

LUTHER COLLEGE

Faculty Handbook

2021-22

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100. MISSION, STRUCTURE, HISTORY, AND ACCREDITATION

101. MISSION

In the reforming spirit of Martin Luther, Luther College affirms the liberating power of faith and learning. As people of all backgrounds, we embrace diversity and challenge one another to learn in community, to discern our callings, and to serve with distinction for the common good.

As a college of the church, Luther is rooted in an understanding of grace and freedom that emboldens us in worship, study, and service to seek truth, examine our faith, and care for all God's people.

As a liberal arts college, Luther is committed to a way of learning that moves us beyond immediate interests and present knowledge into a larger world—an education that disciplines minds and develops whole persons equipped to understand and confront a changing society.

As a residential college, Luther is a place of intersection. Founded where river, woodland, and prairie meet, we practice joyful stewardship of the resources that surround us, and we strive to be a community where students, faculty, and staff are enlivened and transformed by encounters with one another, by the exchange of ideas, and by the life of faith and learning.

102. CORPORATE STRUCTURE

Luther College is a church-related liberal arts college, independently incorporated under the laws of the State of Iowa.

The members of this corporation shall be the voting members of the Churchwide Assembly of the Evangelical Lutheran Church in America entitled to vote at such meetings chosen in accordance with the discipline and usage of such Church, or its successor; the members of the Board of Regents of this corporation; the president of the College operated by this corporation; and the officers of the administration of the College.

103. HISTORY

Luther College is the first college established by Norwegian immigrants in the United States. The Norwegian Evangelical Lutheran Church in America decided on October 10, 1857, to found a college. The first three students went to Concordia College and Seminary in St. Louis in 1858 until suitable buildings could be erected. A Norwegian professorship was established at that school as a part of this early venture and that was filled in 1859 by the Rev. Laur. Larsen, who began teaching on October 14, 1859. Hence, October 14 has been regularly observed as Founder's Day by the College.

Concordia College and Seminary was closed in April with the outbreak of the Civil War, and Professor Larsen and the students returned home. In June 1861, the Church decided to proceed at once to establish its own college. A newly-erected parsonage at Halfway Creek, Wisconsin, was used that fall for the college, and the doors opened on September 1. There were two teachers and 16 students that first year.

In the summer of 1862 the school was transferred to Decorah and housed in a building at the corner of Winnebago and Main. The first "Main" on the present campus was dedicated October 14, 1865. The first graduating class was in 1866. During the first seventy-five years, the school admitted men only; it became coeducational in 1936.

The centennial was observed in 1961; then the institution had an enrollment of 1,357 and a staff of 75 full-time and 12 part-time teachers. The college has seen great growth in the size of the student body and physical plant in the past several decades. The college's national reputation has also grown, with Luther qualifying for a chapter of Phi Beta Kappa (1982) and membership in the Annapolis Group and the Associated Colleges of the Midwest. In 2011 Luther celebrated its sesquicentennial with an enrollment of 2,400 and 181 full-time teaching faculty.

104. ACCREDITATION

Luther College is accredited by the Higher Learning Commission, the Iowa Department of Education for the preparation of elementary and secondary school teachers, the Council on Social Work Education (baccalaureate level), the National Association of Schools of Music, and the Commission on Collegiate Nursing Education. The accredited athletic training curriculum has been reviewed and approved by the Commission on Accreditation of Athletic Training Education (CAATE). The college is professionally approved by the Iowa Board of Nursing and the American Chemical Society and is approved by the American Association of University Women.

Luther College is also a member of and/or participates in: American Association of Collegiate Registrars and Admissions Officers (AACRAO), American Association of Colleges for Teacher Education, American College and University Presidents' Climate Commitment (ACUPCC), American College Health Association, American Counseling Association, Annapolis Group, Associated Colleges of the Midwest (ACM), Association for the Advancement of Sustainability in Higher Education (AASHE), Association of American Colleges & Universities (AAC&U), Association of Lutheran College Faculties, Association of University and College Counseling Center Directors (AUCCCD), Central Association of College and University Business Officers (CACUBO), College and University Personnel Association (CUPA), College Board, Council of Independent Colleges (CIC), Fulbright Association, Higher Education Data Sharing Consortium (HEDS), Institute of International Education (IIE), International Education of Students Abroad (IES Abroad), Inter-University Consortium for Political and Social Research (ICPSR), Iowa Academy of Science, Iowa Association of Colleges for Teacher Education (IACTE), Iowa Association of Independent Colleges and Universities (IAICU), Iowa College Foundation, American Rivers Conference, Lutheran Educational Conference of North America (LECNA), National Association for College Admission Counseling (NACAC), National Association of College and University Business Officers (NACUBO), National Association of Independent Colleges and Universities, NASPA: Student Affairs Administrators in Higher Education, and the National Collegiate Athletic Association (NCAA).

105. BY-LAWS OF LUTHER COLLEGE — Section XI. Faculty

105.1. The Board of Regents, upon recommendation of the President shall grant tenure and prescribe the conditions thereof.

105.2. The Faculty of the College shall consist of the President, the **Provost**, full-time staff members holding the rank of instructor or higher, and part-time staff members who hold either tenured or tenure-line appointments.

105.3. The College Resource Council shall consist of the President of the College as chairperson; the **Provost** (who shall chair meetings in the absence of the President); the Vice President for Finance and Administration; three tenured members of the faculty, nominated by divisions and elected by the faculty, who shall also serve as representatives to the Board of Regents; one faculty representative from the Faculty Interests Committee; two appointed staff who have budget center responsibility; and one appointed member—nominated by the faculty and staff—who holds a position at the college with expertise directly related to diversity.

105.4. The College Resource Council shall serve as a forum for the discussion and study of major college-wide issues. It provides an opportunity for representative members of the faculty and staff to serve in an advisory role to the administration and Regents of the College, especially in matters of long-range planning, resource allocation, and in the planning of the budget. Other issues may be identified by the Council for deliberation and brought to the attention of the faculty and staff and/or appropriate college committees.

105.5. The Faculty, with the approval of the Board of Regents, shall establish the departments of instruction, decide upon courses of study, determine the requirements for the admission to the college and for graduation, nominate candidates for degrees, establish the rules and regulations for the government of the College, and have the power to suspend or expel students whenever it finds such action necessary for the welfare of the college.

105.6. The Faculty shall elect or authorize the selection of such committees as may be required for the carrying on of the powers enumerated above.

105.7. In case the President deems it necessary, the President may dismiss a teacher and shall report such action to the Board of Regents. The teacher may appeal the case to the Board of Regents.

105.8. In case of complaints against the President, any charge made shall be presented directly to the Board of Regents in writing, properly signed and verified. The decision of the Board of Regents is final.

200. ADMINISTRATION

201.0 BOARD OF REGENTS

The Board of Regents consists of not less than twelve nor more than thirty-one members, including the President of the College and a Bishop designated by the Bishops of the ELCA, Region 5. The President will be an ex-officio member, without vote. A representative from the ELCA churchwide organization is welcome to attend Board meetings. Regents are elected for four-year terms and may serve a total of three terms (12 years). The Board meets three times annually, usually in October, February and May.

The three faculty members serving on the College Resource Council will serve as non-voting members of the Board of Regents for the duration of their term.

Additionally, the student body elects three representatives to the Board of Regents to serve as non-voting members for one-year terms.

The management of the business affairs of the Corporation, the supervision of the curriculum, and instructional policies of the College is vested in the Board of Regents.

202.0 PRESIDENT

The President is the executive head of the College and Chair of the Faculty and the College Resource Council. The President is a voting member of those committees where the President's membership is designated by the Faculty and by virtue of the office is an advisory member of all other college committees.

Where the college operation is within the areas subject to faculty direction, the Administration is guided by the legislation of the faculty.

202.1 Executive Assistant to the President—Represents the College and the Office of the President to the general public and campus personnel, serves as staff liaison to the Board of Regents, and works closely with strategic planning and various special projects and events.

202.2 Director of Intercollegiate Athletics—The Director of Intercollegiate Athletics is responsible for implementing policies and programs of athletics. The Director makes recommendations relating to athletic policy, budgets, facilities, schedules, and personnel.

202.3 Harassing Conduct Officers—The Harassing Conduct Officers are appointed annually by the President. These officers are responsible for implementation of the College's Inappropriate Conduct and Anti-Harassment Policy (see Section 408.2). Duties of the officers include:
a) Education about the policy for students, faculty, and staff; b) Timely resolution of complaints per the procedures described in the policy; c) Timely dissemination of information regarding complaints and anonymous acts of harassment.

In the event an officer is named in a complaint, or cannot perform his or her duties due to a conflict of interest or prejudice, another officer may be designated by the President to handle the complaint.

203.0 PROVOST

The **Provost** is the chief academic **and student engagement** officer of the College. As the chief academic officer, the **Provost** is responsible to the President and the Faculty for initiating, implementing, coordinating and supervising the academic **and student success** programs of the College. As the chief student engagement officer, the **Provost is responsible to the President for initiating, implementing, coordinating and supervising the student engagement programs of the College.** The **Provost** is the **Officer** of the College with chief administrative authority when the President is absent from the campus.

203.1 Assistant to the **Provost**—The Assistant to the **Provost**, in consultation with the **Provost**, manages the academic affairs budget; coordinates faculty staffing in conjunction with the **Provost**, **Associate Provost**, Registrar and Department Heads; coordinates faculty recruitment; prepares measurement and accountability reports for internal and off-campus use; assumes other responsibilities as assigned by the **Provost**; and provides supervision for the **Office of the Provost** administrative assistant.

203.2 Associate **Provost**—The **Associate Provost provides administrative leadership for Academic Affairs and collaborates with the Provost on strategic planning and visioning, process and policy improvement, and day-to-day operations of the College. Additionally, the Associate Provost provides leadership in fostering partnership and collaboration with other divisions of the College to create an integrated, holistic student experience for all students.**

203.2.1 **Director of the Center for Excellence in Learning and Teaching**—The **Director of the Center for Excellence in Learning and Teaching leads faculty development programs at the College. Faculty development responsibilities include but are not limited to: orienting new faculty, planning and coordinating a program to enhance teaching and learning, and supporting faculty scholarship. Serves as an ex-officio and non-voting member of the Faculty Development Committee (FDC).**

203.2.2 **Director of the Library**—Works collaboratively with library personnel to fulfill the college's mission through provision of library resources and services; facilitates the Library's long-term and strategic planning processes; fosters cooperative relationships with external stakeholders and agencies to enhance resources and services available; develops and administers the library's budget and resources; and oversees the development and performance of library faculty and staff.

