. The committee(s) concerned failed, within a mutually accepted time, to reach a decision on the Provost's proposal or to formulate specific alternative proposals that are accepted by the Provost and meet the external requirements.
2. The faculty organization has not acted, within a reasonable time period, to reach a decision on the proposal or to formulate specific alternative proposals that meet those regulatory or accreditation requirements.

In these instances, to assure that College policy is in compliance with external governance, the Provost will notify the faculty that he or she will submit such proposals for ratification to the President and/or the Board of Trustees. All communication regarding this matter will describe the efforts made to work through established governance structures, including any votes that were taken by either the designated committee or the faculty organization.

Resolution of Conflicts

In the event of conflict regarding a matter of policy established by one of the standing committees, the Faculty Organization and/or the Student Congress, the Provost, on his/her own initiative or at the request of the chair/president of one of these interested parties, shall promptly convene a Conference Committee which shall be charged with seeking resolution of the conflict. This committee shall consist of the chairperson of the committee in which the policy recommendation originated, one student and one faculty member of that committee selected by the committee, the chair of the Faculty Organization, the president of the Student Congress and the Provost.

The Conference Committee shall first attempt to develop a compromise proposal which resolves the major points of difference and which may be acceptable to all parties. If this committee fails to resolve the question of jurisdiction, that question shall be referred to the President of the College for decision.

Right of Appeal

Individuals or groups affected directly by committee actions or decisions have the right to appeal such actions or decisions by submitting dissenting reports to the originating committee except in those cases where appeal procedures are delineated in the description of committee functions. Within 30 days of receiving the response, if the grievant remains dissatisfied, s/he may appeal the decision to the President of the College.

VI. Amendments to Section 2: Policy on Shared Governance at Alma College

Amendments to this section may be proposed by any member or recognized organization of the Alma College community. Any proposed amendment, together with its rationale, shall be submitted in writing to the Policy and Planning Council. The council shall review the amendment and, unless the council votes against further consideration of the amendment, will forward the materials with a timeline for response to campus committees or organizations that should be consulted prior to a decision.

Following receipt and review of that feedback, the Policy and Planning Council will vote whether to recommend the amendment to the President's Cabinet for review and approval. All matters in this section are ultimately subject to the direction and approval of the Board of Trustees.

SECTION 3: POLICIES APPLICABLE TO ALL FACULTY, STAFF AND EMPLOYEES

I. The College's Equity Commitment

Alma College adheres to all applicable federal, state and local civil rights laws prohibiting discrimination in private institutions of higher education. Alma College will not discriminate against any employee or applicant for employment, student or applicant for admission on the basis of race, color, sex, religion, national or ethnic origin, physical or mental disability, age, height, weight, marital status, sexual orientation, gender, gender identity, arrest record, genetic information, or any other protected category under applicable local, state or federal laws; including protections for those opposing discrimination or participating in any grievance process on campus or within the Equal Employment Opportunity Commission or other human rights agencies. The Colleges policies and procedure in this area can be found at <https://www.alma.edu/live/files/4020-civil-rights-082020>.

Within the employment relationship, Alma College is committed to:

- respectful, fair, and equal treatment of all employees;
- consistent enforcement of policies and procedures;
- open communications between employees and their supervisors; and
- prompt resolution to any employee problem that may occur.

II. Personal Relationships and Conflicts of Interest

A. Statement on Relationships

It is a violation of Alma College policy to pursue a sexual or amorous relationship in situations where professional power differentials are inherent. Alma College will investigate all allegations or reports of sexual misconduct. The findings that result from the College's investigation may lead to charges of violating campus policies, which may be grounds for dismissal or other sanctions. If you are aware of a relationship which you believe violates College policy, please contact the Alma College Civil Rights/Title IX Coordinator immediately.

Alma College acknowledges its responsibility to provide clear direction to the College community about the professional risks associated with amorous and/or sexual relationships in which a power differential exists between the parties. For specific policies and procedures, see <https://www.alma.edu/live/files/4020-civil-rights-082020>.

B. Nepotism

Closely related persons may be employed or enrolled at Alma College provided there is no direct reporting relationship between them. Employees shall not be in a position that supervises, directs, evaluates, grades, sets the pay, or makes final decisions regarding the terms and conditions of employment and/or compensation for their relatives.

For purposes of this policy, "relative" is defined as the spouse, daughter, son, parent, grandparent, brother, sister, grandchild, aunt, uncle, niece and nephew (or the spouse of any of these) of either

the staff or faculty member or the member's spouse, or any other related person or non-related person who is or has been part of the employee's household.

Requests for an ongoing exception to this policy may be made in writing to the President. Only the President has authority to approve an ongoing exception. The Provost, however, may approve on an annual basis limited exceptions linked to routine faculty duties provided the following criteria are met:

- a. The Provost shall approve exemptions linked to committee service provided that the faculty member is recused from any committee decision that involves evaluation of a relative or a relative's work.
- b. The Provost may approve exemptions linked to service as department chair provided that all departmental supervisory, evaluative or hiring duties associated with a relative are delegated to a colleague or a member of the Provost's Office.
- c. The Provost may approve exemptions linked to academic instruction provided that the student is pursuing a degree at Alma College, that no section of the course will be taught by another instructor during the academic year, and that the faculty member delegates all grading duties to a colleague or a member of the Provost's Office. Under no circumstance shall an instructor receive additional compensation for teaching a relative.

C. Conflicts of Interest

The conflicts of interest referenced above in this section apply specifically to personal relationships. The Board of Trustees has established the following policy to address other potential conflicts.

Trustees and College employees must take special care to ensure fairness and the appearance of fairness in all dealings with Alma College. This is particularly important for persons who are in a position to influence decision-making or policies of the College. To comply with this policy the following procedures must be followed:

1. You must exercise good faith in all transactions relating to the College. If your position or knowledge gained from your position gives rise to a conflict of interest between the College's interests and your personal interests or the personal interests of your spouse or other family member, you must follow certain procedures. This includes conflicts of interest relating to any entity in which you or your family member is involved other than as a passive shareholder.
2. You must disclose any transaction to the College that may involve such a conflict of interest. Your disclosure must be in writing if practicable and must be given to the chair of the Audit Committee as well as the President of the College. The disclosure must state the full nature of the conflict of interest.
3. The Board of Trustees may approve the transaction notwithstanding the conflict if, in the Board's discretion, it determines that the transaction is fair and in the best interest of the College. The person having the conflict of interest may not participate or vote on the transaction considered for approval.

4. Staff or faculty in designated positions will be required to complete and sign a Conflict of Interest Acknowledgment and Disclosure Statement each year.
5. This policy applies to all Alma College trustees, officers and other persons who are in a position to enter into contracts or other transactions on behalf of the College.

III. Ownership of Work Product

This is a summary of the Alma College intellectual property ownership rights, which includes key points of the intellectual property policy. For more detailed information, please refer to the [full policy](#) on the employment policies page of the Human Resources web site.

- A. In general, the following intellectual property (IP) is owned by its creator:
 1. IP created by an employee (including faculty, staff and student employees) outside the scope of Alma College employment and without using Alma support or resources.
 2. Books, journal articles, and other research materials created by faculty within the scope of employment and not as part of a “works for hire” agreement with the College.
 3. Multimedia and creative works created by faculty as part of Alma College employment, provided the creation did not rely upon College resources and services above and beyond what one utilizes in the course of one’s usual employment (*i.e.*, substantial support)
 4. Rights to inventions, software and other patentable products created by faculty without the substantial support of the College; provided that if created with the support of Alma College and/or its students (whether substantial or not), then the College has the right to use such products for its internal purposes.
 5. Online courses created as part of Alma College employment, provided that the creation did not rely upon the substantial support of the College; and also provided that the College has the right to use such online courses for its own purposes.
- B. In general, the following property created by employees (whether faculty, students or other staff) is owned by Alma College:
 1. Anything created with the substantial support of the College resources and services, including rights to inventions, software and other patentable products.
 2. Anything created under a “work for hire” agreement with the College. Rights to IP created pursuant to a grant or third party contract will be governed by the terms of such grant or contract.
 3. Anything created by non-faculty employees within the scope of employment.
 4. Course materials, including master course syllabi and online course materials, designed to benefit the teaching activities of more than the individual who developed the material.
 5. Materials created as part of or installed in a larger work already owned by the College.

IV. Family and Medical Leave Act (FMLA) Leaves of Absence

In accordance with the Family and Medical Leave Act (FMLA), eligible faculty and staff may take up to 12 weeks of unpaid, job-protected leave for qualifying reasons upon satisfying the appropriate notification and certification requirements. Please see the Human Resources Office website for details.

V. Other Policies

The following is a list of other Alma College employment policies. Complete policy language for each can be found on the Human Resources website:

- Civil Rights Policy
- Code of Financial Ethics
- Drug-Free Workplace Policy
- Faculty Phased Retirement Information
- Faculty Search Guidelines
- Hiring Practices for Non-faculty Positions
- Humanitarian Relief Policy
- Intellectual Property
- Moving Expenses Reimbursement Policy
- Pay Policies for Nonexempt Employees
- Performance Management Policy and Procedure
- Programs Involving Minors
- Social Media Policy
- Teaching, Advising Assignments and Academic Rank for Non-Faculty Staff
- Tobacco Policy
- Social Security Privacy Act Policy
- Vehicle and Driver Safety Policy
- Voluntary Reduction of Work Schedule Policy
- Volunteer Policy

Additional resources can be found on the [Faculty and Staff Gateway](#)

VI. Amendments to Section 3: Policies Applicable to All Faculty, Staff and Employees

Amendments to this section may be proposed by any member or recognized organization of the Alma College community. Any proposed amendment, together with its rationale, shall be submitted in writing to the Policy and Planning Council. The council shall review the amendment and, unless the council votes against further consideration of the amendment, will forward the materials with a timeline for response to campus committees or organizations that should be consulted prior to a decision.

Following receipt and review of that feedback, the Policy and Planning Council will vote whether to recommend the amendment to the President's Cabinet for review and approval. All matters in this section are ultimately subject to the direction and approval of the Board of Trustees.

SECTION 4: FACULTY HANDBOOK

Policies Related to Appointment & Contractual Status for Faculty

I. Professional Ethics, Rights and Responsibilities

Alma College conforms to the [Statement on Professional Ethics](#) and the [1940 Statement of Principles on Academic Freedom and Tenure](#) endorsed by the American Association of University Professors. The procedures governing faculty appointments are intended to protect the quality of instruction and scholarship at Alma College; assure freedom of teaching, research, and outside activities; and to provide a sufficient degree of economic security to make the academic profession attractive to qualified scholars

A. Statement of Professional Ethics

This Statement on Professional Ethics identifies certain relationships into which a college teacher enters and reminds each faculty member of certain obligations entailed in membership in the profession. In the academic profession the individual institution of higher learning aims to provide this assurance and should, therefore, normally handle, within its own framework by reference to its own membership, questions concerning propriety of conduct.

1. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to assure that their evaluation of students reflects each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from students. They protect students' academic freedom.
3. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas, professors show due respect for the opinions of others and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
4. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work

done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

5. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession and to their institution. When they speak, write or act as private persons, they must not create the impression that they do so for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

B. Academic Freedom and Educational Responsibility

1. The faculty member, whether tenured or not, is assured of academic freedom. Academic freedom promotes the free search for truth and its free exposition; thus, it applies to both teaching and research. The faculty member is entitled to freedom in the classroom in discussing subjects, but should be careful not to erode teaching effectiveness by persistent discussion of topics that have no relation to the subject. The faculty member is entitled to full freedom in research, writing and publication of the results, subject to the adequate performance of other academic responsibilities. Tenure and procedures for due process are intended to protect these freedoms.
2. Faculty members are citizens, members of a learned profession, and academic officials of the College. When they speak responsibly as citizens, they shall be free from institutional censorship or discipline. The profession does, however, impose certain obligations. Faculty members should remember that the public may judge the profession and the College by their utterances and should at all times be accurate, show proper respect for the opinion of others and make every effort to indicate that they are not an institutional spokesperson.
3. The faculty shall have the responsibility for developing a program of liberal arts education in harmony with the College's mission statement. The faculty shall create policies that shall implement the program of the College as defined in its aims and objectives, shall determine the College curriculum, shall establish the qualifications of candidates for admission, retention and scholarships, and shall recommend candidates for graduation. The faculty shares responsibility with the administration for student co-curricular policies.

C. Faculty Employment Records

The faculty has the right to be governed by clearly stated and mutually binding terms of appointment. The general terms and conditions of every appointment shall be stated in writing and shall be in the possession of both the College and the faculty member before employment begins. The principles and criteria governing duration of appointment, promotion, salary increase and retirement shall be stated to the faculty as explicitly as is reasonably possible.

Each faculty person shall have the right to know when information regarding his/her tenure, promotion, compensation, or dismissal has been added to his/her professional file. The Provost shall inform a faculty member whenever student, administrative, or faculty complaints might

substantially affect his/her professional evaluation. The College will respect the confidentiality of and access to personnel files as prescribed by the laws of Michigan.

II. Employment Commitments

A. Authority for Employment Commitments

Only the President and the Chief Operating Officer/Vice President for Finance and Administration (COO) are authorized to contractually bind this institution with regard to agreements for employment or personal services. Furthermore, such agreements are only binding on the College if in writing and if signed by either the President or the COO.

Any employment or personal service agreement entered into or signed by an individual other than the President or the COO is void and of no legal consequence. Consequently, no oral agreements or commitments with regard to personnel agreements are binding upon the institution.

Agreements to pay additional compensation to an Alma College faculty or staff member over and above the established salary must be in writing and are valid only if signed by the appropriate vice president and by either the President or the COO.

B. Term of Appointment

Faculty will receive a memorandum of appointment for each year of service. Contractual obligations extend from the beginning of Fall Conference in late August through the end of Spring Term, reserving the summer months primarily for research and scholarly pursuits and improving student learning. Newly appointed faculty members, and faculty members holding certain critical committee assignments, may be required to be on campus for meetings or activities during the summer. Annual salary is paid in twelve installments, September through August.

Librarians are on 12-month contracts that may coincide with either the academic or fiscal year. Their 20 working days of vacation must be taken prior to the end of August each year.

C. Benefits

The College offers benefits-eligible faculty members a competitive package including medical, dental and vision insurance options, life and disability insurance plans, a defined contribution retirement plan, tuition assistance for employees and dependents, and an employee assistance program. Eligibility for benefits is dependent upon employment status and, in some case, an eligibility waiting period. Information on benefit plans is located on-line at the Human Resources Office [benefits page](#). Please note that this information provides only summaries of the plans and is not intended as a contractual agreement. For more complete details of all plans consult your certificates, summary plan descriptions, or the Human Resources Office. Also please note that the College reserves the right to amend, modify or discontinue any of its benefit programs, plans or policies at any time in its sole discretion.

All faculty are encouraged to participate in activities that enrich the life of the College. Most events at the College, such as sporting events and fine arts performances, are cost-free to employees.

III. Faculty Categories and Rank

Faculty are appointed in either a non-tenure track or tenure track category as described below. Changes in the language regarding these faculty categories are subject to review by the faculty organization.

A. Non-Tenure Track Appointments

1. Faculty in the following categories are engaged to teach one or more specific courses in a specified term/year. Service under such appointments is not considered as probationary leading to the consideration for tenure. Categories of non-tenure track appointment include:
 - a. Instructor – otherwise qualified teachers without a terminal degree in the discipline taught.
 - b. Senior instructor – instructors are eligible to become senior instructors in their 7th year of teaching for Alma.
 - c. Lecturer – faculty who possess a terminal degree in a relevant field but who are not employed in a tenure track position.
 - d. Senior lecturer – lecturers are eligible to become senior lecturers in their 7th year of teaching for Alma.

Note: Non-tenure track faculty employed prior to October 1, 2018 may retain their existing faculty titles or rank, or they may request consideration by the Provost of appointment to one of the above titles for which they meet the criteria.

2. The Provost, in consultation with the department chair, determines the curricular and personnel needs for non-tenure track positions. These appointments may be either continuing or temporary. Rank is assigned annually by the Provost at the time of appointment.
3. Responsibilities of faculty in a non-tenure track appointment do not usually extend beyond the teaching of specific courses. Full-time untenured faculty may be required to serve as academic advisors to students. They may also serve on faculty committees, participate in recruiting events or attend faculty meetings. Office hours shall be discussed and determined with the department chair. As a general rule, part-time faculty are not eligible for faculty development funds or faculty small grants, but exceptions may be approved by the Provost.
4. Under exceptional circumstances, full-time senior instructors or senior lecturers may be eligible for compensated leaves to complete research or other scholarly activity. The faculty member must request an exception from the Provost prior to applying for the leave and, if granted, the faculty member should utilize the sabbatical application processes outlined in section VI.

B. Tenure Track Appointments

Tenure track appointments are filled through a national search process. At the time of appointment, these faculty are expected to have completed the Ph.D. or other appropriate terminal degree and are in the probationary period that leads to consideration for tenure. Rank

is determined at the time of initial appointment and remains the same for each succeeding appointment until promotion by the Board of Trustees upon recommendation of the President.

In addition to their teaching responsibilities, tenure-track faculty are expected to be serve as academic advisors, serve on community governance or faculty committees, and actively participate in faculty meetings, admissions and recruiting activities, and major events in the academic calendar such as Welcoming Convocation and Commencement.

Requirements for tenure-track appointments include:

1. Assistant Professor – appointment requires a Ph.D. or other appropriate terminal degree, e.g., M.F.A. degree in studio arts. Additional requirements include:
 - a. Evidence of potential for excellence as teacher and scholar.
 - b. Evidence of a commitment to undergraduate, liberal arts education as described in the mission statement of the College.
 - c. Evidence of a commitment to the academic community.
2. Associate Professor – appointment requires all of the requirements of an Assistant Professor plus:
 - a. Minimum of five years of full-time, full-responsibility teaching at the Assistant Professor rank.
 - b. Evidence of skill and continuing growth as a teacher.
 - c. Evidence of continuing professional development, including appropriate evidence of scholarship or creative work.
 - d. Evidence of service to the campus community in an effective and responsible manner.
3. Professor – appointment requires all of the requirements of an Associate Professor plus:
 - a. Minimum of ten years of teaching experience at the rank of Assistant Professor or above. (Fifteen years would be more typical.)
 - b. Record of excellence and continuing growth in teaching, including a capacity for inclining students towards noteworthy achievement.
 - c. Record of continued scholarship, including evidence that scholarship represents a vital and continuing commitment of the individual.
 - d. Record of educational leadership in the College community.

IV. Provisions for All Faculty

A. Faculty Evaluation:

Faculty members are evaluated periodically to provide information used as a basis for (1) improvement of teaching performance, (2) retention, (3) salary increments, (4) promotion, (5) tenure, and (6) sabbatical leaves. The department chair, Provost, peers (through an elected Faculty Personnel Committee and letters of recommendation), and students are involved in the evaluative process.

Teaching excellence is at the center of the academic process. Ongoing evaluations of teaching provide a means of monitoring quality, and a variety of faculty recognitions and awards call attention to outstanding teaching. These include awarding of tenure and promotion, Senior Class awards, Andison Teaching Awards, the Barlow Award for Faculty Excellence, and named Professorships. Evaluation of teaching quality requires the use of multiple instruments including ongoing self-reflection, peer evaluations via classroom visits, and student opinion surveys.

B. Annual/Biennial Evaluation

All non-adjunct faculty will prepare an Annual Activities Report and submit it digitally to the Office of the Provost no later than the first Monday following Memorial Day. All faculty members are evaluated either annually (for untenured faculty) or biennially (for tenured faculty) by department chairs. (When chairs are reviewed, the Provost may ask two colleagues to comment on performance.) The chair will review the Annual Activities Report(s) and prepare an evaluation of performance, focusing on four areas: (1) teaching performance, (2) advising, (3) scholarship/creative work and professional activities, and (4) departmental, campus, and/or community service. Faculty members may see and discuss this written evaluation with their chair and/or the Provost prior to the beginning of the following academic year.

All faculty will administer student opinion surveys at the end of each course (excluding internships/practica, theses, independent studies, and private lessons). The surveys, **along with supplementary evaluative information**, are used by the Provost and department chair to review performance regularly (see below). These are also used by the Provost and Faculty Personnel Committee to develop recommendations for promotion and/or tenure, faculty awards, and for sabbatical leaves.

Where practical and applicable, non-tenure track faculty should be evaluated annually by their department chair. A non-tenure track faculty member who reaches Senior Instructor or Senior Lecturer status will be reviewed on a biennial rather than annual cycle.

C. Periodic Evaluation

In addition to the annual/biennial evaluation outlined above, further evaluation of a faculty member's performance is initiated at the point where faculty members are assessed for Pre-Tenure Review and Evaluation (see section V. Policies on Tenure-Track and Tenured Faculty Review and Evaluation, paragraphs A, B, and C.), tenure (paragraph E), and/or 6-year review (paragraph F). At each of these occurrences, three tenured colleagues in his/her department or in a related field and up to three colleagues selected by the candidate are asked to submit evaluations for review by the Faculty Personnel Committee and the Provost. As in the case of the annual/biennial review, recommendations cover personal and professional qualities, teaching and advising, and participation in campus or community service. These reviews will include review of the faculty member's CV, Annual Activities Reports, multiple classroom visits, and cumulative data from student opinion surveys.

D. Other Evaluation

At the request of any faculty member or the Faculty Personnel Committee or the Provost, student opinion surveys of instruction may also be supplemented for faculty under consideration for promotion or tenure by a random survey of seniors who have studied with the faculty member. Using anonymous forms, such seniors shall be given an opportunity to rate teaching effectiveness. Faculty members may request supplemental letters from alumni. Such materials shall not be solicited without the knowledge of the faculty member, who shall have full access to any materials relating to him/her gathered under this paragraph.

V. Policies on Tenure-Track and Tenured Faculty Review and Evaluation

A. Probationary Period for Tenure-Track Faculty

The probationary period extends from the effective date of appointment in a tenure-track position through the end of the academic year in which the tenure review takes place. At the time of original appointment to the Alma College Faculty, the faculty member shall receive a letter of appointment from the Provost, stating the terms, procedures, and timetable of the probationary period; any special arrangements will be indicated in this letter. The Faculty Personnel Committee (FPC) shall be informed of the terms of each such arrangement. A copy of this letter shall be placed in the probationary faculty member's file in the Provost's office.

B. Tenure Review Schedule

1. Faculty whose first teaching appointment is at Alma College, or who have less than three full years of full-time teaching contracts in higher education after having received the terminal degree, shall be formally reviewed for tenure in their sixth year of full-time tenure-track teaching at Alma College. At that time, either tenure shall be awarded, or a one-year terminal contract shall be offered.
2. Faculty who have had three or more years of full-time teaching contracts in higher education other than at the College after having received the terminal degree typically shall be formally reviewed for tenure during their fourth year of full-time tenure-track teaching at Alma College. At that time, either tenure and promotion shall be awarded, or a one-year terminal contract shall be offered. Faculty in this group may, however, elect to be reviewed for tenure in their sixth year of full-time teaching at Alma College provided that the request is made by the candidate and affirmed by the Provost at the time of appointment. The Provost will inform FPC of the terms of this arrangement, and indicate in the initial Letter of Appointment that Alma College will follow this timeline.
3. Requests for delay of tenure decision:
 - a. A faculty member who took seven or more consecutive weeks of approved leave during the probationary period may request that the date of tenure review be delayed one year from the time specified in the letter of appointment. The request must be submitted no later than September 1 of the year designated for the tenure review. Requests from faculty whose absence was due to documented Family and Medical Leave Act Leave, Medical Leave, Family Leave, or Birth/Adoption and Infant Care Leave shall be granted, with the Provost confirming the extension by writing an addendum to the initial letter of appointment. Requests from faculty whose absence was due to other approved leaves may be granted at the Provost's discretion.
 - b. Faculty who took seven or more consecutive weeks of approved leave as described in 3a above, for each of three separate terms during the probationary period may apply for a two-year extension of the probationary period. Extending the probationary period a second year is subject to the discretion of the Provost, in consultation with FPC. No more than a two-year extension will be considered.
 - c. The fact that an extension was requested, granted, or denied will not be a factor in the subsequent tenure review process.
 - d. Any delay of the tenure review granted before the occurrence of the Pre-Tenure Review and Evaluation shall delay that review as well.

C. Pre-Tenure Faculty Evaluations

1. Each probationary faculty member shall receive a pre-tenure review and evaluation. This review shall occur at the beginning of the winter term of the third year of teaching for faculty who will be reviewed for tenure in their sixth year of full-time teaching, and at the beginning of the winter term of the second year of teaching for faculty who will be reviewed for tenure in their fourth year. Upon invitation from the Provost, the faculty member (hereafter applicant) shall submit a portfolio of supporting material which should include the following:
 - A current curriculum vitae;
 - A personal statement of self-evaluation of one's teaching and advising, scholarship, and service;
 - Evidence of excellence in teaching and advising (including course syllabi, assignments, and/or student opinion surveys), scholarship or creative work (including publications, which may be supplemented by evidence such as funded grant proposals, student research or professional presentations), and ongoing service to the College and community;
 - Letters of support from outside evaluators, if desired; and
 - An application for leave through the Pre-Tenure Course Release program, if desired, prepared in accordance with program guidelines available in the Provost's Office.
2. Prior to FPC review, these materials shall be reviewed by three tenured faculty peer reviewers, including the department chair (or chair from a cognate department if the Provost determines that a conflict of interest precludes the chair from serving in the Pre-Tenure review), and two additional faculty, one chosen by the faculty member/applicant and one by the Provost. Two of the three faculty reviewers, chosen in consultation between the Provost and faculty member/applicant, will also observe at least two classes at the invitation of the faculty member/applicant, prepare an evaluation of teaching following guidelines available in the Provost's Office, and share this document with the applicant and FPC prior to FPC's review of the applicant's portfolio.
3. FPC shall review these materials before sharing its recommendation to the Provost, who will provide written summary of the outcomes of this review to the faculty member/applicant. This summary shall take note of strengths in performance and any areas of weakness that need attention as he or she proceeds toward final tenure review. The Provost and relevant department chair shall then discuss the summary with the faculty member.
4. Terms of non-reappointment: The pre-tenure period is probationary. The College is therefore under no obligation during that period to show cause for non-reappointment. Faculty members who are not being reappointed shall be notified as early as possible. Unless the non-reappointment is necessitated by the faculty member's demonstrable involvement in a serious violation of ethics, violation of a significant policy of the College (e.g. a policy against discrimination or harassment) or in personal behavior destructive to the College community or which potentially creates material liability for the College, or by the College's demonstrable financial exigency in which cases nor advance notice is necessary, the faculty member shall be given notification as follows:
 - a. If a faculty member is in the first or second academic year of appointment, notification of non-renewal shall be given by December 15 of that academic year of service in which the appointment expires.
 - b. If the decision to discontinue the appointment is made after the second contract year or in any subsequent year of the probationary period, notification shall be given by March 31 with a one-year terminal contract.

D. Pre-Tenure Course Release Program

In addition to excellence in teaching, advising and service to the College, faculty members are expected to engage in on-going scholarly or creative work appropriate to their disciplines. To this end, the College offers a two-course release to tenure-track faculty in their fourth probationary year, or earlier if a reduced probationary period has been approved, designed to support their scholarship or creative work for eventual national dissemination. Current program guidelines, including information about the application process, may be obtained from the Provost's Office.

It is the faculty member's sole responsibility to ensure that by the time of their tenure review they can also provide convincing evidence of their successful attainment of *all* tenure criteria.

E. Awarding of Tenure

Only full-time tenure-track faculty or those under a tenure-track joint appointment may receive tenure. "Tenure" means that the College and faculty member enter into a continuing contract which, except in the case of retirement, can be terminated only for the causes listed in section XVII. The financial terms of this contract are reviewed annually.