203.2.3 **Registrar**—The Registrar plans and oversees course scheduling and registration, including summer school; maintains student academic records in accord with federal statutes; evaluates transcripts; counsels students, faculty, and staff concerning academic regulations and graduation requirements; works with faculty on college-wide curriculum planning and review; and works with the **Associate Provost**, department heads, and others to review and revise the College Catalog.

The Registrar attends full faculty and department heads meetings and serves as an ex-officio and non-voting member on the Curriculum Committee (CC). The Registrar also serves as an ex-officio voting member of the Academic Standing Board that addresses academic progress and an ex-officio voting member of the Academic Facilities and Technology Board (AFTB).

203.2.4 Director, Center for Global Learning—The Director of the Center for Global Learning is responsible to the **Associate Provost** for administering all aspects of the study **away** programs, **including** Luther and non-Luther **programs, both international and domestic**. The Director works with faculty to develop new study away opportunities and evaluates existing study **away** programs. The Director represents (or appoints staff to represent) Luther at board meetings with affiliated study abroad institutions and consortia programs (IES, DIS, CIEE, LCCT, China, ACM), and coordinates exchange programs with foreign educational institutions.

203.2.5 Department Heads

203.2.5.1 Duties of Department Heads

Department Heads serve as leaders of their departments, but they function in cooperation with the department faculty. The following list of duties assigned to Department Heads assumes a cooperative and consultative interaction among department members in developing and implementing department policy, with final responsibility for the department's program and policies resting with the Head.

203.2.5.1.1 Program Quality—Department Heads are responsible for leading the department to achieve and sustain the highest possible standards of teaching, scholarship, service, and human relations in the department.

203.2.5.1.2 Curriculum—Department Heads are responsible for the development and delivery of curriculum and instruction in their departments. They lead the department in identifying the department's instructional goals, monitoring the department's curriculum, evaluating the quality of instruction and advising in the department and assessing the department's success in achieving its instructional goals.

203.2.5.1.3 Faculty Recruitment—Department Heads are responsible for leading the effort to recruit highly qualified faculty for the department.

203.2.5.1.4 Faculty Development—Department Heads are responsible for encouraging and facilitating the professional development of department faculty, paying special attention to the needs of new department members.

203.2.5.1.5 Faculty Evaluation, Promotion, and Tenure—Department Heads are responsible for evaluating department members' teaching, scholarship, and service to the College. Department Heads are responsible for communicating the department's expectations regarding promotion and tenure and coordinating the tenure and promotion process in the department.

203.2.5.1.6 Budget Supervision—Department Heads work with department members to develop an annual budget request that supports departmental goals. They function as chief fiscal officers for the department and are responsible to the **Associate Provost** for operating within their budget.

203.2.5.1.7 Staffing and Course Scheduling—Department Heads are responsible for presenting the department’s staffing needs to the **Associate Provost**. Department Heads are responsible for presenting course schedules that support the department’s academic goals and are consistent with its resources.

203.2.5.1.8 Honorary Degrees—Department Heads will review biographies of nominees for honorary degrees and provide feedback to the **Office of the Provost**.

203.2.5.1.9 Other—Department Heads are responsible for holding regular meetings with the department to discuss issues of importance to the department. Department Heads are responsible for supervising departmental support staff and student workers. Department Heads lead their departments in seeing that the department is represented effectively to individuals and groups outside the department and that the department’s responsibilities to the College are being fulfilled.

203.2.5.2 Selection, Appointment, and Review of Department Heads

Department Heads are appointed by the **Associate Provost**, upon the recommendation of department faculty. The term of appointment is normally three years. Department Heads may serve successive terms. In the case where a Department Head is unwilling to represent the department or manage its affairs or where conflicts within a department have become irreconcilable, the **Associate Provost** may appoint a new Head or make other temporary arrangements for the management of the department’s affairs before the expiration of a term. In the third year of a Department Head’s term, the **Associate Provost** consults with both the Head and the members of the department to determine whether the Head is willing to continue.

203.2.6 Director of Advising—The Director of Advising oversees academic advising in collaboration with the Student Development Board, serving as the co-chair and ex-officio member with vote. The Director of Advisor works closely with the Registrar, Student Financial Planning, and academic departments in the preparation of resource material for faculty advisors.

203.2.7 Director of Environmental Studies—The Director is responsible to the **Associate Provost** for administering and promoting the Environmental Studies Program. The Director arranges for the course offerings students need to progress toward completion of the major and minor and advises students in the program. The Director may elect to teach the introductory course and/or the capstone seminar required for the major and minor and may assist in development of additional course offerings. The Director also chairs the Environmental Steering Committee (see section 307.2.1).

203.2.8 Director of Global Health—The Director is responsible to the **Associate Provost** for administering and promoting the Global Health Program. The Director arranges for the course offerings students need to progress toward completion of the major and advises students in the program. The Director also chairs the Global Health Steering Committee (see section 307.2.2).

203.2.9 Director of International Studies—The Director is responsible to the **Associate Provost** for administering the International Studies Program curriculum and budget and for

promoting the International Studies Program, as well as, advising students in the program. The Director also works with department heads on course offerings in the International Studies major and minor and chairs the International Studies Steering Committee (see section 307.2.3).

203.2.10 Director of Visual Communication—The Director is responsible to the Associate Provost for administering and promoting the Visual Communication Program. The Director arranges for the course offerings students need to progress toward completion of the major and minor and advises students in the program. The Director may elect to teach the introductory course and/or the capstone seminar required for the major and minor and may assist in the development of additional course offerings. The Director also chairs the Visual Communication Steering Committee (see section 307.2.4).

203.2.11 Director of Nordic Studies—The Director is responsible to the Associate Provost for administering the Nordic Studies Program curriculum and for promoting the Nordic Studies Program. The Director chairs the Nordic Studies Steering Committee (see section 307.3.1) and arranges for the course offerings students need to progress toward completion of the major or minor as well as for advising for students in the program.

203.2.12 Director of Museum Studies—The Director is responsible to the Associate Provost for administering the Museum Studies Program curriculum and for promoting the Museum Studies Program. The Director arranges for the course offerings students need to progress toward completion of the minor as well as for advising for students in the program.

203.2.13 Writing Director—The position of Writing Director was created through the first NEH grant that established the Paideia Program in 1976. The Writing Director is charged with three tasks: to train and supervise tutors in the Writing Center, a peer-tutoring resource available to all students at Luther; to facilitate faculty development in the teaching of writing throughout the Paideia program; and to provide outreach and pedagogical support for faculty throughout the College in the teaching of writing.

203.3 Dean for Student Engagement—The Dean for Student Engagement is responsible to the Provost for those functions of the College related to the engagement and wellbeing of students and their social, personal and interpersonal development. The Dean coordinates all functions relating to the co-curricular life of students.

203.4 Associate Dean for Student Success—The Associate Dean for Student Success reports to the Provost and leads retention efforts on campus including class-specific initiatives and oversees academic support and disability services. The Associate Dean provides supervision of TRIO, Catalyze, Academic Support and Tutoring, and Disability Services.

203.5 Paideia Director—The Director is responsible to the Provost for administering and promoting the Paideia program. In overseeing the full Paideia program, the Director's duties include 1) administering the budget and endowment spending in order to enhance humanities study at Luther, under the direction of the Provost and the Paideia Program Steering Committee; 2) coordinating all aspects of the Paideia program; 3) working with the Writing Director to support

writing instruction within the Paideia program and across the curriculum, with special focus on first-year Paideia; 4) coordinating applications for Paideia Endowment Supplemental Grants for Sabbatical Leaves; and 5) serving as an advocate for the Paideia program with faculty, staff, and external constituencies.

The Director's duties specifically include 1) overseeing the recruitment and development of Paideia faculty, in consultation with the **Provost** and the heads of the instructors' home departments; 2) conducting periodic evaluation, assessment, and review of Paideia; 3) maintaining course records; providing planning, leadership and support; 4) editing and overseeing production of the Paideia 111/112 Reader and other course materials in consultation with the Paideia planning group and the Paideia staff; 5) setting Paideia 111/112 meeting agendas and chairing meetings, in consultation with the Paideia staff; and 6) supervising the Paideia program administrative assistant, in consultation with the department heads of other departments that the administrative assistant serves. The Director attends Department Heads' meetings and also convenes and chairs the Paideia Endowment Steering Committee.

203.6 Director of Student Honors and Fellowships—The Director is responsible for soliciting applications for the college's fellowship candidates, interviewing and advising candidates for those awards that require screening or selection on behalf of the college, and planning the Student Research Symposium, with the Student Development Board (See section 308.2.7). Serves as an ex-officio voting member of the Student Development Board.

203.7 Director of Choral Activities—The Director of Choral Activities is responsible to the **Provost** and the Head of the Music Department for the programs and policies of musical organizations. He/she shall make recommendations relating to programs, schedules and directors.

203.8 Associate Dean for Integrated Academic and Career Development—The Associate Dean provides co-leadership in the Career Center to create collaborative partnerships and systems with Luther College stakeholders designed to initiate, implement, and coordinate comprehensive career development services for students and alumni. Also fosters relationships between employers and students for career exploration, networking and applied learning experiences. Serves as an ex-officio voting member of the Student Development Board.

204.0 VICE PRESIDENT FOR DEVELOPMENT

The Vice President for Development is responsible to the President for the following offices: Alumni, Campus Programming, and Development. The Vice President is responsible for aiding and advising the President on matters related to the off-campus constituencies of the college. Major direct responsibilities are to initiate fund-raising programs for support of capital, endowment, current, and deferred funding programs of the college.

205.0 VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

The Vice President for Finance and Administration is the Chief Financial Officer of the college. The Vice President determines financial policies for the college in consultation with the President and oversees implementation of these policies. Duties also include responsibility for facility services, human resources, dining services, book shop **and information technology services**.

206.0 VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

The Vice President for Enrollment Management is responsible for the identification, recruitment, admission, and enrollment of new students. The Vice President carries out planning related to enrollment management, market and demographic research, pricing and financial aid strategies. The Vice President oversees the admissions and financial aid departments and works collaboratively with other enrollment-related offices, faculty, staff, students, and alumni to achieve annual enrollment goals.

207.0 VICE PRESIDENT FOR MISSION AND COMMUNICATION

The Vice President for Mission and Communication is responsible for administration and assessment of college-wide communication and marketing programs designed to bring regional and national visibility to the college. **The Vice President is** also responsible for the College's campus-wide strategic planning process **and** coordinates the college's reaccreditation process and federal compliance and assurance reviews. **Duties also include oversight of institutional research and effectiveness,** campus programming, campus ministries and two centers—sustainable communities and ethics and public engagement.