1. Required Qualifications for Tenure. Tenure may be awarded if a tenure-track faculty member has:
 - Earned the Ph.D. or other terminal degree in his/her field of specialization;
 - Shown evidence of skill and continuing growth as a teacher and advisor;
 - Shown evidence of continuing professional development, including appropriate evidence of scholarship or creative work;
 - Shown evidence of service to the campus community in an effective and responsible manner;
 - Shown evidence of commitment to undergraduate liberal arts education as described in the mission statement of the College.
 - Typically six years of full-time teaching in higher education after receiving the terminal degree is necessary to demonstrate the level of institutional and professional engagement needed for tenure and promotion, although exceptional cases may be considered at any time.
2. Procedures for the award of tenure:
 - a. By no later than September 15 of the year designated in the faculty member's letter of tenure-track appointment, the Provost shall inform the faculty member of the initiation of the tenure review process.
 - b. By the third Monday in October, it is the responsibility of the faculty member/candidate to present a portfolio in which she or he makes the case for having met the required qualifications for tenure. This portfolio will be confidentially reviewed by the Provost, FPC, and peer evaluators. This portfolio should be prepared in accordance with formatting guidelines approved by FPC and distributed by the Provost's Office. At a minimum the portfolio must include:
 - A current curriculum vitae;
 - A personal statement of self-evaluation of one's teaching and advising, scholarship, and service;
 - Evidence of excellence in teaching and advising (including course syllabi, assignments, and/or student opinion surveys), scholarship or creative work (including publications, which may be supplemented by evidence such as funded

grant proposals, student research or professional presentations), and ongoing service to the College and community;

- Letters of support from outside evaluators, if desired.
- c. The Provost shall solicit confidential peer reviews from three tenured colleagues chosen by the Provost from the faculty member/candidate's department or cognate departments, and from up to three colleagues selected by the faculty member/candidate. At least two of these evaluators, chosen in consultation between the Provost and the faculty member/candidate, shall be expected to observe at least two classes at the invitation of the faculty member/candidate. These observers shall prepare their evaluations of teaching following guidelines available in the Provost's Office.
 - d. The Provost shall share all available student opinion surveys of the faculty member's teaching with the Faculty Personnel Committee.
 - e. By December 1, FPC shall make a recommendation to the Provost regarding tenure and promotion. The Provost shall then make a recommendation to the President, which shall be reported to FPC. In the event that the Provost's recommendation is contrary to that of FPC, FPC may communicate its recommendation directly to the President. If the President is not sending a positive recommendation to the Board of Trustees for approval, the Provost shall communicate this information to the faculty member/candidate as soon as possible.

F. Review of Tenured Faculty Not Seeking Promotion

Following the granting of tenure and promotion to Associate Professor, the professional and academic achievements of each faculty member will be assessed at least every sixth year.

1. By no later than October 1 of the sixth year following a faculty member's last professional review, the Provost shall inform the faculty member of the initiation of the review process.
2. By the third Monday in January, the faculty member shall present a portfolio assessing their own performance since their last review. This portfolio will be confidentially reviewed by the Provost, FPC, and at least three peer evaluators. At a minimum the portfolio should include:
 - a. A current curriculum vitae;
 - b. A personal statement of self-evaluation of one's teaching and advising, scholarship, and service;
 - c. Evidence of ongoing excellence in teaching and advising (including course syllabi, assignments, and/or student opinion surveys), scholarship or creative work (including publications, evidence such as grant proposals, student research, or professional presentations), and leadership and service to the College community;
 - d. Letters of support from outside evaluators, if desired.
3. The Provost shall share any available student opinion surveys of the faculty member's teaching with the Faculty Personnel Committee (FPC).
4. The Provost shall solicit confidential peer reviews from three tenured colleagues chosen by the Provost from the faculty member/candidate's department or cognate departments, and from up to **three** colleagues selected by the faculty member/candidate. Evaluators will have access to the faculty member's portfolio materials at least two weeks before their evaluation letters are due.
5. At least two of these evaluators, chosen in consultation between the Provost and the faculty member under review, shall be expected to observe at least two classes at the

invitation of the faculty member/candidate. These observers shall prepare their evaluations of teaching following guidelines available in the Provost's Office.

6. By March 15, FPC shall review the faculty member's portfolio and make recommendations to the Provost. The Provost will prepare a written report of the review and share a draft with the FPC. Following any edits from FPC, the Provost will share the final report with the faculty member by no later than June 30.

G. Interim Reviews

The Provost may initiate an interim review in collaboration with FPC whenever the professional competence and performance of any faculty member is unsatisfactory. Concerns about the individual's performance may arise from annual evaluations, student complaints, investigatory findings, or any other reporting mechanism.

When the interim review results in a finding of deficiencies in teaching performance or other academic duties, the Provost shall initiate the process of remediation, as outlined in section XVII. Serious violations of professional ethics or personal behavior in violation of College policy and/or destructive to the College community may lead to immediate dismissal without remediation, as outlined in the same section.

VI. Provisions Regarding Rank and Promotion for Tenure-Track and Tenured Faculty

A. Rank

In accord with academic practice, three levels of rank have been established for tenure-track and tenured faculty: Assistant Professor, Associate Professor, and Professor. Rank is determined at the time of initial appointment and remains the same for each succeeding appointment until promotion by the Board of Trustees upon recommendation of the President.

B. Promotion

1. Promotion to Associate Professor
For those hired as an assistant professor, promotion to associate professor will be awarded upon the granting of tenure.
2. Promotion to Professor
 - a. Eligible faculty members may send their credentials forward for consideration for promotion by the third Monday in October.
 - b. It is the responsibility of the faculty member/candidate to present a portfolio making the case for having met the required qualifications for promotion. This portfolio will be confidentially reviewed by the Provost, FPC, and peer evaluators. This portfolio should be prepared in accordance with formatting guidelines approved by FPC and distributed by the Provost's Office. At a minimum the portfolio should include:
 - A current curriculum vitae;
 - A personal statement of self-evaluation of one's teaching and advising, scholarship, and service;

- Evidence of excellence in teaching and advising (including course syllabi, assignments, and/or student opinion surveys), scholarship or creative work (including publications, which may be supplemented by evidence such as funded grant proposals, student research or professional presentations), and ongoing service to the College and community;
 - Letters of support from outside evaluators, if desired.
- c. The Provost shall solicit confidential peer reviews from three tenured colleagues chosen by the Provost from the faculty member/candidate's department or cognate departments, and from up to three colleagues selected by the candidate. At least two of these evaluators, chosen in consultation between the Provost and the faculty member/candidate, shall be expected to observe at least two classes at the invitation of the faculty member/candidate. These observers shall prepare their evaluations of teaching following guidelines available in the Provost's Office.
 - d. The Provost shall share student opinion surveys of the faculty member's teaching with the Faculty Personnel Committee.
 - e. By December 1, FPC shall make a recommendation to the Provost regarding tenure and promotion; the Provost in turn makes a recommendation to the President, which shall be reported to FPC. (In the event of a contrary recommendation, FPC may communicate its recommendation directly to the President.)
 - f. If the President is not sending a positive recommendation to the Board of Trustees for approval, the Provost shall communicate this information in writing to the faculty member/candidate as soon as possible.

VII. Sabbatical Leave for Tenured Faculty

A. Purpose

The primary purpose of a sabbatical leave program is to improve student learning at Alma College by enabling the growth of its faculty. In providing a period free from teaching and administrative assignments, the College invests in its faculty members, allowing them to engage in meaningful scholarly, creative, and/or professional pursuits that will improve the quality of instruction and ultimately strengthen the College as a whole. Individual requests for sabbatical leave shall be judged in light of this purpose.

B. Procedures

The Provost's Office, using the eligibility guidelines listed in section C below, shall maintain a list of the expected years of sabbatical eligibility for all tenured and tenure-track faculty. At least once a year the Provost shall submit this list to FPC for their review, seeking approval for any adjustments due to leaves and other factors that impact the year of eligibility.

No later than September 15 of the year prior to a faculty member's eligibility for sabbatical, the Provost's Office shall send a written invitation for submission of a sabbatical application. Faculty members who consider themselves eligible but have not received an invitation by this date should inquire at the Provost's Office.

Applications shall be returned to the Provost's Office by the third Monday in October preceding the academic year for which the leave is requested. The applications shall be reviewed by FPC for

recommendation to the Provost; during the review period, FPC may request clarifications or timely revisions to any application. The Provost, after receiving FPC's recommendations, shall determine which proposals for leave shall be forwarded to the President. The President will make a final determination regarding which proposals shall be forwarded to the Board of Trustees for final approval. Approval shall be announced following the winter Board meeting.

C. Eligibility Guidelines

In general, faculty members with tenure become eligible for sabbatical leave every seventh year of full-time service at Alma College. This timetable may be modified, however, by deferred sabbaticals or by time spent on leave from College duties.

- Only faculty members with tenure are eligible for sabbaticals.
- A faculty member who has not had a sabbatical at Alma begins accruing service toward sabbatical eligibility at the start of tenure-track teaching at Alma. Up to four 14-week terms of full-time, non-tenure-track teaching at Alma may also count toward sabbatical.
- A faculty member who has had a sabbatical at Alma begins accruing eligible service toward the next sabbatical at the start of the academic year following the most recent sabbatical's first term. Service prior to this date carries over only if the faculty member, at the request of the institution, had postponed applying for or implementing the most recent sabbatical. In such a case, the deferred 14-week terms may also count toward sabbatical.
- A tenured faculty member is eligible to request sabbatical leave when she or he has accrued, prior to the start of an academic year, at least twelve 14-week terms of full-time service. Only one term where the faculty member took more than seven weeks of medical or other non-sabbatical leave may count toward the total of twelve. This means that while one such term in an accrual period will not postpone eligibility, two or three such terms will postpone eligibility for one year, four or five will postpone eligibility for two years, and so on.
- Leaves that total half a term or less, including Faculty Leaves for Birth and Care of Infant as detailed in section XIII. Faculty Leaves for Birth, Adoption and Care of Infant, found later in this Faculty Handbook, do not affect the accrual of service required for sabbatical eligibility. Likewise, a reduction of teaching duties does not affect accrual provided that the faculty member remains in full-time service at Alma.
- No sabbatical leave shall be granted while a faculty member is undergoing remediation.
- No sabbatical leave shall be granted which would begin less than one year prior to a faculty member's final year of teaching before retirement.

D. Criteria and Restrictions

Granting a sabbatical is a significant investment on the part of the College, requiring careful deliberation. Therefore, each faculty member's proposed sabbatical leave shall be evaluated individually based on its merits. Successful proposals will include the following information:

- A clear explanation of the proposed project: its intention, methods, plan of activity, timeline, and expected outcome(s);
- A persuasive statement of how the proposed project will benefit the person's individual work (teaching, scholarship, and professional growth); the person's departmental objectives and curricula; and Alma College overall;
- The report of the applicant's prior sabbatical leaves, if any; and
- An up-to-date CV.

Factors to be considered in the evaluation of proposals shall include:

- The applicant's eligibility;
- The clarity and persuasiveness of the proposal;
- The number of overall sabbatical requests in a given academic year; and
- The needs of the applicant's department.

If financial or staffing needs prevent all requests for sabbatical leaves from being granted in a given year, priority shall normally be extended to requests that address compelling College needs, to individuals who have demonstrated success in past sabbaticals, to time-sensitive or off-campus research and study programs, to seniority, and to the feasibility of release.

While professors are free to seek fellowships and grants to supplement their salary, they may not take a paid position during the leave except in special cases approved by the Provost. Any expected supplemental income shall be described and justified at the time of application for leave, and any remunerated activities must be in conformity with and further the objectives of the specific sabbatical program.

Faculty members on sabbatical leave may not serve on standing committees, as academic advisors, or in administrative roles at the College. A faculty member on sabbatical leave is not expected to participate in College or departmental matters but may do so if she or he chooses. For sabbatical leave programs, the College is under no obligation to provide facilities, equipment, travel expense or supplies. However, the faculty member on sabbatical may apply for Faculty Development Funds.

E. Terms and Compensation

The period of leave shall be for either Fall or Winter/Spring Term at full pay, or both Fall and Winter/Spring Terms at half pay. A sabbatical leave need not be taken in a single academic year but may be spaced out in full term segments (Winter/Spring and Fall) over two consecutive years.

Sabbatical leaves for librarians shall be for either 24 weeks (half-year) at full pay or 48 weeks (full-year) at one-half pay within a given contract year. Fringe benefits shall be continued on the usual basis unless there are special circumstances.

All faculty members must sign a sabbatical agreement prior to the start of a sabbatical. This document will specify the term of the sabbatical. It will also specify the obligations, including any financial penalties for failure to return to the College, that a faculty member assumes by accepting the sabbatical.

F. Faculty Obligations

A sabbatical report summarizing the faculty member's sabbatical leave shall be submitted to the Provost within three months of the completion of the sabbatical. This report should include reflection on attainment of the faculty member's sabbatical goals and application to his/her teaching and professional growth. The report shall be shared with FPC and placed in the faculty member's professional file, to be considered as part of the evaluation for any future sabbatical proposals.

Any faculty member accepting a sabbatical leave accepts an obligation to return to the College for one full year of service following the conclusion of the leave. The faculty member's submission of an application acknowledges this obligation and confirms his/her commitment to pay any financial penalties outlined in the sabbatical agreement. This commitment by the faculty member does not affect the Colleges right to terminate the employment of the faculty member under the terms of this MOE.

VIII. Teaching-Load Determination

- A. One system should be used to determine load.
- B. The standard teaching load for a tenured or tenure-track faculty member is six (6) 4-credit units (i.e., 24 credits per year). If the number of scheduled contact hours is projected to exceed 24 per year for any tenure or tenure-track faculty member, the Department Chair and the Provost must confer.
 - 1. The seventh course offered for pay must be approved by the Provost prior to inclusion on the academic schedule.
 - 2. Uncompensated overloads should not be scheduled.
 - 3. In instances where a course that was planned to meet a faculty member's load requirement is under-enrolled, the class will be cancelled unless the Provost, department chair and faculty member agree upon an appropriate adjustment to fulfill the load requirement, including modification of the load requirement in the following academic year.
- C. The following equivalencies should be employed to determine teaching load:
 - 1. Typically, two laboratory sections equal one 4-credit unit for the Natural Sciences.
 - 2. Each section of a multiple section course in a term shall count as one 4-credit unit.
 - 3. Direction of a major ensemble (MUS 151, 152, 153, THE 150, 151, DAN 151) equals one 4-credit unit.
 - a. minor ensembles (MUS 155, 156, 157, 158, DAN 344) count as 0.75 of a unit;
 - b. Dance technique courses count as .5 unit of load.
 - 4. Supervision of the Art Gallery equals one 4-credit unit.
 - 5. Six advanced directed studios in Art & Design or six one- hour private lessons in Music, per term, shall count as one 4-credit unit.
 - 6. Supervision of six students enrolled for directed teaching shall count as one 4-credit unit.
 - 7. Instruction of one technique course in THE, DAN or EHS shall count as 0.50 of a unit.
 - 8. Supervision of the Writing Center and associated duties in support of writing across the curriculum, including supervising faculty workshops during regular terms or during the summer, shall count as two four-credit units for a full year's service.
- D. Independent work (i.e., independent studies, senior theses, practicums, tutorials) does not count for teaching load or for consideration as a seventh course stipend except as noted in C.5. Tutorials must be approved by the Provost.
- E. Whenever possible, multiple sections of courses or laboratories that are not at capacity should be reduced to correspond to the total number of students enrolled in the course.
- F. Team teaching must be approved by the Provost; the load for participating faculty in such courses shall be determined according to the departmental plan and degree of involvement.
- G. Teaching load release for administrative work (i.e service in a combined faculty/administrator position related to the office of academic affairs or supervision of a program) will be determined on a case-by-case basis and detailed in the annual memorandum of appointment.

- H. Teaching load relief may be given for department chairs, in accordance with the procedures established in the Alma College Department Chairs Compensation Guidelines.
- I. No teaching load relief should be given for service that is expected of all tenured and tenure-track faculty such as participation on committees or in community government, assisting with recruiting events or scholarship interviews, or advising individuals or groups.
- J. At minimum, all faculty shall include a 4-credit Spring Term course as part of the minimal teaching load in alternate years. (Exceptions may be made in cases mutually agreeable to the faculty member, department chair and Provost.)
- K. Load expectations for non-tenure track faculty will be determined at the time of the appointment by the Provost, in consultation with the department chair.
- L. Release of up to two units of teaching may be granted in accordance with the provisions of the Pre-Tenure Course Release program. The Provost's Office shall maintain a copy of the program guidelines.

IX. Academic Advising

Academic advising is regarded as an important part of a faculty member's duties. Each new student is assigned to a member of the faculty to plan his/her program for a liberal arts education and to increase the likelihood of each student's success in such a curriculum. A student may select a new advisor in any department at any time (with that advisor's permission).

Faculty members are urged to make every reasonable effort to become acquainted with their advisees and to assume a meaningful responsibility for their academic program and progress. While good advising may take many forms, it is generally characterized by knowledge about general education and major/minor requirements; attention to a student's academic progress; respect for students; regular availability to students (e.g., at least five office hours per week, answering emails, assigning advisees to a temporary advisor when leaving for sabbatical); and/or mentoring students with regard to their future after Alma (e.g., providing a sounding board for a student's career ideas, acting as a reference for job candidates, writing letters of recommendation for graduate school).

For purposes of tenure, promotion, and review, a faculty member shall include a statement of advising philosophy, accompanied by evidence of achievement with regard to advising (e.g., letters from alumni; letters from colleagues; optional questionnaires or surveys from advisees; data about advisees and their success at Alma and beyond).

X. Policy on Hiring New Faculty

- A. The Provost shall consult with the chairs of affected departments and with the Educational Policy Committee regarding proposed changes to faculty lines.
- B. Any new or vacated position must be described and justified on a Personnel Requisition Form. The form must be approved and signed by the Provost and then the President or COO/Vice President for Finance and Administration before a search can begin.
- C. All searches must comply with the provisions for a fair and non-discriminatory hiring process outlined in the *Faculty Search Guidelines* available in the Provost's Office.
- D. Once the position has been authorized, the chair of the department will meet with the Provost to discuss the formation of a search committee and search timeline. Consistent with Alma's recruiting philosophy that a successful candidate is both a disciplinary match and a

complement to the faculty body as a whole, search committees will include 1 -2 members from outside the department.

- E. The Provost should also be consulted at each stage in the process – before the initial screening, before invitations are made for campus visits, and when the committee has identified a final recommendation.
- F. The role of the committee is to identify and prioritize well-qualified candidates. Following the campus visits, the members of the search committee will meet to review and prioritize the candidates and develop recommendations. The search committee chair will then meet with the Provost to discuss the committee’s recommendations.
- G. The hiring decision rests with the President, in consultation with the provost. The provost will review the committee’s recommendations and prepare his or her own recommendation to the President, which will include a summary of the committee’s perspectives. The President’s decision will be final.
- H. Upon authorization by the President, the provost will extend the job offer. All discussions concerning salary and contract terms will take place between the provost and the candidate. No member of the search committee is to discuss salary with the candidate without prior authorization from the Provost.

XI. Additional Faculty Expectations

This section is intended to provide a quick reference of faculty expectations and academic policies to support teaching and student learning. It should be read in concert with the [Academic Catalog](#) and additional academic policies posted on the Provost’s Office webpages.

A. Faculty Participation in the Life of the College

- 1. Active participation in the College community:
 - a. Full-time faculty members are required to participate in the formal convocations and exercises of the College community wearing appropriate academic regalia. For Welcoming Convocation and Commencement, robes, stoles and caps can be rented or purchased through the College bookstore. Orders should be placed with the bookstore for Commencement by March 1 and for Welcoming Convocation by July 1.
 - b. In addition, faculty members are expected to be active members of the College community, leading or attending a variety of activities each term that are part of the intellectual, cultural and residential life of the campus.
- 2. Service: Service to the College is an expectation of all full-time faculty and is one of the elements in tenure and promotion decisions. Service expectations include but are not limited to participation in shared governance, departmental activities and search committees, and annual assistance in Admissions events.
- 3. Faculty Office Hours: Each faculty member shall publicize regular office hours by postings on their office door, in their on-line profile and on their course syllabi. Faculty shall maintain this regular schedule to assure that students know when they can meet with the faculty member. At least five hours per week spread over at least 4 days each week are required for full-time faculty. Office hours for part-time faculty should be determined in consultation with the department chair.
- 4. Faculty Attendance:

- a. Faculty members are expected to meet their classes promptly at the published start time and to remain present throughout to fulfill their contact hours. Exceptions to this standard should be rare.
- b. When faculty members are unable to meet their classes due to illness or professional obligations, they must notify the Provost's Office. Except in cases where the faculty member is physically unable to provide advance notification, the Provost Office is to be informed prior to the start of the affected classes and will post appropriate notification. (Planned absences, such as for a conference, should be recorded on the syllabus.) Faculty are encouraged to notify students of unplanned absence through email, available through the classroom management system (Moodle) or the retention system (Starfish).
- c. Instances of frequent or recurring tardiness and/or absence constitute a failure to meet contractual expectations, unless the faculty member has been granted leave under the terms of the Family and Medical Leave Act. Failure to meet contractual expectations is a serious violation of professional ethics and will be addressed under the terms outlined in the section XVII.

B. Policies Governing Course Management

1. **Class Schedule:** The organization of the class schedule for each term is coordinated by the Provost's Office. Schedule copy is to be submitted to the Provost's Office by the department chair or designee for approval and should include the courses to be offered, the number of sections of each, the assigned faculty member, and the requested time slot for each course. The Provost's Office review will evaluate the proposed schedule for responsiveness to enrollment demands and curricular needs. Departments are expected to spread course offerings across the approved schedule grid; no course can be offered outside the established class schedule grid without approval of the Provost. The course schedules and the resulting faculty loads will be reviewed and approved by the Provost and then submitted to the Registrar's Office for review to assure consistency with the academic catalog.

Rooms will be assigned for classes taking into account the location of specialized equipment, room capacity, and requested instructor accommodations. Location of rooms will be posted on the portal as soon as determined. A master room schedule will be maintained in the Registrar's Office.

2. **Syllabi:** A well-written course syllabus defines expectations and responsibilities of the faculty and the student, helping students understand what they can expect from the course as well as what is expected of them.

Course syllabi are to be distributed to students no later than the first class period. An electronic copy of the syllabus for each class must be submitted to the designated clerical staff at the start of each term. The syllabus must include:

- Student learning outcomes for the course
- Required readings and text books
- Grading practices
- Course calendar for assignments and exams
- Faculty contact information and office hours
- Policies on attendance, make-up exams and late assignments
- A statement of academic dishonesty standards

- A statement of the amount of work expected of students outside the scheduled classroom meetings
 - Information about accommodations for student with disabilities and access to other student support services.
3. **Course Materials:** Faculty are responsible for notifying the College bookstore of course materials that are required for each course. Federal law requires colleges to provide the list of assigned textbooks for each course (including ISBNs and prices) during registration. The bookstore will issue a call for course materials and deadlines for submitting course orders to meet this requirement.

Course packets, a compilation of book excerpts, notes, problems, graphics, etc. that the faculty member assembles for a specific class, can be made available for purchase in the bookstore. Copyright permissions are usually required for materials not authored by the faculty member, unless distribution is allowed by fair-use exemptions. Contact the bookstore for more information. Allow several weeks for copyright clearance and printing.

4. **Examinations:**
- a. Course examinations and quizzes are to be given during the regular class period as specified in the syllabus. Instructors should not give a unit exam during the last week of classes if they have scheduled a final exam during exam week.
 - b. Final examination week is included in the calculation of credit hours required by the College's accreditor. Therefore, exams must be administered during the designated time period of each final exam week. Early final examinations are not permitted. If the course does not require a final exam, a class meeting must be scheduled during the designated period or another assignment requiring no less than 2.5 hours of student work per course credit must be scheduled.
5. **Grading:** Please refer to the academic catalog for the grading scale and policies related to assigning grades.
6. **Grade Appeals and Changes:** Upon request, instructors must provide students with a description of how a final grade was calculated within two weeks of the request unless there are extenuating circumstances (i.e. the faculty is out of the geographic area). Appeal of grades may be made when the student has evidence that the final grade is unfair, but the appeal must be made not later than six months after the recording of the initial grade. The appeal proceeds first to the instructor, then to the department chair, and, if the disagreement still stands, it may go to the Provost.

Changes to a grade submitted either in error or following a successful student appeal must be approved by the Provost and submitted to the Registrar's Office to revise the student record.

7. **Auditing a Class:** With the consent of the instructor, students will be permitted to attend and participate in a course for no credit or grade. Except for eligible employees or their dependents, no person will be allowed to audit a class without paying tuition at half the applicable rate. The College reserves the right to deny audit registration in the event of a capacity limitation if the audit registration would prevent a degree-seeking student from taking the class for credit.

C. Academic Dishonesty

1. Definitions.

Academic dishonesty consists of any deliberate attempt to falsify, fabricate or alter data, records, or any other material that is relevant to the student's participation in a course or completion of a degree program. Most, although not all, such attempts fall into one or more of the following three categories:

- a. Plagiarism: Deliberately or inadvertently presenting work, words, arguments, ideas, theories, etc. substantially derived from an external source as though they are the student's own efforts. Examples of plagiarism include, but are not limited to the following:
 1. Failing to use proper citations as acknowledgment of the true source of information included in a paper, written or oral examination.
 2. Presenting any work completed in whole or in part by any individual or group other than the student, as though the work is the student's own.
 3. Buying, selling, obtaining or distributing material to be used fraudulently as part of any academic exercise.
- b. Cheating: Giving or receiving answers, data, or other information by any means other than those expressly permitted by the instructor. Examples of cheating include, but are not limited to the following:
 1. Stealing tests from instructors.
 2. Copying answers, data, or other information (or allowing others to do so) during an examination, quiz, or other assignment in which the student is not expressly permitted to work jointly with others.
 3. Assuming another individual's identity or allowing another person to do so on one's own behalf for the purpose of fulfilling any academic requirement or in any way enhancing the student's grade or academic standing.
 4. Using any device, implement, or other form of study aid during an examination or assignment without the instructor's permission.
- c. Other Academic Misconduct: Falsifying or fabricating data, records, or any information relevant to the student's participation in any course or academic exercise. Examples of academic dishonesty include, but are not limited to the following:
 1. Falsifying a document that would permit or excuse the student from participation.
 2. Forging a signature required on a document related to a student record.
 3. Knowingly furnishing false information to a faculty member or academic official.

2. Consequences for Academic Dishonesty

The foregoing list of offenses is not intended to be fully exhaustive of all potential instances of academic dishonesty. Therefore, the College reserves the right to take action on other identified forms of lying or cheating. Disciplinary action following academic dishonesty is handled initially by the faculty member in whose course the offense occurred or by the Provost's Office if the offense is related to an academic record. The consequences for academic dishonesty may include failing an assignment, failing a course, or for the most serious infractions, suspension or expulsion from the College.

All infractions and consequences should be reported to and recorded in the Provost's Office. These cases will be reviewed by the Provost or their designee who may, especially in cases

of repeat offenses, apply more severe penalties than those imposed by the instructor, which may include referral to the campus judicial process.

D. Academic Departments

The faculty is authorized to organize into academic departments and divisions to facilitate curriculum development, teaching and student learning. Department chairs are appointed by the Provost. A Department Chair's Handbook is available in the Provost's Office.

E. Outside Employment

A faculty member may engage in employment outside the College but must be prepared to show that the outside employment does not interfere with his/her professional responsibilities to the College. The faculty member is required to notify the Provost when s/he is teaching courses for other institutions during the contract year.