208.0 CHIEF EQUITY AND INCLUSION OFFICER

The **Chief Equity and Inclusion Officer** is the institutional leader charged for the implementation and oversight of institutional equity and inclusion initiatives. This role serves as a resource and advisor in matters related to equal opportunity and non-discrimination practices.

209.0 ORGANIZATIONAL CHART FOR ADMINISTRATIVE STRUCTURE

(Update in progress and will be posted when finalized.)

300.0 FACULTY

301.0 DUTIES

301.1 The faculty, with the approval of the Board of Regents, establishes the departments of instruction, decides upon courses of study, and determines requirements for admission to the College and for graduation.

301.2 The faculty establishes the rules and regulations for the government of the College and has the power to suspend or expel students whenever it finds such action necessary for the welfare of the College.

301.3 The faculty elects, or authorizes the selection of, the committees required for the operation of the College. These committees are, in turn, responsible to the faculty.

302.0 MEMBERSHIP

302.1 The faculty of the College consists of the President, the **Provost**, and full-time staff members holding the rank of Instructor or higher, and part-time staff members who hold either tenured or tenure-line appointments. These staff members are entitled to vote in faculty meetings. Policies governing the faculty ranks and teaching appointments are described in 403.0.

302.2 Staff holding the appointments as librarians or archivists serve as faculty given their substantial participation in the processes of teaching or research and are entitled to vote in faculty meetings.

302.3 All other staff members who teach—those who hold non-tenure line part-time faculty appointments and those with primary responsibilities outside the classroom—will be entitled to vote in faculty meetings after having taught seven full courses or the equivalent. Once staff members have earned the franchise, they will have the right to vote in any subsequent year in which they teach at least one full course.

302.4 Persons designated with Emeritus status shall hold all the rights and privileges of their position.

302.4.1 Emeritus status is granted to selected retired faculty members upon the recommendation of the President and action by the Board of Regents. To be eligible for consideration for emeritus status, a member of the faculty with voting status must have a minimum of 15 years (or its equivalent) of service to the College before retirement.

A faculty member who dies after serving a minimum of twenty-five years in full-time service to the College and before official retirement shall be eligible for honorary emeritus status designation. This status shall provide the same benefits to a surviving spouse as are given to surviving spouses of members of the faculty who have been awarded emeritus status subsequent to official retirement.

302.4.2. Persons holding Emeritus status are eligible for continued single, employee plus 1, and family health care coverage according to the table below until the person holding Emeritus status turns 65. At that time, the Emeritus member would need to subscribe to alternate insurance for children under age 26.

	Faculty Contribution Level	Spouse Contribution Level
If faculty member has emeriti status and is under age 65	The faculty member will make monthly health care premium payments according to the current salary tier level 2 rate until age 65.	After faculty member turns 65 (medicare eligible) and if spouse is younger, spouse will continue to be eligible for the Luther College health care plan and will make contribution payments at salary tier 2 until the spouse reaches age 65.

Upon the death of an Emeritus faculty/faculty associate member, a surviving spouse may apply to continue to receive health care coverage. The surviving spouse will make monthly health care premiums payments at the current salary tier level 2 rate until the spouse reaches age 65.

If the status of the Emeritus faculty/faculty associate or surviving spouse changes (due to marriage or employment), coverage under these programs may be terminated.

303.0 MEETINGS

303.1 Regular Meetings

303.1.1 Regular meetings of the faculty are held once each month during the fall and spring semesters.

303.1.2 Normally any matter requiring action by the faculty may be voted on only after consideration by the appropriate committees, boards, and/or councils.

303.1.3 The rules contained in the current edition of *Robert's Rules of Order* shall govern faculty meetings in all cases to which they are applicable and in which they are not inconsistent with the bylaws of Luther College and any special rules of order the faculty

may adopt. By a special rule of order, voting at faculty meetings shall occur via electronic clicker.

303.1.4 Approval of items placed on the agenda of the faculty meeting for faculty action requires a majority of the votes cast by eligible faculty present at a regularly scheduled meeting. Any matter may be added to the agenda of the faculty meeting after it has been adopted, regardless of action by a committee, board and/or council, by 2/3 of the votes cast by eligible faculty present at a regularly scheduled meeting.

303.2 Special Meetings

303.2.1 The President of the College, the **Provost**, and the Speaker of the Faculty shall each have the right to call a special meeting of the faculty. The Faculty Organization Committee shall organize the special meeting.

303.2.2 A special meeting of the faculty may be called to finish the agenda items of a regularly scheduled faculty meeting by action of the Speaker of the Faculty or by a majority of the votes cast by eligible faculty present at a regularly scheduled meeting. The Faculty Organization Committee shall organize the special meeting.

303.3 Students at Faculty Meetings

303.3.1 Students on committees or other groups presenting a report or a proposal for faculty action may attend the faculty meetings when the report or proposal is on the agenda. Such students may be recognized by the Speaker of the Faculty or a substitute presiding officer to speak, but they do not vote.

303.3.2 Students representing campus media may request permission from the Speaker of the Faculty or a substitute presiding officer to attend a faculty meeting at least 24 hours in advance of the meeting. Such students may not speak, vote, take photographs, make electronic recordings during the meeting, or have access to electronic recordings of the meeting. Campus media sources should receive agendas and minutes of each faculty meeting at the same time as do the faculty.

304.0 OFFICERS

304.1 Presiding Officer

The Speaker of the Faculty shall preside at faculty meetings. The Speaker of the Faculty shall be a tenured faculty member who has served on a committee but who shall have completed any such term of service by the end of the semester in which elected. The

faculty shall elect the Speaker of the Faculty from a slate consisting of one nominee from each division for a three-year term with the possibility of re-election for one additional term.

304.2 Substitute Presiding Officer

The **Provost** shall preside at faculty meetings in the absence of the Speaker of the Faculty.

304.3 Faculty Secretary

The Faculty Secretary shall keep the minutes of the faculty meetings for the permanent records of the institution; the minutes shall be open at all times to members of the faculty and the Board of Regents. The Faculty Secretary shall be a tenured faculty member who is appointed by the Executive Committee for a three-year term with the possibility of reappointment for one additional term.

304.4 Faculty Parliamentarian

The Faculty Parliamentarian shall advise officers on points of parliamentary procedure and shall give advice to any member who requests it during a faculty meeting. The Faculty Parliamentarian shall be a tenured faculty member who is well versed in the current edition of *Robert's Rules of Order* and who is appointed by the Executive Committee for a six-year term with the possibility of reappointment for up to two additional terms.

305.0 DIVISIONS

Divisions of the College shall serve as the primary forum for discussion of academic policy and planning for the College. Divisions review curriculum revision proposals related to their member departments. Faculty committees will also direct proposals and issues to all Divisions for initial and ongoing response, prior to submitting a final proposal to the full faculty for action on that proposal. Divisions may also consider other common interests or problems, such as interdisciplinary programs, facilities use and maintenance, and student life issues. In providing this forum, Divisions should seek to integrate the various disciplines into the liberal arts curriculum, to assimilate new faculty members into the governance structure, and to promote collegiality and conversation among all faculty members. Although the Divisions have no binding legislative power, a Division may on its own initiative, or at another body's request, express its opinions to an appropriate body through a vote.

305.1 Duties

Divisions shall:

- a. Review and forward to the Curriculum Committee the following curriculum revision proposals:
 - proposals for departmental, interdisciplinary and general studies courses for which faculty approval is required (per 308.1.3.2) and which originate from departments whose members belong to that division.
 - other courses for which CC or departments request additional divisional review.
- b. Discuss and respond appropriately to specific issues regarding academic policy and/or student life issues that are in development by faculty committees. Discussion may be led by Division chairs, or by Division representatives of the committee involved in the proposal being considered.
- c. Discuss and respond to issues as requested by the College Resource Council.
- d. Nominate a slate of faculty candidates for committees that require divisional representation. These slates shall contain twice the number of names required to fill the vacancies; full faculty will elect the committee members.

305.2 Membership

Membership in Divisions will be determined by departmental affiliation. Departments with areas of interest that span multiple divisions may elect to have representation in more than one Division. Individuals in such departments may simply declare their divisional membership. Departments with split divisional membership shall introduce new course and/or major proposals to both Divisions.

- Mathematics, Science and Health: Biology, Chemistry, Computer Science, Health Promotion and Exercise Science, Mathematics, Nursing and Physics.
- History and Social Sciences: Communication Studies, Economics, Accounting and Management, Education, History, Identity Studies, Political Science, Psychology and Sociology/Anthropology/Social Work.
- Humanities and Fine Arts: English, Modern Languages, Literatures and Linguistics, Music, Philosophy, Religion, and Visual and Performing Arts.

305.3 Officers

305.3.1 Each Division shall elect its chair from a slate of all tenured faculty within the divisional membership. Divisional vice-chairs shall be elected from a slate of two tenured faculty members. Terms shall be for three years; the Division vice-chair's term will overlap the term of the chair by one year. Officers will set the agenda for Division meetings, which shall be held approximately once a month during convocation hour. Division vice-chairs shall make available minutes of Division meetings to any interested faculty. Once per semester Division meetings will be held with cross-divisional attendance. Each of the three concurrent meetings will be chaired by a Division chair and faculty will be assigned to a group by the Faculty Organization Committee at the first faculty meeting of the academic year. When possible, all Departments will be represented at all meetings.

305.3.2 The chair of each Division will serve a concurrent three-year term on the Faculty Organization Committee.

305.3.3 Division chairs shall not function as intermediates between department heads and administrative officers of the College (unless requested to do so owing to the nature of the issue overreaching departmental interests.)

306.0 DEPARTMENTS

The faculty establishes and removes departments of instruction with the approval of the Board of Regents. Each department consists of all faculty members with an appointment to the department and is led by a department head (see Faculty Handbook 203.2.5).

307.0 INTERDISCIPLINARY PROGRAMS

The faculty establishes and removes interdisciplinary programs with the approval of the Board of Regents. Each interdisciplinary program is led by a director who also chairs the program's steering committee, if there is one.

307.1 Paideia Program

307.1.1 Paideia Program Steering Committee

The Paideia Program Steering Committee is charged with overseeing the Paideia Program including administering Endowment funds and carrying out its purpose, "to assure the continuity at Luther College of a strong integrative educational component in the humanities and shared by all students" (National Endowment for the Humanities Paideia Endowment Grant Proposal, 1983, L.A.).