XII. Institutional and Departmental Evaluation

Alma College is accredited by the Higher Learning Commission. In addition to this comprehensive accreditation, some departments receive discipline specific accreditation or certification for their programs. Departments may also request or the Provost may require external review of a department utilizing experts from outside the College. All such evaluations shall be authorized and supervised by the Provost in consultation with all members of the department(s) involved.

XIII. Faculty Leaves for Birth, Adoption and Care of Infant

Purpose: In addition to the rights provided to eligible employees under the College's Family and Medical Leave Act policy, which can be found on the Human Resources webpage, this policy is intended to provide continuity of instruction for our students while also providing the opportunity for faculty to nurture their family lives in a healthy environment. Continuity of instruction, therefore, will be an important principle in negotiating leave arrangements. In addition to the leave benefits provided to all eligible employees under the Family and Medical Leave Act and the College's short-term disability policy, tenured or tenure-track faculty may request approval for the leave benefits specified below. A faculty member who expects to take a leave for the birth or adoption of a child may request a leave of absence for a full academic term under a flexible work arrangement negotiated with the Provost. To be eligible for the leave, the faculty must have completed a year of employment at Alma College prior to the start of the leave.

Equivalence: For a faculty member teaching a six 4-credit course load, i.e. a 3-2-1 or 2-3-1 load, a one course workload reduction is the equivalent of seven weeks of pay.

A. Birth and Infant Care Leave Policy

For the faculty member who expects to take short-term paid medical leave to give birth in either Fall or Winter Term, two course units will be scheduled during the term of the leave and the remaining four courses in the other academic term and Spring Term. The faculty member may then reduce the teaching load for the term of leave by one course in conjunction with the short-term medical leave, applying the equivalence listed above. The faculty member can reduce the teaching load by the other course unit scheduled during the term of leave with the expectation that this course will be made up in one of the following ways:

- 1) An additional course would be taught with no extra compensation in a subsequent academic year, subject to approval of the Provost; or
- 2) The faculty member may request a reduction in their annual compensation in exchange for the reduced workload. The reduction will be equivalent to the cost of a current temporary faculty or overload rate for one 4-credit course, plus FICA.

Thus, the course reduction under the Infant Care Leave Policy will be made up no later than the end of the year following the faculty member's return from the leave of absence. The Provost has discretionary authority to extend the period to 18 months, if needed. Work may not be made up in advance of the leave.

In the case of a part-time tenure track or tenured faculty member teaching a three 4-credit course load, one course reduction will be granted in conjunction with the short-term medical leave and the remaining two courses will be taught in the other academic term or Spring term.

B. Adoption or Parental Leave and Infant Care Policy

A faculty member who adopts a child or a prospective parent who is not giving birth (i.e. the non-pregnant spouse) may request leave for an academic term under the Adoption or Parental Leave and Infant Care Leave Policy. Under this arrangement, two course units will be scheduled during the term of leave and the remaining four courses in the other academic term and Spring Term. The faculty member may reduce the teaching load for the term of leave by one or two courses with the expectation that the course(s) will be paid or in one or both of the ways noted in A. above.

C. Timing of the Load Reduction

- 1) The leave will be taken either during the academic term that the child is born or adopted or during the following academic term.
- 2) In the case where birth is expected during an academic term and the faculty member plans to teach that term for as long as is possible before taking short-term medical leave, the faculty member and the Provost will negotiate a work schedule for that term and the next in accordance with the principles stated above;
- 3) In the case where the entire medical leave occurs when the faculty member has no teaching responsibilities, i.e. Spring Term and/or summer months, the faculty member will be able to negotiate an infant care leave for the following Fall Term under the same principles used for adoption.

Should a faculty member either not return to the College after the infant care leave or not be able to teach the increased load upon return, he or she will reimburse the College the cost of replacement faculty.

Once the Birth/Adoption and Infant Care Leave arrangement has been negotiated, the faculty member may not return early from the leave. At the discretion of the Provost, medical exigencies may warrant modifications in a faculty member's flexible work arrangement.

Other options for making-up a course or determining the period of leave may be negotiated with the Provost, contingent upon making appropriate arrangements to cover teaching responsibilities and/or departmental program needs. The College may not be able to accommodate all leaves as outlined above. The Provost will use his or her best judgment to work out equivalent accommodation. The final determination of the terms of leave will be made by the Provost.

XIV. Resignation or Retirement

A faculty member shall give notice of resignation or retirement as early as possible. Resignations or retirements during the contract year that interrupt or terminate duties during the academic year shall relieve the College of financial and other obligations subsequent to the date of termination.

Exit Interviews: Those terminating their service for any reasons may be invited to participate in an exit conference at the Human Resources Office before leaving campus to share about their experiences at Alma and to receive an explanation of post-employment benefits and related information. Keys, purchasing cards, computers and other College property must be returned at the end of employment.

XV. Phased Retirement

An eligible faculty member may request a phased retirement plan. Approval of a phased retirement program is at the discretion of the President upon recommendation by the Provost. To be eligible, the employee must be 55 years old or older and have at least 10 years of full-time continuous service to the institution in a tenured or continuing faculty position (or positions). Interested faculty must submit a request no later than April 15 of the academic year preceding the start of the phased retirement plan.

Upon execution of an agreement outlining the terms of the phased retirement, the faculty member will assume a reduced work assignment of .50 FTE or higher for a period of no more than three years. Annual compensation will be prorated to the new FTE percentage. The faculty member will remain eligible for dependent tuition benefits and for health, dental and vision insurance consistent with the benefits provided to full-time employees. Salary-dependent benefits such as retirement and life insurance will be reduced commensurate with the prorated salary. During the phase-out, faculty are eligible for support for conference and research travel provided to regular tenured faculty but will not be eligible for sabbatical leave. As part-time employees, they are not eligible for long-term disability and travel accident coverage. Additional information about the terms of this program is available on the Human Resources Office web page.

XVI. Faculty Grievance Procedures

Occasions may arise when an individual faculty member believes there is cause for grievance in matters pertaining to his/her professional life at the College (e.g., academic freedom, salary, promotion, tenure, non-reappointment, violation of procedural regulations). The following procedures are designed to enable the College to protect academic freedom and tenure and to ensure academic due process when such occasions arise.

NOTE: 1.) Grievances related to allegations filed through the Civil Rights Policy will be handled through that office rather than through this process. 2.) Tenured faculty, who have not otherwise been afforded an opportunity for a hearing under a different policy or process of the College, also have recourse to the process outlined in section XVI.D. in cases regarding dismissal.

A. Informal Review and Resolution

A faculty member who believes there is cause for grievance should make every reasonable effort to settle the issue through direct contact with the person(s) whose decision has given rise to the grievance. The Provost and/or FPC shall, upon request by either party to the grievance, assist in the attempts to resolve the matter.

B. Faculty Grievance Committee

For the purpose of reviewing such grievances and assisting in their resolution, a Faculty Grievance Committee is established as a standing committee of the Faculty Organization as specified in their constitution. The Committee shall consist of three tenured faculty members, nominated and elected for three-year staggered terms by the faculty at large. The faculty shall also elect three tenured faculty members for three-year staggered terms as alternates to serve as replacements for members who are disqualified or unable to work on a particular case.

A committee member or alternate who directly participated in a decision which gave rise to a particular grievance is disqualified from participation in the committee's work on that case. In addition, any party to the grievance may request that any one member of the standing committee be replaced by an alternate for the consideration of the case.

If a full committee cannot be formed from the elected members and alternates, the Faculty Grievance Committee shall request the filling of its vacancies by one or more members of the Faculty Personnel Committee. Three members shall constitute a quorum.

If the grievant finds informal efforts outlined above in A. to settle the issue unsatisfactory, the faculty member may present the case to the Faculty Grievance Committee (FGC) for informal review within 45 days of the original grievance. The FGC shall assist in the attempt to resolve the matter informally. The committee shall keep an audio or video record of all its proceedings. If the Grievance Committee determines that a formal review is in the interest of either party to the grievance, it may recommend that the case be treated in a formal manner.

C. Formal Grievance Procedure

A formal review by the Faculty Grievance Committee may be initiated only upon written request by the grievant. The request must set forth, in reasonable detail, the nature and circumstances of the grievance, including whatever factual data the grievant deems pertinent to the case. On the

basis of this statement and preliminary discussion with the grievant, the committee will decide whether there are sufficient grounds for a formal hearing.

If the committee unanimously decides that there are insufficient grounds on which to proceed to a formal hearing, the committee shall notify the grievant of its decision in writing as soon as possible, within 21 calendar days of receipt of the written request, clearly reporting the basis for their decision.

If, on the basis of its review of the written statement from the grievant, the committee concludes that there are sufficient grounds for a formal inquiry, it shall proceed as expeditiously as possible. The committee shall conduct the inquiry in such manner as equips it to render a responsible judgment about the case within 60 days of the original grievance. The committee's obligation to render responsible judgment entitles it to full cooperation by faculty colleagues and administrative officers. Therefore, to complete its work, the FGC will be given access to relevant documents within the personnel record. The grievant will receive notice of all personnel records made available to the committee.

The committee and the parties to the grievance should be, at all points in their deliberation, alert to the opportunities for settlement satisfactory to the parties. At any point in the proceedings the grievant may withdraw the grievance.

Meeting in executive session, the committee should reach its decision solely on the basis of the results of its inquiry. It shall report its decisions and recommendations to the parties involved, to the President of the College, and to the chair of the Academic Affairs Committee of the Board of Trustees. Decisions by the committee may be appealed by the grievant or the President to the Board of Trustees or its designee.

D. Legal Counsel

Since this formal process assumes a quasi-legal character, the grievant or the College or both may, at their own expense, retain legal counsel for advice. If the Faculty Grievance Committee, by majority vote, determines that it needs legal counsel, it may consult the College attorney for assistance and/or referral to other counsel.

XVII. Provisions Regarding Remediation or Dismissal

A. Remediation

Following an interim or scheduled review, the Provost and FPC may develop a remediation plan and timeline for correction of identified deficiencies. The purpose of remediation is to create lasting improvement in the faculty member that offers continuing benefit to the College. The Provost, in consultation with the Faculty Personnel Committee, will inform the individual faculty member of negative evaluations and complaints, develop a performance improvement plan for the subsequent term to correct these deficiencies (fall or winter/spring, whichever comes next), and reassess the faculty member's professional performance at the end of that term.

At the conclusion of the plan timeline, FPC will conduct another evaluation of the faculty member and prepare an evaluation report. In instances where remediation does not result in lasting improvement, the faculty member will be subject to the probation or termination processes

outlined below in B. All records concerning remediation shall be part of the faculty member's personnel file.

B. Suspension of any Faculty for Serious Violation of Ethics

If any faculty member is demonstrably involved in a serious violation of professional ethics or in personal behavior in violation of College policy and/or destructive to the College community, the individual may immediately be suspended by the President from all official duties at the College. The faculty member shall be continued at full salary for a period of 90 days.

Immediately upon suspension, and during a period extending no longer than 90 days, the situation shall be reviewed by the President, the Provost, and, if the faculty member requests or consents, by the Faculty Personnel Committee, which might in this instance provide advice to the President and Provost. Every effort shall be made to design a program of remediation.

At the end of the review, the Provost shall propose a resolution of the situation to the President, who will make a final determination. This resolution may include:

- Immediate termination of contract;
- Reinstatement with provisions for further correction of the situation and any limitations on the contract deemed appropriate by the Provost; or
- Full reinstatement.

C. Dismissal of Tenured Faculty

Tenured faculty shall not be dismissed except on the following grounds, defined below:

1. Professional incompetence or failure to perform academic duties satisfactorily.
The College shall not terminate any tenured faculty member for professional incompetence or failure to perform academic duties without first attempting to obviate the dismissal through counseling and remediation.
 - a. Probation: The Provost and Faculty Personnel Committee shall evaluate the faculty member's performance at the end of the remediation period. If at that time, *or at any point following any remediation*, the faculty member demonstrates continued unsatisfactory performance of academic duties, the College shall offer a one-term probationary contract (for either fall or winter/spring, whichever comes next). While on probation, the faculty member is not eligible for sabbatical leave and must correct deficiencies. The Provost and Faculty Personnel Committee shall conduct a detailed assessment of performance at the end of the probationary term and make a recommendation to the President.
 - b. Terminal contract: If the problem persists at the end of the probationary term, the Provost shall recommend to the President the tendering of a one-year contract providing a terminal leave at full pay. (If there is a disagreement between the Provost and Faculty Personnel Committee, the committee may offer a separate recommendation to the President.)
2. Serious violations of professional ethics or personal behavior in violation of College policy and/or destructive to the College community.
The College reserves the right to terminate the employment of any tenured faculty person in cases of serious violations of professional ethics or personal behavior in violation of

College policy and/or destructive to the College community. Action will be taken by the Provost and President only following thorough investigation by the appropriate body(ies).

3. Curriculum revision that results in the discontinuation of a program.
If the College's curriculum is revised in such a way as to eliminate a particular program, the contract in effect on the date of notice to the faculty member shall then be considered the terminal contract.

The following severance benefits shall be awarded:

- 5% of current salary for every year of service (not to exceed one year's salary);
- Medical insurance coverage for three (3) months or until a medical insurance program is provided by a subsequent employer (whichever comes first);
- If the individual has taught at Alma College for twelve or more years, his/her dependents shall continue to qualify for the Dependent Tuition Grant to the limit of credits allowable or age 26.

When a faculty member's termination is due to curriculum revision resulting in the elimination of a faculty line, no national search in that discipline shall be undertaken for two years unless that faculty member (a) is not qualified for the replacement position or (b) has declined reappointment at the same or higher rank and salary.

4. Demonstrable financial exigency on the part of the College.
Cases of financial exigency shall follow the same procedures as those for curriculum revision.

D. Notice and Hearing Committee

A tenured faculty person who is informed that he or she is to be dismissed may receive, upon demand, a formal statement of the reasons for this decision and the procedural options in the *Manual* available. Within one month of notification of dismissal, the individual may, if he or she chooses, appeal to a five-member Hearing Committee, composed as follows:

- one member from the Board of Trustees, chosen by its Chair, who shall act as Chair of the Hearing Committee;
- two administrators appointed by the President of the College with the rank of assistant vice president or above;
- two tenured faculty members, one chosen by the appealing faculty person and one elected by the Faculty at large.

Within 30 days of its composition, the Hearing Committee shall report its findings and make a recommendation to the dismissed faculty member, to the President, and to the Board of Trustees. The Board of Trustees, or the Executive Committee in its stead, shall make a final decision and respond, in writing, to the Hearing Committee and the faculty member concerned.

XVIII. Policies Related to Appointment, Tenure, and Promotion of Librarians with Faculty Rank

A. Roles, Rights, and Responsibilities of Librarians

The role of academic librarians is central to the academic mission of the College. While the teaching and scholarship done by librarians is often quite different from that done by most other faculty, it is clear that the educational goals of teaching, inquiry, and the integration and application of knowledge could not be done without the scholarly involvement of academic librarians. The Alma College librarians encourage the practice of the *Code of Ethics of the American Library Association*.

Librarians are appointed to fulfill the responsibilities articulated in a written job description that specifies primary and secondary responsibilities of the position. Job descriptions are reviewed and revised as appropriate by the Library Director in consultation with the appropriate librarians and the Provost. In addition to these responsibilities, librarians are expected to serve as academic advisors, serve on community governance or faculty committees, and actively participate in faculty meetings, admissions and recruiting and major events in the academic calendar such as Welcoming Convocation and Commencement.

Given the centrality and the complexity of their contribution to the pursuits of information and knowledge, librarians serve a faculty role in the enterprise of higher education and are, therefore, afforded the same protections of intellectual freedom and tenure as traditional faculty members. Library faculty have the same duties and responsibilities as those specified for teaching faculty and follow the same processes and procedures, except as modified in section B below, describing policies related to appointment, tenure, and promotion of librarians with faculty rank.

B. General Guidelines for Appointment and Promotion

1. Assistant Professor – appointment requires a master’s degree in library/information science from an ALA-accredited institution or the equivalent. Additional requirements include:
 - a. Record of excellence or evidence of potential for excellence in teaching and advising and for facilitating independent learning by library users and intellectual maturity in students.
 - b. Experience in the primary and secondary roles specified in the job description.
 - c. Evidence of a commitment to undergraduate, liberal arts education as described in the mission of the College.
 - d. Evidence of a commitment to the academic community.

Note: For those hired as an Assistant Professor, promotion to Associate Professor will be awarded upon the granting of tenure.

2. Associate Professor – appointment or promotion requires all of the requirements of an assistant professor plus:
 - a. Minimum of five years of full-time professional library work in higher education after receiving the ALA-accredited master’s degree.
 - b. Evidence of skill and continuing growth as a professional librarian.
 - c. Evidence of continuing professional development, including appropriate evidence of continuing scholarship or contribution to the library or information science profession as evidenced by publications, presentations, or demonstrations; election or appointment to significant professional committees; and significant service as an officer or other official of a professional library group or association.

- d. Evidence of service to the College community in an effective and responsible manner.
3. Professor – appointment or promotion requires all of the requirements of an associate professor plus:
 - a. Minimum of ten years of full-time professional library work in higher education after receiving the ALA-accredited master's degree.
 - b. Record of excellence and continuing growth as a professional librarian.
 - c. Record of continuing scholarship or contribution to the library or information science profession as evidenced by publications, presentations, or demonstrations; election or appointment to significant professional committees; and significant service as an officer or other official of a professional library group or association.
 - d. Record of educational leadership in the College community.

C. General Guidelines for the Evaluation of Librarians for Tenure

The procedures and schedule for review and evaluation of librarians will follow that of regular faculty as outlined in Section IV above. Tenure may be awarded if a tenure-track librarian has:

- Earned the master's degree in library/information science from an ALA-accredited institution;
- Shown evidence of a vital and continuing commitment to scholarship as described in 2c. above;
- Demonstrated skill and continuing growth in the performance of the professional duties stipulated for the position to which the librarian has been appointed (e.g., collection development, reference service, bibliographic instruction, bibliographic monitoring and adopting new information technologies, supervision of library support staff, management of departments and budgets, etc.);
- Demonstrated skill and continuing growth as a teacher and advisor (e.g., facilitating independent scholarship by teaching library users how to use information resources effectively; helping users design and complete library research projects; facilitating the intellectual maturity of students through such things as academic advising and supervising student activities, etc.);
- Shown evidence of service to the College community in an effective and responsible manner;
- Shown evidence of commitment to undergraduate liberal arts education as described in the mission statement of the College.
- Shown evidence of outreach service demonstrated through sharing expertise and facilitating access to information by members of the local, state, national, or international community.
- Typically six years of full-time professional librarian work in higher education after receiving the ALA-accredited master's degree is necessary to demonstrate the level of institutional and professional engagement needed for tenure.

XIX. Special Provisions for Joint Tenure-Track Appointments

When two faculty are employed under a joint tenure-track appointment, although each person will be evaluated individually, they are viewed as holding a single tenure-track position. The appointments do not need to be at the same rank. Each person will be considered individually for

all annual salary raises offered to tenure-track or tenured faculty and each must independently qualify for a raise based upon merit or rank.

A. Probationary Period, Award of Tenure and Promotion

1. The probationary period for each faculty member in a joint tenure-track faculty appointment will be established in the letter of appointment.
2. "Tenure" means that the College and faculty member enter into a continuing contract which, except in the case of retirement, can be terminated only for the causes listed in section XVII. Only full-time faculty having professorial rank (i.e., above the rank of lecturer) or part-time faculty serving under a joint appointment with professorial rank may receive tenure.
3. In the case of a joint tenure-track appointment, each faculty member will undergo a separate tenure review and the Faculty Personnel Committee will make separate recommendations to the Provost. These reviews will be undertaken using the above Procedures and the Qualifications for Tenure and Promotion listed in section IV, with expectations prorated as appropriate for a .5 FTE position. In addition to the Provost's separate recommendations, he or she will also make a recommendation to the President regarding the continuation of the joint appointment. This joint recommendation will be positive only if both separate recommendations are positive.
4. If, in the case of a joint appointment, either faculty member chooses to stand for promotion, the review will occur separately using the standards listed above, prorated as appropriate for a .5 FTE position. Either faculty member may be promoted independently of the other.
5. If either faculty member's appointment is converted to an individual 1.0 FTE appointment prior to the tenure review, the timing of the review shall be adjusted as follows: the faculty member shall be credited with .5 term of Alma College service for each fall or winter term of service up to the time of conversion, and 1.0 term of service for each fall or winter term subsequent to the conversion.
 - a. Faculty members who have less than three full years of full-time teaching contracts in higher education prior to entering the Alma College tenure track will be eligible for tenure review in the fall of the academic year when the individual totals 12 terms of Alma College service.
 - b. Faculty members with three or more years of full-time teaching prior to entering the tenure track will be eligible for tenure review in the fall of the academic year when the individual totals 8 terms of Alma College service.

B. Terms of Non-Reappointment

Faculty members who are not being reappointed shall be notified in accordance with the provisions for full-time faculty described in section IV.C.4.

C. Severance of a Joint Appointment

1. During the probationary period - If either faculty member employed under a joint appointment leaves Alma College employment during the probationary period due to voluntary resignation, non-renewal, or any other reason except for the reasons listed in 3. below, the College may at its sole discretion offer the remaining individual any of the following four options:

- a. Continuation of the remaining faculty member on a .5 FTE basis, with the same rank and probationary contract status as he or she previously held.
- b. Conversion of the remaining faculty member's contract to a 1.0 FTE basis, with the same rank and probationary contract status as he or she previously held.
- c. Non-renewal of the remaining faculty member's contract, subject to any applicable notification provision from the "Terms of Non-Reappointment" (section IV.C.4).
- d. Termination of the remaining faculty member's contract, effective upon the date of termination of the first faculty member's employment. In such a case the notification provisions from the "Terms of Non-Reappointment" (section IV.C.4) shall not apply.

2. After the granting of tenure - If after the granting of tenure either faculty member employed under a joint appointment leaves Alma College employment due to voluntary resignation, non-renewal, or any other reason except for the reasons listed in section 3 below, the College may at its sole discretion offer the remaining faculty member any of the following three options:

- a. Continuation of the remaining faculty member on a .5 FTE basis, with the same rank and tenure status as he or she previously held.
- b. Conversion of the remaining faculty member to a 1.0 FTE basis, with the same rank and contract status as he or she previously held.
- c. Issuance of a one year, 1.0 FTE terminal contract.

If the College fails to notify the remaining faculty member of its choice of among these options within six months of receiving written notice from or providing written notice to the departing individual, option 2.a. will apply.

3. In the event of death or long-term disability - If either faculty member employed under a joint appointment is unable to continue in the joint appointment due to death or long-term disability, Alma College will offer the remaining individual the appointment on a 1.0 FTE basis, with the same rank and contract status (probationary or tenured) as he or she previously held. If the individual declines this offer, the College may at its discretion offer the remaining faculty member a continuation of the part-time tenure track appointment, or a one-year 1.0 FTE terminal contract. If the College fails to notify the remaining faculty member of its choice from these options within six months after receiving notification that the individual has declined the 1.0 FTE tenure-track or tenured position, the one-year 1.0 FTE terminal contract provision will apply.

4. In the event of dismissal for cause - If either faculty member employed under a joint appointment is dismissed for cause from the College in accordance with section XVII, the College may at its discretion offer the faculty member who was not dismissed any of the contractual options listed in C1 or C2 above.

D. Sabbatical Eligibility for Joint Tenure-Track Appointments

Eligibility for sabbatical is considered separately for each faculty member in a joint tenure-track appointment. Faculty members will be eligible for sabbatical every seven years when their combined service matches the service required of full time faculty. Sabbatical applications need not be submitted during the same year.

E. Benefits for Faculty in Joint Appointments

Except where prohibited by law or master contract, part-time tenure-track faculty holding a full-time 1.0 FTE joint appointment will be eligible to participate in benefits equivalent to and at a combined cost to the two faculty no greater than that for a full time employee. Benefits that are linked to salary will be prorated accordingly. If the jointly appointed faculty are eligible together for either double or family health insurance coverage, they shall jointly be offered such coverage at the normal rate for a full-time employee. If the jointly appointed faculty are not married or in a domestic partnership, they shall separately be offered health insurance and other benefits coverage on a pro-rated basis, consistent with benefits provided to other part-time employees. Benefits that by law or master contract do not permit coverage of part-time faculty will not be provided and the College will owe no additional compensation in lieu of these benefits.

XX. Amendments to Section 4: Faculty Handbook

Amendments to this section may be proposed by any member or recognized committee of the Alma College faculty. Any proposed amendment, together with its rationale, shall be submitted in writing to the Faculty Personnel Committee, or if relevant to Section XI. in this Faculty Handbook, to the Academic Standards Committee. The committee shall review the amendment and, unless they vote against further consideration of the amendment, will forward the materials to the faculty steering committee for consideration at the next faculty meeting. Following the review by the faculty, a positive recommendation will be sent to the President's Cabinet for approval. All matters in this section are ultimately subject to the direction and approval of the Board of Trustees.

SECTION 5: STAFF PERSONNEL HANDBOOK

I. Introduction

This section of the manual is intended to ensure communication of expectations and responsibilities of the employment relationship between staff (non-faculty employees) and College leadership. These Staff Personnel Policies have been developed through a cooperative effort of College employees, are in compliance with federal and state law, and have been ratified by the Board of Trustees. They do not represent a contractual employment agreement. Since it is not possible to foresee all conditions and circumstances surrounding the employment relationship, the College reserves the right to alter, modify, amend, or terminate the provisions of this section at any time, with notice to staff of the changes to be made.

A. Expectations of Employees

Alma College employees are expected to fulfill their responsibilities in a positive, ethical, and cooperative way. These responsibilities include:

1. Accurate and timely completion of all job duties and assignments.
2. Personal productivity, including assisting others when assigned work is complete (i.e. a full day's work for a day's pay).
3. Avoiding situations where prejudice, bias, or opportunity for personal gain could influence decisions. When a potential conflict of interest arises, employees should submit a written request to supervisors for clarification.
4. Respecting differences of opinion and recognizing the value of diversity in creative problem solving. This includes using appropriate channels to express judgments on these issues.
5. Behaving honestly and respectfully in interactions with others, including sensitivity to speech that may be offensive to others.
6. Respecting the privacy and confidentiality of students, co-workers, alumni, donors and other constituents and treating information gained in the course of one's work responsibly.
7. Responsible and ethical use of College resources.
8. Continuing to learn on the job and improving work skills to meeting changing job requirements.
9. Except for authorized spokespersons, refraining from communicating about College events or business to the media.
10. Adhering to established policies and procedures.

B. Freedom of Expression

When an employee speaks, writes, or acts reasonably as an individual citizen, he or she shall be free from institutional censorship or discipline. He or she must keep in mind that the public may judge his or her profession and the College by those statements, writings, or actions. Hence, the employee should at all times be accurate, show proper respect for the opinions of others, and make every effort to indicate that he or she is not an institutional spokesperson.