307.1.1.1 Duties

- a. Oversees lectures, forums, and publications supported by the endowment which are designed to fulfill the charge of ensuring a central place for the humanities in the overall college program.
- b. Advises the Paideia Director and the **Provost** on curriculum, priorities, long-term strategic planning for the program, and the use of the Paideia Endowment's income.
- c. Reviews and recommends to the **Provost** an annual Paideia Endowment budget.
- d. Oversees the work of the Paideia Director, who has responsibility for the direction, continuity, enrichment, and staffing of the programs.
- e. Advises the Writing Director (in collaboration with the Paideia Director and the **Provost**), who works with Paideia faculty on the design and evaluation of writing assignments, consults with faculty across the curriculum on writing instruction, and oversees the Writing Lab.
- f. Advises the Paideia Director on requests for funds in excess of \$500.
- g. Reviews applications for Paideia Endowment Supplemental Grants for Sabbatical Leaves from eligible faculty and recommends to the **Provost** those proposals considered worthy of funding.
- h. Oversees the publication of the college journal Agora, recommending to the **Provost** candidates for editorship.
- i. Helps the **Provost** and the Paideia Director recruit, develop, and support Paideia Program faculty.
- j. Reviews and approves faculty proposals for Paideia 450 interdisciplinary courses, paired courses, and sequenced courses prior to their being presented to divisions, the Curriculum Committee, and the faculty.
- k. Meets as needed to carry out these duties and responsibilities.

307.1.1.2 Membership

- a. Three faculty members who are teaching or have taught Paideia 111, 112, or 450 in the last five years, one elected by each division for staggered three-year terms.
- b. Paideia Director, Writing Director, and the **Provost** or designated representative, *ex officio* with vote.

307.2 Interdisciplinary Majors and Minors

Some interdisciplinary majors and minors are governed by one or two departments. Others are governed by a steering committee.

307.2.1 Environmental Studies Steering Committee

307.2.1.1 Duties

- a. Oversees and advises the Director of Environmental Studies.
- b. Sets short-term and long-range goals for the program.
- c. Evaluates the curriculum, courses, and content of the Environmental Studies major and minor and the Environmental Science minor.
- d. Evaluates student petitions and makes appropriate recommendations.
- e. Oversees and approves the budget.
- f. Convenes regular meetings of all faculty and students committed to Environmental Studies.
- g. Provides a representative to the Sustainability Council.

307.2.1.2 Membership

- a. Three faculty members, one from each division, appointed by the **Provost** from a slate of nominees produced by the steering committee for staggered three-year terms.
- b. One full-time, tenure-track faculty member with significant and ongoing teaching duties in the program **to be appointed by the Provost from nominations given from the steering committee.**

c. Director of Environmental Studies, *ex officio* with vote.

307.2.2 Global Health Steering Committee

307.2.2.1 Duties

- a. Oversees and advises the Director of Global Health.
- b. Sets short-term and long-range goals for the program.
- c. Evaluates the curriculum, courses, and content of the Global Health major.
- d. Evaluates student petitions and makes appropriate recommendations.
- e. Oversees and approves the budget.
- f. Convenes regular meetings of all faculty and students committed to Global Health.

307.2.2.2 Membership

- a. Three faculty members, one from each division, appointed by the **Provost** from a slate of nominees produced by the steering committee for staggered three-year terms.
- b. Director of Global Health, *ex officio* with vote.
- c. Director of the Center for Global Learning, *ex officio* without vote.

307.2.3 International Studies Steering Committee

307.2.3.1 Duties

- a. Oversees and advises the Director of International Studies.
- b. Sets short-term and long-range goals for the program.
- c. Evaluates the curriculum, courses, and content of the International Studies major and minor.

- d. Evaluates student petitions and makes appropriate recommendations.
- e. Serves as the international travel review committee for the Center for Global Learning.

307.2.3.2 Membership

- a. Three faculty members, one from each division, appointed by the **Provost** from a slate of nominees produced by the steering committee for staggered three-year terms.
- b. Director of International Studies, *ex officio* with vote.
- c. Director of the Center for Global Learning, *ex officio* without vote.

307.2.4 Visual Communication Steering Committee

307.2.4.1 Duties

- a. Oversees and advises the Director of Visual Communication.**
- b. Sets short-term and long-range goals for the program.**
- c. Evaluates the curriculum, courses, and content of the Visual Communications major and minor.**
- d. Evaluates student petitions and makes appropriate recommendations.**
- e. Oversees and approves the budget.**
- f. Convenes regular meetings of all faculty and students invested in Visual Communication.**

307.2.4.2 Membership

- a. One representative from each of the departments of English, Art, Communication Studies, and Computer Science, chosen by the department, with guidance from the steering committee, for a term to be determined by the department.**

b. One faculty member appointed by the Provost from a slate of nominees produced by the steering committee, for a three year term.

307.3 Area Studies Programs

Areas studies programs involve significant interdisciplinary study focusing on a specific region.

307.3.1 Nordic Studies Steering Committee

307.3.1.1 Duties

- a. Advises the Director of Nordic Studies.
- b. Sets short-term and long-range goals for the program.
- c. Evaluates the curriculum, courses, and content of the Nordic Studies major and minor.
- d. Evaluates student petitions and makes appropriate recommendations.

307.3.1.2 Membership

- a. Two faculty members with recent experience teaching in the program, appointed by the **Provost** from a slate of nominees produced by the steering committee for staggered three-year terms.
- b. Director of Nordic Studies, *ex officio* with vote.

308.0 COMMITTEES, BOARDS, AND COUNCILS

308.0.1 Committees, boards, and councils at Luther College act on issues of central concern to an academic community.

308.0.2 Each committee, board, or council may designate subgroups from its own membership to have primary responsibility for certain duties. Within this subgroup structure, appropriate administrative personnel may be invited to participate in performing those duties.

308.0.3 A task force may be created to deal with a specific, major issue of college-wide concern. Such a task force shall serve a specific purpose and for a designated period of time not to exceed two years, and it shall be created in one of the following ways.

- a. The Executive Committee may create a task force and determine how its members shall be appointed and/or elected.
- b. A committee, board, or council may request permission from the Executive Committee to create a task force, which shall include at least two members of the committee, board, or council, as well as other individuals outside the committee, board, or council who are appointed or elected in a manner determined by the Executive Committee.
- c. The President of the College or the **Provost** may create a task force in consultation with the Executive Committee.

308.1 Committees

Committees are chaired by faculty members and have standing agendas related to areas for which the faculty has primary responsibility based on the bylaws of Luther College and the principles of shared governance. Once a faculty member has completed a three-year term on one of the five committees other than the Executive Committee (Appointment, Tenure, and Promotion; Curriculum; Faculty Development; Faculty Interests; and Faculty Organization), that faculty member is not eligible to serve again on the same committee for three years, and that faculty member is not eligible to serve on another one of the five committees for one year. (An exception to these rules is made when filling a vacancy on the ATP Committee. See Faculty Handbook 308.1.2.2.b, 308.1.2.2.c, and **308.1.2.5** for guidelines.) A faculty member may not serve simultaneously on more than one of the five committees. No faculty member may serve on one of the five committees until after a favorable third-year review.

308.1.1 Executive Committee

308.1.1.1 Shared Governance

The faculty exercises primary responsibility for providing effective faculty leadership in shared governance in consultation with relevant administrative staff and with the oversight of the Board of Regents.

308.1.1.2 Duties

- a. Annually sets an overarching agenda for the work of committees, boards, and councils.

- b. Coordinates the collaboration of committees, boards, and councils in areas of responsibility where they must work together.
- c. Receives reports as specified in the duties of individual boards and makes executive summaries available to the faculty.
- d. Consults with relevant administrative staff and the Board of Regents in the context of critical situations that require an immediate response. In some cases the committee may speak for the faculty, while in other cases it may recommend that the faculty or another committee, board, or council be consulted.
- e. Creates or consults on the creation of task forces as explained in Faculty Handbook 308.0.3.
- f. Appoints tenured faculty members to serve as Faculty Secretary (Faculty Handbook 304.3), Faculty Parliamentarian (Faculty Handbook 304.4), and Faculty Marshals (Faculty Handbook 308.5.1).

308.1.1.3 Membership

- a. Chairs of the other five committees (Appointment, Tenure, and Promotion; Curriculum; Faculty Development; Faculty Interests; and Faculty Organization), *ex officio* with vote.
- b. The faculty representative to the Board of Regents who has been in that position the longest, *ex officio* with vote.
- c. Speaker of the Faculty, *ex officio* with vote.

308.1.1.4 Chair

The chair of the committee shall be the Speaker of the Faculty.

308.1.1.5 Meetings

The committee will typically meet once a month during the fall and spring semesters.

308.1.2 Appointment, Tenure, and Promotion Committee

308.1.2.1 Shared Governance

The faculty exercises primary responsibility for establishing policies and criteria related to appointment, tenure, and promotion and for conducting reviews in accordance with these policies and criteria, in consultation with the President of the College and the **Provost** and with the approval of the Board of Regents.

308.1.2.2 Duties

a. With regard to appointment:

- For all new teaching faculty, coordinates the introduction of the evaluation criteria and processes utilized by the committee; this will include opportunities for formative evaluation, such as mentoring and teaching group participation, as well as the summative evaluation procedures utilized in the formal review process.
- Interviews all candidates nominated for appointment at the rank of associate or full professor, or for appointment as department head, and makes recommendations to the **Provost** based on that review.

b. With regard to third-year review:

- Conducts review of faculty members after three years, according to procedures defined by the committee in consultation with the President of the College and the **Provost**, and described in Faculty Handbook 404.4. Members of the committee shall not review candidates from their own departments. If the result is that there would be no one from the candidate's division participating in the review, then the **Provost** shall appoint a replacement from among those persons from the appropriate division who have completed their term of service on the committee during the previous five years.

c. With regard to tenure and promotion:

- Reviews annually the status of all faculty members below the rank of full professor, and invites department heads to recommend appropriate persons for tenure and/or promotion, according to the guidelines described in Faculty Handbook 404.5 and 404.6.
- Reviews all nominations for tenure and/or promotion according to the criteria defined in Faculty Handbook 405.2 and 405.3, utilizing

information from the candidate's file, and makes a written recommendation to the **Provost** and the President of the College. (Final decisions for recommendations regarding tenure and promotion are made by the President to the Board of Regents.) Members of the committee shall not review candidates from their own departments, and associate professors on the committee shall not participate in their own promotion reviews. If the result is that there would be no one from the candidate's division participating in the review, then the **Provost** shall appoint a replacement from among those persons from the appropriate division who have completed their term of service on the committee during the previous five years.

d. Recommends to the **Provost** and the President of the College faculty members to be appointed to emeritus/emerita status.

e. Monitors the criteria and procedures listed in Faculty Handbook section 405 to ensure that both the academic well-being of the institution and the rights of individual faculty members are preserved throughout the process, that AAUP principles are adhered to by those policies, and that the actions of the institution are consistent with these stated principles.

f. In the event of department or program reduction, confers with the Faculty Interests Committee and makes recommendations to the **Provost** regarding the status of tenured faculty within that department or program. Should the final decision be to terminate tenured faculty positions, such termination must be in accordance with the guidelines in Faculty Handbook 410.1.2.

g. Reviews scholarship statements for academic departments and programs at the time of departmental or program reviews and reports concerns and recommendations to the **Provost** and respective department or program heads.

h. With regard to searches, reviews disputes over search procedures (see Faculty Handbook 403.3).