C. Staff Employment Records

1. Letters of appointment: The general terms and conditions of employment will be stated in a letter of appointment issued prior to the effective date of hire or transfer/promotion to a new position. The letter will include the job title, compensation, statement of exempt or non-exempt status, benefits summary, expected work schedule, and other conditions of employment specific to the position. NOTE: Transfer to a new work area within the College that does not change the employment classification or supervisor will not usually be documented in this manner.
2. Personnel files: The College maintains personnel files on all faculty and staff as a source of information for effective administration, employee development, and to comply with various federal and state laws and regulations. The term "personnel file" means all files which are used or have been used to determine the employee's qualifications for employment, tenure, promotion, transfer, additional compensation, termination, or other disciplinary action as defined by Michigan Law.
3. Access to Personnel Files: An employee may, upon written request to the director of human resources, review his/her personnel file no more than twice per year, unless more frequent access is authorized by the sector vice president. An appointment time will be established within a reasonable amount of time after the request has been received. The review must occur in the Human Resources Office and in the presence of an authorized member of the Human Resources staff.
4. Each employee shall have the right to know when information regarding his/her employment, compensation, disciplinary action or dismissal has been added to his/her personnel file. The College will respect the confidentiality of personnel files as prescribed by the laws of Michigan.
5. The College does not release, unless compelled by law, such confidential data related to its employees as salary and performance information without the written consent of the employees involved. In cases in which confidential data are released under legal compulsion, the employee shall be informed by the College of the release. In instances in which the College deems it advisable, grouped data may be provided without notice to or permission of the individuals involved.
6. The employee has the right to a copy of the information contained in his/her personnel file, at his/her own expense. A request should be submitted to the Director of Human Resources and a reasonable period of time for completing the request will be agreed upon.
7. This policy is intended to comply with the Bullard-Plawecki Act, which governs the contents of, and access to, personnel files of employees in Michigan.

D. Categories of Staff Employment

Employees are hired in either an exempt or non-exempt status. Exempt positions are those that meet specific eligibility requirements defined by the Fair Labor Standards Act, are paid a salary

rather than an hourly wage, and are not paid for overtime compensation for hours worked in excess of 40 per week.

Staff employed in non-exempt positions are paid an hourly wage and are eligible for overtime pay at 1.5 times the regular rate of pay for all hours worked over 40 in a specified workweek. The Alma College workweek begins at 12:01 a.m. Saturday and runs through midnight on the following Friday. Non-exempt employees must record the hours worked each week as well as any eligible paid leave time on their timecards. The procedures for recording time can be found on the Human Resource Office website (see Pay Policies for Non-Exempt Staff).

II. Authority for Employment Commitments

Alma College seeks to attract and retain qualified employees who demonstrate a commitment to the vision, mission, and goals of the College. The College strives to attain this objective by offering salaries, wages, and benefits that are competitive in the respective markets from which it recruits employees, within the scope of available resources.

Only the President and the Chief Operating Officer/Senior Vice President for Finance and Administration (COO) are authorized to contractually bind this institution with regard to agreements for employment or personal services. Furthermore, such agreements are only binding on the College if in writing and if signed by either the President or the COO.

Any employment or personal service agreement entered into or signed by an individual other than the President or the COO is void and of no legal consequence. Consequently, no oral agreements or commitments with regard to personnel agreements are binding upon the institution unless they are made by the President or COO.

Adjustments to compensation will be communicated to employees through a memorandum from either the President or COO. Agreements to pay additional compensation to an Alma College faculty or staff member over and above the established salary or hourly wage must be in writing and are valid only if approved by the appropriate vice president and authorized by either the President or the COO.

Alma College staff members are considered “at-will” employees. Therefore, either the employee or the College may end the employment relationship at any time with or without cause. At-will employment status can only be changed by the President or Chief Operating Officer in writing and signed by the President or COO. Nothing contained in this MOE is intended to nor does it alter the at-will nature of a staff member’s employment.

III. Hiring Process

Current staff members will be informed of vacant positions by internal postings through e-mail. When seeking applicants from outside of the institution, positions will be posted on the College website and in external advertising sites selected to reach the most qualified candidates.

Detailed guidelines for the steps in the hiring process can be found in the Hiring Procedures for Non-Faculty Positions located on the Human Resources Office website, in the “Current Employees” section.

The employment of all personnel is subject to the limitations of the College's resources.

IV. Benefits

The College offers benefits-eligible employees a competitive package including medical, dental and vision insurance options, life and disability insurance plans, paid time off policies, a defined contribution retirement plan, tuition assistance for employees and dependents, and an employee assistance program. Eligibility for benefits is dependent upon employment status and, in some case, an eligibility waiting period. Information on benefit plans is located on-line at the Human Resources Office [benefits page](#). Please note that this information provides only summaries of the plans and is not intended as a contractual agreement. For more complete details of all plans including eligibility requirements consult your certificates, summary plan descriptions, or the Human Resources Office. Also please note that the College reserves the right to amend, modify or discontinue any of its benefit programs, plans or policies at any time in its sole discretion.

All employees are encouraged to participate in activities that enrich the life of the College. Most events at the College, such as sporting events and fine arts performances are cost-free to employees.

V. Coaching Employees for Success

During the first months of employment, supervisors are expected to provide frequent feedback and/or a more formal training program for new employees.

A. Evaluating Performance

All supervisors are required to prepare an annual written performance appraisal for employees under their direction, regardless of length of service. If a supervisor wishes to excuse an employee from this process for reasons of illness or disability, the vice president of that sector must be notified and approve the extension, documented by a memorandum to the employee with a copy to the personnel file. Alma's Performance Management Procedure provides a measure of an employee's performance that will facilitate the growth and development of the employee. The program assesses an employee's success in meeting the requirements of his or her job description and organizational expectations and the establishment and accomplishment of goals.

B. Performance Improvement Plan

When the college deems appropriate and an employee's performance is not meeting expectations, to assure communication of the College's expectations, supervisors should develop a performance improvement plan for that employee, clearly stating performance areas needing improvement, expectations, and the process for determining improvement. A copy of the plan, signed by the supervisor and the employee, should be forwarded to the Human Resources Department for inclusion in the personnel file.

C. Professional Development

Professional development opportunities may be available through funding from departmental budgets, small grants, professional development leaves, or other sources. The primary purpose for funding professional development opportunities for employees is to assist them in improving the skills necessary for their current position or to prepare them for increasing responsibility at the College.

Professional Development Small Grants: The objective of this program is to increase professional development opportunities for employees by providing small amounts of money toward tuition, research, travel, or hosting a speaker. Individuals or groups may apply to the Administrative Council for grants of up to \$500 per fiscal year to cover expenses. Small Grants, intended to defray expenses beyond the departmental funds, are awarded on a competitive basis for special purposes as opposed to routine professional development and must be supported by the individual's supervisor. Applications are available on the HR website.

Professional Development Leaves: After 6 years of full-time service to Alma College, administrative employees at the director level or above, may request a one-time Professional Development Leave for a period of concentrated course work, research or other professional development. The professional development leave is intended for the mutual benefit of the College and the person granted such a leave, and is part of a professional development plan developed by the supervisor and employee. Approval of such leave is at the sole discretion of the sector vice president or the President of the College.

Salary payments during a Professional Development Leave shall be: one-half pay if leave is granted between six (6) and twelve (12) months; full pay if leave is granted for less than six (6) months. Benefit coverage continued during the period of an approved Professional Development Leave include medical insurance, life insurance, disability coverage, and retirement contributions.

VI. Leaves of Absence

A. Vacation

Regular full time employees will be eligible for 160 hours (20 days) of vacation per fiscal year through the first 11 years of employment, which is earned at a rate of 13.31 hours per month. Beginning in year 12, employees will be eligible for 192 hours (24 days) of vacation, which is earned at a rate of 16 hours per month. Regular employees working at least 50% FTE will receive a prorated equivalent. Temporary employees are not eligible for vacation benefits. Employees can carry over up to 40 hours (or the pro-rated equivalent) into the next fiscal year; the full annual allowance will be available beginning July 1. Hourly staff will report each $\frac{1}{4}$ hour of absence; salaried staff will report any absence of $\frac{1}{2}$ day or more. Vacation time may be taken in advance of earning the hours as calculated above with the approval of the supervisor.

All vacation must be approved in advance by the immediate supervisor. Administrative offices are normally open during academic recesses. Leave taken during such recesses must be recorded as vacation leave.

Earned but unused vacation time will be paid out at termination. If an employee leaves during the fiscal year and has taken more vacation than earned as stated in the paragraph above, the overpayment will be deducted from employee's final paycheck. A repayment form will be provided in the exit conference.

Note: Staff who are exempt from the requirement to document and submit vacation leave forms due to the seasonal nature of their employment are ineligible for vacation payout at termination (i.e. coaches, etc.).

B. Sick Time

Salaried and hourly employees will accrue 8 hours of sick time per month, or the pro-rated equivalent if working less than full time, starting with the first month of employment, provided the employee begins employment by the 15th of the month. Hourly staff will report each ¼ hour of absence on their time cards; salaried staff will report any absence of ½ day or more on the College's administrative time-off request form. Employees can carry over up to 80 hours (or the pro-rated equivalent) into the next fiscal year.

Sick leave is only for an employee's personal medical needs, except in cases of a qualifying Family and Medical Leave of Absence (FMLA) or as described below in E. Absences to care for a family member that are not covered under FMLA will be charged to the employee's vacation bank. Sick leave may also be used for extended funeral leave. Accrued sick time will not be paid out at termination.

C. Short-Term Medical Leave

Effective January 1, 2021, if an employee needs to take time away from work due to a medical condition, the first 10 business days of an extended absence will be charged to the employee's sick leave bank. (An employee with less than 10 days of sick or vacation leave available, may elect to take unpaid leave during the portion of the 10 days not covered by available sick or vacation leave). Employees who have been with the College for at least six months are eligible for paid short-term medical leave for absences in excess of 10 consecutive days. Absences of more than three days that involve treatment by a medical professional must be reported to the College's Human Resources Office. Employees whose absence is related to pregnancy or child birth will be exempt from using sick and or vacation time for the first 10 days of an extended absence. Short term medical leave will begin immediately. Qualifying short-term medical leaves will be covered at full pay (100%) for up to 10 weeks in a 2-year period. You do not need to be covered under the Alma College health insurance plans to be eligible for this short-term medical leave benefit.

D. Reserve Paid Time Off (PTO) and Reserve Sick Leave Banks

Due to a change in leave policies, on December 1, 2016, the College created reserve PTO banks and reserve sick leave banks for those support staff who had accumulated hours of leave time in those categories prior to the policy change. Employees with questions about the reserve banks should contact the Human Resources Office.

E. Funeral Leave

Bereavement leaves of up to one week with pay will be granted for the death of a spouse, domestic partner, or child. Leaves of absence of up to 3 days with pay will be granted for funerals of parents, grandparents and siblings of the employee or his/her spouse or domestic partner. One day of leave with pay will be granted for other extended family members.

Employees may request additional leave time for funerals and apply it to their vacation or sick

leave allocation.

F. Jury Duty

Staff members will be granted a leave for jury duty. If called for jury duty, the staff member must notify the immediate supervisor and the appropriate cabinet executive in writing. When serving as a juror, a staff member will continue to receive regular pay and benefits. Fees which are received while on jury duty are not deducted from Alma College compensation.

G. Humanitarian Relief Leave Policy

To encourage staff members to serve generously, employees may request leave time to volunteer for humanitarian relief efforts. Details on this policy may be found on the Human Resources Office website.

VII. Grievance Policy

When an individual staff member believes there is cause for grievance in response to decisions affecting his/her professional life at the College, the Staff Grievance Procedure is designed to provide a prompt and effective resolution process (Please note that complaints regarding alleged discrimination, harassment, and sexual misconduct are to be addressed according to the Alma College Civil Rights Policy. See <https://www.alma.edu/live/files/4020-civil-rights-082020>)

The grievant and the College may participate in as many of the following steps as is necessary to address the grievance.

Step 1. A staff member who believes there is cause for grievance should discuss the issue directly with his/her immediate supervisor to resolve the issue within five (5) working days of the decision causing the grievance.

Step 2. If the grievant finds the efforts by the immediate supervisor to settle the issue unsatisfactory, he or she may send the grievance in writing, within ten (10) working days of the outcome of the discussion in step 1, to the next higher level of supervision for his/her action. The written grievance must set forth, in reasonable detail, the nature and circumstances of the grievance, including whatever factual data the grievant deems pertinent to the case.

Step 3. If the grievance is not resolved in steps 1 and 2, the grievant may send all written materials, within fifteen (15) working days of the decision causing the grievance, to the sector vice president for his/her action.

Step 4. If the grievant has taken steps 1 through 3 and finds those efforts to settle the issue unsatisfactory, he/she may send the grievance in writing, within twenty (20) working days of the decision causing the grievance, to the President for his or her action. Final authority rests with the President. If the grievance is against the President, the Chief Operating Officer will assume this authority.

The grievant may be accompanied at meetings by another employee (not an attorney) to provide support or assistance, but that individual is not considered part of the proceedings and is not

allowed to participate in the discussion. The Director of Human Resources will also be available to assist the staff member, but will not represent him or her.

The College prohibits retaliation against any staff member who files a complaint and will take appropriate action if, upon investigation, evidence of retaliation is found.

Questions about the reporting process should be referred to the Director of Human Resources.

VIII. Outside Employment

Subject to prior supervisory approval, an employee may engage in employment outside the College but must be prepared to show that the outside employment does not interfere with his/her employment responsibilities to the College. If the outside employment is determined to interfere with or be in conflict with employment at Alma, supervisory approval may be withdrawn. Employees who are approved for outside employment acknowledge that they must not disclose, make available, or use any private, confidential or proprietary information gained in the course of their Alma College employment for their own or a third party's benefit.

IX. Ending the Employment Relationship

A. Resignation or Retirement

To assure a smooth transition, exempt employees are expected to provide at least 30 day's notice prior to the effective date of a resignation or retirement. Non-exempt employees should provide at least two weeks' notice. Resignations should be submitted in writing to the supervisor with a proposed effective date. Failure to provide requested notice may affect a staff member's eligibility for rehire by the College.

B. Severance Pay and Benefits

Except for temporary appointments or appointments where a projected end date is included in the appointment letter, at-will non-faculty employees who are separated from service without cause or due to layoff or elimination of a position will be eligible for severance pay equal to one week of pay for each year of service, up to a maximum of 24 weeks. Prior to receiving severance pay, the employee must sign a separation agreement provided by the College

Employees who resign, retire or are terminated for cause are ineligible for severance pay.

Benefits-eligible employees enrolled in health, dental, and/or vision insurance at the time of separation from service will be offered COBRA coverage and. Employees who have worked for Alma College for twelve years or more will continue to be eligible for dependent tuition grants to the limits allowed, unless they have voluntarily resigned or are terminated for cause.

C. Involuntary Termination

As an “at will employer”, the College reserves the right to discharge any staff member at any time, with or without cause. Some offenses are considered so egregious that immediate termination will result. The following are examples of conduct that may result in immediate termination. Since a complete list is impossible to compile, the College reserves the right to take any disciplinary action it deems necessary.

1. Theft or unauthorized use of College resources, or of another person’s property.
2. Violence or threats against others.
3. Threats against or destruction of College property.
4. Possession of a weapon or explosives during work time, whether on the College campus or when representing the College off-campus.
5. Violation of employee or student confidentiality.
6. Insubordination; failure to follow a supervisor’s reasonable request, or to improve performance as indicated in employee documents.
7. The unlawful manufacture, dispensation, possession or use of a controlled substance or intoxicant in the workplace.
8. Violation of state or federal law or other governing body regulations (such as NCAA, MIAA, HLC, etc.).

D. Exit Conference

Employees who resign or are terminated from employment may be invited to participate in an exit conference at the Human Resources Office before leaving campus to share about their experiences at Alma and to receive an explanation of post-employment benefits and related information. Keys, purchasing cards, computers and other College property must be returned at the end of employment.

X. Amendments to Section 5: Staff Personnel Handbook

Amendments to this section may be proposed by any member or recognized organization of the Alma College community. Any proposed amendment, together with its rationale, shall be submitted in writing to the Policy and Planning Council. The council shall review the amendment and, unless the council votes against further consideration of the amendment, will forward the materials with a timeline for response to campus committees or organizations that should be consulted prior to a decision.

Following receipt and review of that feedback, the Policy and Planning Council will vote whether to recommend the amendment to the President’s Cabinet for review and approval. All matters in this section are ultimately subject to the direction and approval of the Board of Trustees.

APPENDIX

Constitution of the Alma College Faculty Organization

Adopted 1975, Revised 2020

Article I – Membership

All tenured, tenure-track, and continuing full-time faculty, the President, the Provost, and the Registrar are included as members of the Faculty Organization with attendant voting privileges.

Article II – Officers

Section 1 – Chair

The faculty shall elect a presiding officer (Chair) of the Faculty Organization who will also chair the Faculty Steering Committee. The faculty shall elect an assistant presiding officer (Vice Chair) to serve in the absence of the Chair. Both the Chair and Vice Chair shall be elected from the faculty at-large for a one-year term.

Section 2 – Secretary

The Registrar, or other administrative staff member approved by the faculty, serves as the Secretary of the Faculty and shall act as the faculty's correspondent and preserve a record of faculty actions.

Article III – Faculty Steering Committee

The Provost, the Chair, the Secretary, and Vice Chair shall constitute the Steering Committee, which prepares the schedule and agendas for faculty meetings and assists in the discharge of the Chair's responsibilities. The Steering Committee, in coordination with the Provost, is empowered to act in the name of the faculty in emergency situations when time precludes the faculty's responding to them.

Article IV – The Provost

As both administrative officer and member of the faculty, the Provost plays a primary role in developing the educational objectives, policies, programs and curriculum of the College. The Provost shall exercise such leadership and initiative within the general framework of primary faculty responsibility and cooperative community endeavor as established by the Community Government Constitution (M.O.E Section 2.II-2.V).

Article V – Faculty Authority and Organization

Section 1 – The Faculty as a Corporate Body

The Faculty has primary responsibility for determining the curriculum, academic standards, instructional procedures and related educational policy, and academic affairs. Further, it has primary responsibility for general and specific responsibilities including to recommend to the Board of Trustees candidates to be awarded baccalaureate degrees and to nominate annually to the Board of Trustees candidates to be awarded honorary degrees.

Section 2 – Academic Divisions

1. The Faculty, and only the Faculty, may organize itself into academic divisions.

2. Divisions shall elect members to committees as mandated by Community Government and Faculty constitutions, and shall perform such other functions as mandated by faculty and/or community legislation. Unless specifically precluded by faculty action, they are encouraged, and may be requested by the faculty or Provost to engage in such intradivisional activity as curriculum and program planning and coordination in the development of interdivisional programs.
3. Chairs of divisions shall be elected for one-year terms by the members of each division and are eligible for re-election. Any division may elect a Vice Chair to serve as replacement for the Chair, with the same voting rights in whatever ex officio positions the latter holds. Chairs shall prepare agendas for and preside over division meetings, serve as ex officio members of committees as prescribed by Community Government and Faculty constitutions, and perform such other functions as determined by each of the several divisions.

Section 3 – Academic Departments

The Faculty may organize itself into departments. The creation or abolition of a department, or the merger or separation of departments, is finally the prerogative of the Faculty Organization. However, the faculty shall act on such status changes only after receipt of recommendations from the appropriate community government committee(s).

Section 4 – Faculty Committees

The Faculty may establish such standing and special committees as appropriate for the conduct of its business.

Section 5 – Faculty Committees

Faculty committees will be officially constituted with the beginning of the contract year, defined as the first day of the Fall Conference.

Article VI – Standing Faculty Committees

Section 1 – Faculty Personnel Committee (FPC)

A. Composition

Ex officio:

Provost (without vote)

Elected:

Six faculty, two from each division, elected by division, for three-year staggered terms.

B. Functions:

1. To develop policies and procedures relating to the appointment, rank, and tenure of faculty members, to professional ethics, to sabbatical and other leaves, and to the evaluation of faculty performance. These policies and procedures are subject to approval by the Faculty.
2. To recommend to the Provost individual candidates for promotion and tenure in accord with established policies and procedures.
3. To evaluate applications for sabbatical leaves in accord with established policies and procedures.
4. To advise and assist the Provost in the implementation of approved policies and procedures.
5. This committee meets regularly in closed executive session.

Section 2 --Board of Trustees Committee

A. Composition:

Four faculty members elected as Associate Members of the Board of Trustees for staggered three-year terms from any division by the faculty at large.

B. Functions:

1. To serve as a direct channel for the communication of faculty views to appropriate organizations of the College and to the Board of Trustees.
2. To participate on behalf of the faculty in the activities of the Board of Trustees in ways authorized by the Bylaws of the Board.

Section 3 – Faculty Grievance Committee

A. Composition:

Three tenured full-time teaching faculty, nominated and elected by the faculty at large, for three-year staggered terms.

Alternate Members: Three tenured full-time teaching faculty, nominated and elected by the faculty at large, for three-year staggered terms to be designated in order of seniority as first, second, and third alternates.

B. Functions:

To review and assist in the adjudication of individual faculty grievances, except those involving the dismissal of tenured faculty members. The Committee shall follow the “Faculty Grievance Procedures” contained in the Alma College Statement on the Faculty Member and the College. (M.O.E. Section 4.XV)

Section 4 – Faculty Elections Committee

A. Composition:

Three faculty members, one from each division, elected by division, for three-year staggered terms.

B. Functions:

1. To nominate faculty members for positions on community and faculty committees, except for those positions filled by division election as designated by Community and Faculty constitutions. The Committee shall be guided by the following considerations:
 1. Willingness of individuals to serve in given positions; special qualifications desirable for specific positions; equity in committee assignments; and desirability of occasional relief from committee assignments for individual faculty members.
 2. Whenever possible, at least two nominations shall be made for each vacancy.
2. To make recommendations to the faculty for the conferral of honorary degrees.

Section 5 – Committee of Department Chairs

1. Meetings:

The Committee shall be convened regularly by the Provost whenever major educational policy or program proposals, or financial actions with major educational implications are being considered, or two department chairpersons request a meeting.

2. Advisory Role:

The Committee shall function in an advisory role to the Provost. On substantive academic matters consultation with the Committee is mandatory. When administrative action is taken contrary to its recommendations, the Committee has the right to receive an explanation from the Provost.

Section 6 – Educational Technology Committee (ETC)

A. Composition:

Ex officio:

Provost, Director of Information Technology, Director of Library Services (or designated representatives)

Elected:

Six faculty, two from each division, elected by division, for staggered three-year terms.

B. Functions:

1. To develop, review, and approve, subject to approval by the Faculty, policies concerning academic computing issues, including hardware, software, and academic computing environments.
2. To advise the Provost and the Director of Information Technology in the implementation of approved policies.
3. To prepare long-range and strategic plans.

Article VII – Amendments to this Constitution

Section 1 – Proposals to Amend

1. Amendments may be proposed by any member or committee of the Faculty Organization.
2. Any proposed amendment, together with rationale, shall be submitted in writing to the Faculty Steering Committee, which shall submit same to the Faculty Organization for action at its next regular meeting.
3. Action on a proposed amendment may be taken by the Faculty Organization at given meetings only if the matter is specifically announced in the calls to these meetings.

Section 2 – Ratification of Amendments

1. An amendment shall be adopted if and only if two-thirds of those present and voting approve it.
2. An amendment shall be considered ratified upon approval of the Board of Trustees or its designate.

Regular Meetings shall be held for such purposes as the faculty shall determine. The schedule of regular meetings shall be submitted by the Faculty Steering Committee for faculty adoption by the end of winter term of the preceding year.

Special Meetings may be called as the needs of the Faculty Organization require. The Chair must call a special meeting whenever ten or more faculty members, or a majority of any community or faculty committee, requests it.

Quorum. A majority of the members of the faculty constitutes a quorum.

Open Meetings. Unless the Faculty is in executive session, its meetings are open to all members of the College community.

Access to Agenda. Although proposals which would affect the College community or faculty should normally be referred to community or faculty committees, all members of the faculty may submit proposals to the Faculty Organization through the Steering Committee. For inclusion on the agenda, the proposal must be presented to the Faculty Steering Committee at least one week prior to a scheduled faculty meeting.

Dissemination of Agendas. The Faculty Steering Committee shall disseminate agendas, and supporting and informational matters pertaining thereto, to the faculty in sufficient time prior to faculty meetings to enable faculty members to familiarize themselves thoroughly on the matters to be considered.

Absentee and Proxy Voting. Absentee and proxy voting may take place at Faculty Organization and committee meetings only when by action prior to the meeting in question the faculty, by a two-thirds vote of those present and voting, authorizes such voting in specific instances.

Faculty Marshals. The Marshals of the Faculty are elected annually by the Faculty. The Marshals shall organize and direct the Faculty on formal occasions.

Faculty Parliamentarian. The Chair of the Faculty shall appoint a Faculty Parliamentarian who shall serve at the pleasure of the Chair.

Robert's Rules of Order. In all matters not covered in this Constitution's Bylaws, the Faculty Organization and its committees shall operate with the latest edition of Robert's Rules of Order.

Election to Community Government and Faculty Committees and positions shall be by majority vote of those present and voting. In the event that a candidate does not attain a majority on the first ballot, a run off ballot among the two candidates who received the highest number of votes on the first ballot shall be held.

Bylaw 2 – Committee Membership

Ex Officio Members. The President and Provost are ex officio members of all committees except the Board of Trustees, Faculty Grievance, and Faculty Election Committees.

Ex Officio Voting. Ex officio members of committees have the right to vote, unless otherwise specified. They may designate alternates to participate on their behalf, with the same voting rights, in committee meetings.

Replacement. Committees shall recommend to the appropriate constituency that it replace any member whose frequent absences leave that constituency inadequately represented.

Alternates. Any constituency may elect alternates to serve as replacements, with the same voting rights,

for its regularly-elected members of Community Government or Faculty Committees.

Bylaw 3 – Committee Meetings

Regular Meetings. Committees shall establish regular meeting schedules as necessary to perform their functions

Special Meetings. Special meetings may be called by the Chair or designee as deemed necessary. A special meeting must be called whenever two members of the body request it.

Quorum. A majority of the voting membership of any committee shall constitute a quorum. If any constituency fails to elect members to a committee, the quorum shall, until the full committee membership is elected, consist of a majority of those elected. In determining a quorum, a committee shall count neither the President of the College nor the Provost as members.

Open Meetings. Except for those ruled by a majority of the members of a committee to be in executive session, committee meetings shall be open to all members of the faculty.

Resource Persons. Committees are free to invite resource persons to attend any of their meetings. Such participation shall be without vote.

Bylaw 4 – Committee Operations

Access to Agenda. All members of the faculty have the right to put a matter on a committee's agenda, first by way of the Chair of the committee, and second by direct appeal to the committee.

Publication of Agenda. Each committee, excluding the Grievance Committee, shall publish to the faculty monthly projections of intended work and an advance agenda for each meeting, including time and place.

Committee Files. Secretaries of committees shall ensure that adequate files are maintained and transmitted to successors to provide continuity of committee action.

Committee Manuals. The Faculty Personnel and Elections Committees shall keep up-to-date manuals on policies and procedures for committee use and for public information. The manual should note which policies and procedures have been sanctioned by the Faculty Organization and which have been sanctioned only by the committee.

Rationale for Recommendations. When recommending action to the faculty on a matter, a committee must submit a rationale for its recommendation. Upon request by any member, the committee shall submit a minority report, also with rationale.

Submission of Reports. In addition to specific reports which may be required by the Bylaws or faculty action, each committee, except when dealing with confidential matters, shall file copies of its minutes with the Chair and Secretary of the Faculty Organization.

Bylaw 5 – Amendments to these Bylaws

Proposals to Amend

1. Amendments may be proposed by any member or subgroup of the Faculty Organization.

2. Any proposed amendment, together with rationale, shall be submitted in writing to the Faculty Steering Committee, which shall submit the same to the Faculty Organization for action at its next regular meeting.
3. Action on a proposed amendment may be taken by the Faculty Organization at given meetings only if the matter is specifically announced in the calls to those meetings.

Ratification of Amendments

1. An amendment shall be adopted if and only if a majority of those present and voting approve it.
2. An amendment shall be considered ratified upon approval of the Board of Trustees or its designate.