308.1.2.3 Membership

a. Six tenured faculty members, two from each division, elected by the faculty for staggered three-year terms. At least one faculty member from each division shall be a full professor. Faculty shall be elected according to the following procedure. The Faculty Organization Committee shall prepare lists for each of the divisions whose representatives are being elected in a given year. The lists shall include all

eligible full professors, and all eligible associate professors who do not request that their names be removed from the lists. Those already serving on one of the other four committees (Curriculum; Faculty Development; Faculty Interests; Faculty Organization) shall be ineligible, and department heads may request that their names be removed from the lists. **The director of the Center for Excellence in Learning and Teaching is ineligible for service on ATP.**

Divisional approval ballots shall be distributed electronically to members of those divisions **within two weeks** following the Board of Regents meeting in which faculty tenures are approved (usually February). The online approval method of voting shall allow division members through a secure webpage and voting system by anonymous ballot to indicate all individuals from their division whose names they wish to appear on the electing ballot. The online approval ballot will be open for **three business** days for division members to submit their preferences. Those individuals who receive votes of approval from more than 30% of the division members voting on each divisional ballot shall be placed on an electing ballot that contains separate lists for the divisions whose representatives are being elected in a given year. Rounds of anonymous electing balloting shall occur through the secure online webpage and voting system beginning within seven days of the submission of the approval lists. On each ballot, faculty shall choose the required number of names from each divisional list. Each round of balloting will be available for a minimum of **two business days** unless a quorum is not reached, in which case the balloting will be left open until over 50% of the eligible faculty have voted. Subsequent ballots shall continue until the required number of candidates from each divisional list receives a majority of the votes. Everyone on the initial electing ballot shall remain on subsequent ballots. Vote counts of those receiving 10 or more votes shall be reported via email before voting begins on subsequent electing ballots.

308.1.2.4 Chair

The chair shall be one of the full professors elected by the committee for a one-year term with the possibility of re-election for up to two additional terms.

308.1.2.5 Vacancy

In the case of a vacancy of any length, the faculty shall elect a replacement from a slate of candidates consisting of those persons who have completed their term of service on the committee during the previous five years.

308.1.2.6 Meetings

The committee will typically meet weekly during the fall and spring semesters.

308.1.3 Curriculum Committee

308.1.3.1 Shared Governance

The faculty exercises primary responsibility for the academic program and policies of the college in consultation with relevant administrative staff and with the approval of the Board of Regents.

308.1.3.2 Duties

- a. Reviews proposals for new departments, majors, minors, and programs of study and makes recommendations to the faculty.
- b. Reviews proposals for substantive changes in existing departments, majors, minors, and programs of study and makes recommendations to the faculty.
- c. Reviews proposals for new courses and makes recommendations to the faculty.
- d. Reviews and approves proposals for modifications to existing courses and reports its actions at the next faculty meeting. In some cases, the committee may decide to bring such a proposal to the faculty for approval.
- e. Reviews and approves proposals for dropping existing courses from the course catalog and reports its actions at the next faculty meeting. In some cases, the committee may decide to bring such a proposal to the faculty for approval.
- f. Reviews and approves proposals for Individualized Interdisciplinary Majors submitted by students.
- g. Consults with the **Provost** and the department or program head at the conclusion of every department or program review.
- h. Recommends to the faculty the discontinuation or reduction of a major, minor, or program of study.
- i. Reviews proposals from the **Provost** to discontinue or reduce any major, minor, or program of study and makes recommendations to the faculty.

j. Recommends changes in academic policies, including all-college requirements and requirements for graduation, to the faculty.

308.1.3.3 Membership

a. Six faculty members, two elected by each division for staggered three-year terms. At least one member from each division shall be tenured.

b. **Provost**, *ex officio* with vote.

c. Registrar, *ex officio* without vote.

d. One student appointed by Student Senate for a one-year term, without vote.

308.1.3.4 Chair

The chair shall be one of the tenured faculty members of the committee elected by the voting members for a one-year term with the possibility of re-election for up to two additional terms.

308.1.3.5 Vacancy

In the case of a vacancy of any length, the appropriate division shall elect a replacement.

308.1.3.6 Meetings

The committee will typically meet weekly during the fall and spring semesters.

308.1.4 Faculty Development Committee

308.1.4.1 Shared Governance

The faculty exercises primary responsibility for supporting all faculty members' professional development in consultation with relevant administrative staff.

308.1.4.2 Duties

a. Reviews sabbatical leave applications and makes recommendations to the **Provost**. If the committee intends to recommend that an application not be approved, it will first forward the application to the Faculty Interests Committee

for an additional review. It will then take the feedback from the Faculty Interests Committee into account as it determines its final recommendation to the **Provost**.

b. Reviews proposals and awards funds from the Ylvisaker Endowment for Faculty Growth and the Anderson Faculty Development Fund.

c. Recommends changes in policies regarding faculty development and research, including funds, to the **Provost**.

d. Advises the **Associate Provost** and supports faculty development programming.

e. Advises the Director of the Center for Excellence in Learning and Teaching and supports the center's programming.

f. Reassesses the mission of the Center for Excellence in Learning and Teaching at least once every five years.

g. Reports to the faculty regarding the general state of faculty development and research (e.g., mentoring programs, teaching partnerships, research funding) at least once a year.

308.1.4.3 Membership

a. Three faculty members, one elected by each division for staggered three-year terms. At least two of the members shall be tenured.

b. **Associate Provost** and Director of the Center for Excellence in Learning and Teaching, *ex officio* without vote.

308.1.4.4 Chair

The chair shall be one of the tenured faculty members of the committee elected by the voting members for a one-year term with the possibility of re-election for up to two additional terms.

308.1.4.5 Vacancy

In the case of a vacancy of any length, the appropriate division shall elect a replacement.

308.1.4.6 Meetings

The committee will typically meet once a month during the fall and spring semesters.

308.1.5 Faculty Interests Committee

308.1.5.1 Shared Governance

The faculty exercises primary responsibility for assessing and advocating for the general welfare and morale of the faculty in consultation with relevant administrative staff and with the oversight of the Board of Regents.

308.1.5.2 Duties

- a. Recommends to the faculty changes in policies that affect the general welfare and morale of the faculty, including faculty status, academic loads, faculty salary scale, co-curricular loads, academic freedom, and faculty diversity.
- b. Makes preliminary budget recommendations regarding faculty salary and benefits to the President of the College and the **Provost**.
- c. Serves as a formal hearing board for faculty grievances (See Faculty Handbook sections 408, 409, and 410).
- d. Evaluates changes to the Faculty Handbook proposed by the **Provost** at the beginning of each academic year to insure that they are administrative changes that do not require faculty approval, and reports any significant administrative changes to the faculty.
- e. Reports to the faculty on the committee's activities and the general welfare and morale of the faculty at least once a year.

308.1.5.3 Membership

- a. Six faculty members, two elected by each division for staggered three-year terms. At least one member from each division shall be tenured.

308.1.5.4 Chair

The chair shall be one of the tenured faculty members elected by the committee for a one-year term with the possibility of re-election for up to two additional terms.

308.1.5.5 Vacancy

In the case of a vacancy of any length, the appropriate division shall elect a replacement.

308.1.5.6 Meetings

The committee will typically meet weekly during the fall and spring semesters.

308.1.6 Faculty Organization Committee

308.1.6.1 Shared Governance

The faculty exercises primary responsibility for the structures by which faculty participate in shared governance in consultation with relevant administrative staff and with the approval of the Board of Regents.

308.1.6.2 Duties

- a. Sets the agenda for all faculty and division meetings.
- b. Chairs divisions.
- c. Conducts elections for committees, boards, councils, and the Speaker of the Faculty.

Elections for committee positions (excluding ATP) and faculty speaker are by divisional ballots that are usually distributed by mid-April. The online ballots will be open for voting for three business days.

Board elections, and elections for College Resource Council, Paideia Steering Committee and division vice-chairs, are by divisional ballots that are usually distributed by early May. The online ballots will be open for voting for three business days.

- d. Carries out an annual assessment of governance in which each committee, board, or council responds to questions about the effectiveness of its current

structure (e.g., duties, membership, method of selection, frequency of meetings), and reports to the faculty on the general effectiveness of the governance structure.

e. Recommends changes in the governance structure to the faculty.

308.1.6.3 Membership

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

b. **Provost**, *ex officio* without vote.

c. The committee may invite the President of the College and/or the Speaker of the Faculty to attend particular meetings.

308.1.6.4 Chair

The chair shall be elected by the committee for a one-year term with the possibility of re-election for up to two additional terms.

308.1.6.5 Vacancy

In the case of a vacancy of any length, the appropriate division shall elect a replacement.

308.1.6.6 Meetings

The committee will typically meet weekly during the fall and spring semesters.

308.2 Boards

Boards are co-chaired by faculty and administrative staff members and have standing agendas related to a combination of areas for which the faculty has primary responsibility and areas in which faculty have a consultative role based on the bylaws of Luther College and the principles of shared governance. Once a faculty member has completed a three-year term on one of the boards (Academic Facilities and Technology; Academic Standing; Admission and Financial Aid; Campus Life; Campus Programming; Learning and Assessment; and Student Development), that faculty member is eligible for re-election to the same board or election to a different board.

308.2.1 Academic Facilities and Technology Board

308.2.1.1 Shared Governance

The faculty exercises primarily responsibility for the academic program and consults with relevant administrative staff to ensure that facilities and technology effectively support teaching and learning.

308.2.1.2 Duties

- a. Assesses the effectiveness of academic facilities and technology in supporting teaching and learning and recommends changes to the **Provost**.
- b. Advises the Director of Facilities Services and informs the Executive Committee of significant changes to academic facilities.
- c. Advises the Executive Director of Information Technology Services and informs the Executive Committee of significant changes to academic technology.
- d. Advises the Library Director and informs the Executive Committee of significant changes to library facilities, technology, and resources.
- e. Provides guidance to faculty on how to make effective use of academic facilities and technology.

308.2.1.3 Membership

- a. Three faculty members, one elected by each division for staggered three-year terms. At least one member shall be tenured.
- b. Director of Facilities Services, Executive Director of Information Technology Services, Library Director, and Registrar or designated representative, *ex officio* with vote.
- c. One student appointed by Student Senate for a one-year term, without vote.

308.2.1.4 Co-Chairs

The co-chairs shall be the Executive Director of Information Technology Services and one of the tenured faculty members of the board elected by the voting members for a one-year term with the possibility of re-election for up to two additional terms.

308.2.1.5 Vacancy

In the case of a vacancy of at least one year, the appropriate division shall elect a replacement.

308.2.1.6 Meetings

The board will typically meet once a semester.

308.2.2 Academic Standing Board

308.2.2.1 Shared Governance

The faculty exercises primary responsibility for the academic program and cooperates with relevant administrative staff to evaluate the academic progress of students and to evaluate students' petitions for exceptions to academic policies.

308.2.2.2 Duties

- a. Recommends changes in policies regarding academic progress to the faculty.
- b. Reviews the academic progress of students at the end of each semester and acts on the status of students who fall below satisfactory academic progress.
- c. Reviews and approves applications for readmission from students who have been dismissed from the college and students who were on academic probation at the time when they withdrew from the college.
- d. Reviews and approves petitions from students requesting exceptions to academic policies.
- e. Reviews reports on the work of the Center for Academic Enrichment, Trio, and Catalyze at least once a year and makes recommendations for changes to the Vice President for Equity, Inclusion and Student Success.
- f. Reports statistics related to academic progress to the Executive Committee each semester.

308.2.2.3 Membership

a. Three faculty members, one elected by each division for staggered three-year terms. At least one member shall be tenured.

b. Registrar and Associate Dean for Student Success, *ex officio* with vote.

308.2.2.4 Co-Chairs

The co-chairs shall be the Registrar and one of the tenured faculty members elected by the board for a one-year term with the possibility of re-election for up to two additional terms.

308.2.2.5 Vacancy

In the case of a vacancy of any length, the appropriate division shall elect a replacement.

308.2.2.6 Meetings

The board will typically meet two or three times during the academic year.

308.2.3 Admissions and Financial Aid Board

308.2.3.1 Shared Governance

The faculty exercises primary responsibility for determining the requirements for admission to the college in consultation with relevant administrative staff and with the approval of the Board of Regents. Administrative staff exercise primary responsibility for enrollment management and marketing with advice from the faculty and with oversight by the Board of Regents.

308.2.3.2 Duties

a. Recommends changes in the requirements for admission to the college to the faculty.

b. Reviews and approves individual applications for admission upon the request of the Vice President for Enrollment Management.

c. Reviews a report from the Vice President for Enrollment Management on all admitted students who did not meet the criteria for automatic admission.

d. Advises the Vice President for Enrollment Management and the Director of Admissions regarding the formulation and implementation of admissions policies, strategies, and events.

e. Advises the Vice President for Enrollment Management and the Director of Financial Aid regarding the formulation and implementation of financial aid policies and strategies.

f. Annually reviews a report on the work of Marketing and Communications.

g. Reports to the Executive Committee on the work of Admissions and Financial Aid at least once a year.

308.2.3.3 Membership

a. Three faculty members, one elected by each division for staggered three-year terms. At least one member shall be tenured.

b. Vice President for Enrollment Management, *ex officio* with vote.

c. Director of Admissions and Director of Financial Aid, *ex officio* without vote.

308.2.3.4 Co-Chairs

The co-chairs shall be the Vice President for Enrollment Management and one of the tenured faculty members of the board elected by the voting members for a one-year term with the possibility of re-election for up to two additional terms.

308.2.3.5 Vacancy

In the case of a vacancy of at least a year, the appropriate division shall elect a replacement.

308.2.3.6 Meetings

The board will typically meet once a month during the fall and spring semesters.

308.2.4 Campus Life Board

308.2.4.1 Shared Governance

The faculty exercises primary responsibility for setting the standards by which students may be suspended or expelled in consultation with relevant administrative staff and with the oversight of the Board of Regents. The faculty also consults with relevant administrative staff on issues of campus climate and culture.

308.2.4.2 Duties

- a. Coordinates communication among faculty, staff, and Student Senate.
- b. Consults with faculty regarding matters of student policy that are of special faculty interest or that require faculty action.
- c. Consults with the President of the College regarding matters of student policy that require the President's action.
- d. Reviews and recommends changes to the Student Handbook in consultation with Student Senate.
- e. Reviews and approves charters for student organizations in consultation with Student Senate.
- f. Recommends to relevant administrative staff rules and regulations for residence and campus life in consultation with Student Senate.
- g. Annually reviews a report from the Student **Engagement** Office on the efficacy of the Student Conduct program and makes recommendations for changes to the **Dean of Student Engagement**.
- h. Annually reviews a report on spiritual life on campus from College Ministries and makes recommendations for changes to the appropriate senior administrator.
- i. Convenes college-wide open forums as the board deems necessary in consultation with Student Senate.

308.2.4.3 Membership

- a. Three faculty members, one elected by each division for staggered three-year terms. At least one member shall be tenured.
- b. **Dean of Student Engagement**, *ex officio* with vote.

c. Director of Residence Life, *ex officio* without vote.

d. Three students appointed by Student Senate for one-year terms, without vote.

308.2.4.4 Co-Chairs

The co-chairs shall be the **Dean of Student Engagement** and one of the tenured faculty members of the board elected by the voting members for a one-year term with the possibility of re-election for up to two additional terms.

308.2.4.5 Vacancy

In the case of a vacancy of at least one year, the appropriate division shall elect a replacement.

308.2.4.6 Meetings

The board will typically meet twice a month during the fall and spring semesters.

308.2.5 Campus Programming Board

308.2.5.1 Shared Governance

The faculty consults with relevant administrative staff to facilitate innovative and collaborative campus programming that connects with the academic program.

308.2.5.2 Duties

a. Administers funding for campus programming related to the academic program.

b. Recommends changes in policies regarding funding for campus programming related to the academic program to the faculty.

c. Encourages coordination and collaboration among those planning campus events, and convenes the following people at least once a year to discuss such coordination and collaboration: Paideia Director, Director of the Center for Ethics and Public Engagement, Director of the Center for Intercultural Engagement and Student Success, Director of Student Activities, individuals charged with planning campus events related to endowed funds (e.g., Estrem, Oen, Sihler, Jones Professorship), and a representative of Student Senate.

- d. Provides guidance to faculty planning campus events.
- e. Advises the Director of Campus Programming and supports campus programming.
- f. Reports to the Executive Committee on the number and types of campus events at least once a year.

308.2.5.3 Membership

- a. Three faculty members, one elected by each division for staggered three-year terms. At least one member shall be tenured.
- b. Director of Campus Programming, *ex officio* with vote.
- c. One student appointed by Student Senate for a one-year term, without vote.

308.2.5.4 Co-Chairs

The co-chairs shall be the Director of Campus Programming and one of the tenured faculty members of the board elected by the voting members for a one-year term with the possibility of re-election for up to two additional terms.

308.2.5.5 Vacancy

In the case of a vacancy of at least one year, the appropriate division shall elect a replacement.

308.2.5.6 Meetings

The board will typically meet once a month during the fall and spring semesters.

308.2.6 Learning and Assessment Board

308.2.6.1 Shared Governance

The faculty exercises primary responsibility for the academic program of the college in consultation with relevant administrative staff and with the approval of the Board of Regents. The faculty cooperates with relevant administrative staff to

assess student learning in the all-college curriculum, major programs, and co-curricular programming.

308.2.6.2 Duties

- a. Develops and oversees the methods for assessing student learning in the all-college curriculum, major programs, and co-curricular programming.
- b. Annually reviews data on student learning in the all-college curriculum and reports the board's findings to the Curriculum Committee.
- c. Annually reviews assessment reports from each major program and reports the board's findings to the Curriculum Committee.
- d. Annually reviews data on student learning in co-curricular programming and reports the board's findings to the appropriate senior administrator(s).

308.2.6.3 Membership

- a. Three faculty members, one elected by each division for staggered three-year terms. At least one member shall be tenured.
- b. Associate Dean for Program and Learning Assessment, *ex officio* with vote.
- c. **Provost** or designated representative and **Dean of Student Engagement** or designated representative, *ex officio* without vote.
- d. One student appointed by Student Senate for a one-year term, without vote.
- e. The board may invite the Director of Institutional Research and Effectiveness to attend particular meetings.

308.2.6.4 Co-Chairs

The co-chairs shall be the Associate Dean for Program and Learning Assessment and one of the tenured faculty members of the board elected by the voting members for a one-year term with the possibility of re-election for up to two additional terms.

308.2.6.5 Vacancy

In the case of a vacancy of at least one year, the appropriate division shall elect a replacement.

308.2.6.6 Meetings

The board will typically meet weekly during the fall and spring semesters.

308.2.7 Student Development Board

308.2.7.1 Shared Governance

The faculty exercises primary responsibility for determining the academic advising program in consultation with relevant administrative staff and with oversight by the Board of Regents. The faculty cooperates with relevant administrative staff to advise student candidates for fellowships and awards, to support undergraduate research, and to support students in the integration of intellectual exploration and preparation for life and career, with oversight by the Board of Regents.

308.2.7.2 Duties

- a. Recommends changes to the college's advising mission, vision, strategies, and policies to the faculty.
- b. Assists the Director of Student Honors and Fellowships with soliciting applications for the college's fellowship candidates, interviewing and advising candidates for those awards that require screening or selection on behalf of the college, and planning the Student Research Symposium.
- c. Regularly assesses the effectiveness of the Student Research Symposium and recommends changes to the faculty.
- d. Assists the **Office of the Provost** with the evaluation and support of proposals for student academic-year research and collaborative student-faculty summer research.
- e. Advises the Associate Dean for Integrated Academic and Career Development and the Director of the Career Center and supports the Career Center's programming.

308.2.7.3 Membership

- a. Six faculty members, two elected by each division for staggered three-year terms. At least two of the members shall be tenured.
- b. Director of Advising, Director of Student Honors and Fellowships, Associate Dean for Integrated Academic and Career Development, and Director of the Career Center, *ex officio* with vote.
- c. Two students appointed by Student Senate for one-year terms, without vote. Student members will not participate in activities related to students' applications for fellowships and awards.

308.2.7.4 Co-Chairs

The co-chairs shall be the Director of Advising and one of the tenured faculty members of the board elected by the voting members for a one-year term with the possibility of re-election for up to two additional terms.

308.2.7.5 Vacancy

In the case of a vacancy of at least one year, the appropriate division shall elect a replacement.

308.2.7.6 Meetings

The board will typically meet once a month during the fall and spring semesters.

308.3 Councils

Some councils are chaired by faculty and others by staff members. Faculty members are appointed to councils, and each council has a standing agenda related to a specific area of all-college concern. Once a faculty member has completed a term on a council, that faculty member is eligible for reappointment to the same council or appointment to a different council.

308.3.1 Center for Ethics and Public Engagement (CEPE) Advisory Council

308.3.1.1 Duties

- a. Sets short-term and long-range goals for the CEPE.

- b. Assists the Director of the CEPE in communication and interaction with different stakeholders in the college.
- c. Reviews proposed speakers and projects.
- d. Advises the Director of the CEPE on the development and implementation of projects.

308.3.1.2 Membership

- a. Two faculty members, one from each of the divisions other than the one to which the Director of the CEPE belongs, appointed by the **Provost** from a slate of nominees produced by the council for staggered three-year terms.
- b. One staff member from the Center for Global Learning, College Ministries, or the Center for Intercultural Engagement and Student Success appointed by the President of the College, in consultation with the **Provost**, for a one-year term.
- c. Director of the CEPE, *ex officio* with vote.
- d. Two students who have been involved in the work of CEPE selected by the Director of the CEPE for two-year terms, with vote.
- e. One community representative appointed by the Director of the CEPE for a three-year term with the possibility of reappointment, with vote.

308.3.1.3 Chair

The chair shall be the Director of the CEPE

308.3.1.4 Vacancy

In the case of a faculty vacancy of at least one year, the **Provost** shall appoint a replacement from a slate of nominees produced by the council.

308.3.1.5 Meetings

The council will typically meet once a month during the fall and spring semesters.

308.3.2 College Collections Council

308.3.2.1 Duties

- a. Initiates a cooperative understanding of the purposes, conservation, and uses of collections in support of the educational mission of the institution.
- b. Promotes the application of professional standards and practices among the collections.
- c. Identifies collection priorities.
- d. Makes recommendations as appropriate to the Executive Committee and/or relevant administrative staff.
- e. Consults with the College liaison to the Vesterheim Norwegian-American Museum on matters concerning the Luther College collections.

308.3.2.2 Membership

- a. College Archivist, Supervisor of the Anthropology Collection, Anthropology Lab and Collections Manager, Supervisor of the Fine Arts Collection, Gallery Coordinator, Supervisor of the Geology Collection, Supervisor of the Hoslett Museum of Natural History, Coordinator of the Museum Studies program, and Supervisor of the Classics Collection, *ex officio* with vote.
- b. College liaison to the Vesterheim Norwegian-American Museum, *ex officio* without vote.

308.3.2.3 Chair

The chair shall be elected by the voting members of the council for a one-year term with the possibility of re-election.

308.3.1.4 Meetings

The council will typically meet once a semester.

308.3.3 Council for Equity and Inclusion

308.3.3.1 Duties

- a. Acts as a voice on issues of diversity especially with respect to the status of historically underrepresented groups.
- b. Identifies areas of need and advocates for review of policies, procedures, and practices and revisions of these where needed. In addition, identifies areas of need and advocates for faculty and staff development regarding equity and inclusion.
- c. Advises the Vice President for Equity, Inclusion and Student Success.
- d. Reports to the Executive Committee on the general state of equity and inclusion at the institution at least once a year.

308.3.3.2 Membership

- a. Three faculty members, one from each division, appointed by the **Provost**, in consultation with the Vice President for Equity, Inclusion and Student Success, from a slate of nominees produced by the council for staggered 3-year terms. At least one member shall be tenured.
- b. Two diversity representatives from Student Senate, with vote
- c. Vice President for Equity, Inclusion and Student Success, *ex officio* with vote.
- d. Director of the Center for Intercultural Engagement and Student Success, Director of Admissions, and Director of Residence Life or designated representative, *ex officio* without vote.
- e. Up to three at-large faculty and/or staff appointed by the council for one- or two-year terms, *ex officio* without vote.

308.3.3.3 Chair

The chair shall be one of the three appointed faculty members of the council elected by the voting members for a one-year term with the possibility of re-election for up to two additional terms.

308.3.3.4 Vacancy

In the case of a faculty vacancy of at least one year, the **Provost**, in consultation with the Vice President for Equity, Inclusion and Student Success, shall appoint a replacement from a slate of nominees produced by the council.

308.3.3.5 Meetings

The council will typically meet once a month during the fall and spring semesters.

308.3.4 Health Care Council

308.3.4.1 Duties

- a. Maintains an understanding of current issues relating to health care.
- b. Reviews and evaluates quarterly health care reports prepared by the third-party administrator.
- c. Discusses critical issues and recommends changes in the health care plan to the President of the College.
- d. Promotes wellness and preventive health care.
- e. Reports to Faculty Interests Committee and to a staff meeting regarding the council's work at least once a year.

308.3.4.2 Membership

- a. Two faculty members appointed by the President of the College from a slate of nominees produced by the council for three-year terms.
- b. Two exempt staff appointed by the President of the College from a slate of nominees produced by the council for three-year terms.
- c. Two non-exempt staff appointed by the President of the College from a slate of nominees produced by the council for three-year terms.
- d. Vice President for Finance and Administration, Director of Student Health Service, Director of Nena Amundson Lifetime Wellness Program, Director of Human Resources, Director of Budgeting and Internal Control, *ex officio* with vote.
- e. Representative of the third-party administrator, *ex officio* without vote.

308.3.4.3 Chair

The chair shall be the Vice President for Finance and Administration.

308.3.4.4 Vacancy

In the case of a vacancy of any length, the President of the College shall appoint a replacement from a slate of nominees produced by the council.

308.3.4.5 Meetings

The council will typically meet two or three times during the academic year.

308.3.5 Institutional Animal Care and Use Council

308.3.5.1 Duties

a. Reviews all vertebrate laboratory animal usage at Luther College and ensures compliance with Public Health Service (PHS) policy of the U.S. Department of Health and Human Services, as detailed in Luther College's Animal Welfare Assurance agreement (#A4480-01) with the Office of Laboratory Animal Welfare (OLAW) of the National Institutes of Health.

b. Reviews all research activities related to the care and use of vertebrate laboratory animals as set forth in PHS Policy in order to approve, require modifications for approval, or withhold approval for such activities.

c. Reviews and investigates concerns about laboratory animal care and use at Luther College.

d. Reviews at least once every six months Luther College's program for humane care and use of laboratory animals, using the PHS "Guide for the Care and Use of Laboratory Animals" as a basis for evaluation.

e. Inspects at least once every six months Luther College's animal facilities using the PHS "Guide for the Care and Use of Laboratory Animals" as a basis for evaluation.

f. Submits reports of semiannual program reviews and facility inspections to the **Provost**.

g. Submits an annual report to OLAW documenting program changes and semiannual report dates.

308.3.5.2 Membership

a. PHS policy, as defined in the “Guide for the Care and Use of Laboratory Animals,” requires that the council have at least five members including the following: 1) at least one practicing scientist who is experienced in research involving animals; 2) at least one member of the general public not affiliated with the institution, and who is not a laboratory animal user, to represent general community interests in the proper care and use of laboratory animals; 3) a local veterinarian with training and experience in laboratory animal science who has direct or delegated program authority relating to procurement and care of laboratory animals; and 4) additional faculty members. The President of the College shall appoint all members from a slate of nominees produced by the council for staggered 3-year terms.

b. Animal Facility Manager, *ex officio* with vote.

308.3.5.3 Chair

The chair shall be appointed by the President of the College for a one-year term with the possibility of reappointment.

308.3.5.4 Vacancy

In the case of a vacancy of any length, the President of the College shall appoint a replacement from a slate of nominees produced by the council.

308.3.5.5 Meetings

The council will typically meet two or three times during the academic year.

308.3.6 Institutional Review Council

308.3.6.1 Duties

a. Makes guidelines and forms available to individual faculty members and recommends changes to the guidelines to the faculty.

b. Functions as Luther College's institutional review board, reviewing all formal research conducted by faculty, staff, and students that involves human participants, and approving or recommending conditional approval with justification and suggestions for compliance.

c. Discusses improvement of procedures and/or problematic review.

308.3.6.2 Membership

a. Three faculty members appointed by the **Provost** from a slate of nominees produced by the council for staggered 3-year terms. At least one member shall be well versed in research methodologies.

b. **Provost** or designated representative, *ex officio* with vote.

c. A person not otherwise affiliated with the institution appointed by the **Provost** from a slate of nominees produced by the council for a 3-year term with the possibility of reappointment, *ex officio* with vote.

308.3.6.3 Chair

The chair shall be elected by the council for a one-year term with the possibility of re-election.

308.3.6.4 Vacancy

In the case of a vacancy of any length, the **Provost** shall appoint a replacement from a slate of nominees produced by the council.

308.3.6.5 Meetings

The council will typically meet in person at the beginning of the fall semester and will thereafter conduct most of its work electronically. The number of reviews varies widely from year to year.

308.3.7 Land Use Council

308.3.7.1 Duties

- a. Advises the President's Cabinet on activities affecting land use on central campus including proposals and long-term plans for central campus buildings, other structures, roads, athletic areas, and landscaping.
- b. Advises the President's Cabinet on land stewardship activities and proposed uses of natural areas in accordance with the Land Stewardship Plan.
- c. Communicates with the campus community, including the Board of Regents, on land use issues.
- d. Advises on issues arising in landscape management, including pesticide use, snow clearing, tree care, etc.
- e. Reviews requests for uses of campus outdoor spaces, such as student art installations, performances, etc.

308.3.7.2 Membership

- a. Three faculty members, one from each division, appointed by the President of the College from a list of nominees produced by the council for staggered three-year terms.
- b. Vice President for Finance and Administration, Director of Facilities Services, Natural Areas Land Manager, a representative from the Center for Sustainable Communities, and Grounds Supervisor, *ex officio* with vote.
- c. Two or three students appointed by the council for one- or two-year terms, with vote.
- d. One staff member from an administrative office appointed by the council for a three-year term, with vote.

308.3.7.3 Co-Chairs

The co-chairs shall be the Vice President for Finance and Administration or designated representative and one of the faculty members of the council appointed by the Vice President for Finance and Administration for a one-year term with the possibility of reappointment.

308.3.7.4 Vacancy

In the case of a vacancy of at least one year, the President of the College shall appoint a replacement from a slate of nominees produced by the council.

308.3.7.5 Meetings

The council will typically meet once or twice a semester.

308.3.8 Retirement Plan Oversight Council

308.3.8.1 Duties

- a. Oversees the investment management and administration of the retirement plan.
- b. Selects and assesses all third-party service providers that support the plan and its participants.
- c. Monitors the performance of the funds invested in the plan in accordance with the Investment Policy Statement.
- d. When appropriate, selects new investment options for the plan.
- e. Maintains records of the actions of the council.
- f. Reports to Executive Committee and to a staff meeting regarding the council's activities at least once a year.

308.3.8.2 Membership

- a. At least three members in addition to the chair, including at least one faculty member, appointed by the President of the College from a slate of nominees produced by the council. A council member will automatically cease membership when their employment at Luther College ends, whatever the reason, unless otherwise approved. The members of the council will serve as agents of the plan. Each member shall acknowledge their membership in writing and annually sign a Conflicts of Interest Policy.
- b. Vice President for Finance and Administration, Director of Human Resources, *ex officio* with vote.

308.3.8.3 Chair

The chair shall be the Vice President for Finance and Administration.

308.3.8.4 Vacancy

In the case of a vacancy of any length, the Vice President for Finance and Administration shall appoint a replacement.

308.3.8.5 Meetings

The council will typically meet two or three times during the academic year.

308.3.9 Sustainability Council

308.3.9.1 Duties

- a. Provides counsel to the Center for Sustainable Communities (CSC) regarding Luther's sustainability initiatives and the center's strategic direction.
- b. Reviews proposed changes to Luther's Climate Action Plan.
- c. Monitors and revises the college's plan to achieve carbon neutrality per the American College and University Presidents Climate Commitment.
- d. Reviews and recommends proposals for major initiatives and sustainability-related institutional policies to the President's Cabinet.

308.3.9.2 Membership

- a. One faculty representative from the Environmental Studies Steering Committee selected by that steering committee for a one-year term.
- b. Two faculty members appointed by the **Provost**, in consultation with the Director of the CSC, for staggered three-year terms.
- c. Director of the CSC, Director of Residence Life or designated representative, Director of Facilities Services or designated representative, and General Manager of Norse Culinary Team or designated representative, *ex officio* with vote.
- d. Two students appointed by the Director of the CSC, in consultation with Student Senate, for one-year terms, with vote.

e. A community representative appointed by the President of the College, in consultation with the Director of the CSC, for a one-year term with the possibility of reappointment, with vote.

f. All staff of the CSC are invited to attend council meetings.

308.3.8.3 Co-chairs

The co-chairs shall be the Director of the CSC and one of the faculty members elected by the council for a one-year term with the possibility of re-election.

308.3.9.4 Vacancy

In the case of a vacancy of at least one year, the President of the College shall appoint a replacement from a slate of nominees produced by the council.

308.3.9.5 Task groups

Much of the work of the Sustainability Council is conducted through the CSC's task groups. The membership of these task groups shall be comprised of members of the Sustainability Council as well as other members of the Luther and Decorah community who volunteer to serve.

308.3.9.6 Meetings

The council will typically meet once a semester. The task groups will typically meet two or three times a semester.

308.4 College Resource Council

The College Resource Council is a body representative of faculty and staff that assists the administration in making resource-related decisions in the context of short and long-term priorities. The council will participate in planning the annual budget and reviewing the fiscal position and operations performance of the college. The council will also review the budgetary impact of proposals for new/modified programs and new faculty/staff positions and make recommendations on these proposals to the President/Cabinet. Faculty and staff council members will serve as liaisons for their respective constituencies, providing formal communication avenues for the discussion of college-resource issues.

308.4.1 Duties

- a. Deliberates on, shapes, and assesses progress of institutional short- and long-term priorities and strategic planning goals.
- b. Annually assesses budgets based on actual-to-budget showing five-year trends to identify possible adjustments. Together with the administration, recommends the disposition of any budget surplus.
- c. Together with the administration, plans the annual budget and integrates the work of other committees and institutional strategic plan initiatives relating to the budget. The Faculty Interests Committee chair would be included in relevant budget planning meetings to coordinate this committee's recommendations for faculty salary and benefits.
- d. Reviews and makes recommendations regarding budgetary implications of proposals for new/modified programs, including academic, non-academic, and administrative programs. The chair of the Curriculum Committee would be included in meetings evaluating academic programs (see Faculty Handbook section 517).
- e. Reviews departmental requests for new positions, including academic, nonacademic, and administrative positions. Regularly reviews workforce ratios based on enrollment/revenue projections and makes recommendations.
- f. Advises the President on the formation of search committees for administrative officer positions to be filled; advises the Board of Regents on the formation of a search committee when the office of President is vacant.
- g. Reviews the annual institutional audit.
- h. Regularly communicates budget-related issues to divisions, staff, faculty committees, and administrative offices on the basis of the activities listed above. Serves as liaisons for and provides feedback from those various groups back to the council.
- i. The three elected faculty members also serve as faculty representatives to the Board of Regents.

308.4.2 Membership

- a. President of the College, **Provost**, and Vice President for Finance and Administration as permanent members.
- b. Three tenured faculty members nominated by divisions and elected by the faculty for staggered three-year terms.

- c. One representative from the Faculty Interests Committee (designated annually by the Faculty Interests Committee).
- d. Two appointed staff who have budget center responsibility from among the hourly and salaried employee cohort, based on nomination from that cohort, for staggered three-year terms.
- e. One appointed member who holds a position at the college and has expertise directly related to matters of diversity, nominated by faculty or staff for a three-year term.
- f. Once a non-permanent member has completed a term, that person shall not be eligible to serve on the council again for three years.

308.4.3 Chair

The chair shall be the President of the College. In the President's absence, the **Provost** shall chair the meeting.

308.4.4 Vacancy

In the case of a vacancy of any length, a replacement shall be elected from within the respective unit.

308.4.5 Meetings

The council will typically meet once a month during the fall and spring semesters. The agendas shall be determined collaboratively by the President and the most senior faculty and staff members of the council (with respect to length of service on the council).

308.5 Other Appointed Faculty Positions

308.5.1 Faculty Marshals

308.5.1.1 The Faculty Marshals shall be two tenured faculty members appointed by the Executive Committee for staggered three-year terms with the possibility of reappointment for one additional term.

308.5.1.2 Duties

- a. Notify all faculty members teaching curricular courses during the current academic year three to four weeks prior to each academic procession and determine who will take part.
- b. Consult with relevant staff regarding seating arrangements.
- c. Establish the order of march of participating faculty members based on rank and length of service in rank. Emeriti faculty are first, followed by full professors, associate professors, assistant professors, and instructors respectively.
- d. Lead the march on the day of the procession.
- e. Direct the order of the faculty recession.

308.5.2 Hearing Board

308.5.2.1 The faculty exercises primary responsibility for setting the standards by which students may be suspended or expelled in consultation with relevant administrative staff and with the oversight of the Board of Regents. Faculty members participate in hearings regarding student conduct along with staff members and students.

308.5.2.2 The **Provost**, in consultation with the **Dean of Student Engagement**, shall appoint three tenured faculty members to staggered three-year terms on the Hearing Board with the possibility of reappointment for one additional term. The **Provost** shall insure that there is diversity among the three faculty members.

308.5.2.3 The other members of the board are the Director of Student Rights and Responsibilities, five students elected by Student Senate, one administrator who is not a member of the Student **Engagement** Division staff, and one member of the Student **Engagement** Division Staff appointed by the **Dean of Student Engagement**.

308.5.2.4 The number of cases that come to the Hearing Board varies widely from year to year, and the board's work often includes extended evening hours.

308.5.2.5 Additional information about the procedures of the board is contained in the ["Code of Conduct" section of the Student Handbook](#) (see Article IV: Code of Conduct Procedures).

308.5.3 Traffic Hearing Board

308.5.3.1 The **Provost**, in consultation with the **Dean of Student Engagement**, shall appoint one tenured faculty member to a three-year term on the Traffic Hearing Board with the possibility of reappointment for one additional term.

308.5.3.2 The other members of the board are three full-time students (one commuting and two resident) appointed by the Campus Life Board from a list of nominees produced by the Student Senate, one member of the administration (excluding the chief administrative officer in charge of traffic) selected by the administrative staff, one support staff member selected by the support staff, and the chief administrative officer in charge of traffic *ex officio* without vote.

308.5.3.3 The board will typically meet once a month during the fall and spring semesters.

308.5.3.4 Additional information about the composition, jurisdiction, and procedures of the board is contained in the [“Parking and Traffic Policies and Procedures” in the Student Handbook](#).

309.0 ACADEMIC PROCESSIONS

309.1 It is customary at the College that the spring commencement exercises be a formal occasion. Other formal academic convocations are held from time to time. On all such occasions each faculty member and faculty associate is expected to march in the academic procession garbed in the formal attire appropriate to his school and degree of preparation. The Book Shop assists in rental or purchase of academic garb.

309.2 Order of March in Academic Processions

- a. President, Regents, **Provost**
- b. Professors, in order of length of service in rank.
- c. Associate Professors, in order of length of service in rank.
- d. Assistant Professors, in order of length of service in rank.
- e. Instructors, in order of length of service in rank.
- f. The Administration designates each year an equivalent rank for the Faculty Associates. This provides the opportunity to give recognition to the length of service of those persons who are without rank.
- g. By vote of the faculty at their November 2, 1994 meeting, eligibility for participating in academic processions will include anyone teaching curricular courses during the current academic year.

400.0
FACULTY EMPLOYMENT POLICIES

401.0 EQUAL OPPORTUNITY

As a college of the Evangelical Lutheran Church in America (ELCA), Luther College has a strong commitment to equal opportunity and prohibits all forms of unlawful discrimination in its employment practices. Beyond this commitment, Luther College strives to achieve diversity in its faculty and staff as part of the college's mission to be a "community of faith and a community of learning." Diversity among faculty and staff is vital to achieving the liberal arts' goals of developing students' moral and intellectual lives and preparing them for citizenship in a diverse world.

401.1 Equal Opportunity

It is the policy of Luther College to provide equal educational opportunities and equal access to facilities for all qualified persons. The college does not discriminate in employment, educational programs, and activities on the basis of race, color, **ethnicity**, national origin, age, sex, sexual orientation, **gender**, gender identity **or expression**, genetic information, veteran status, religion, disability, creed or any other protected **class as defined** by federal or state law. This commitment includes the provision of a campus environment that is free from discrimination and harassment. The college will not tolerate any form of illegal discrimination or harassment and will not condone any actions or words that constitute such. (See Non-discrimination Statement Policy at <https://www.luther.edu/hr/policies/>)

401.2 Guidelines for Diversity in Employment

Luther College is committed to recruiting and retaining a diverse workforce through specific guidelines regarding employment searches, diversity training, assessment of recruitment and retention for diversity, and curricular and co-curricular programs that seek to enhance intercultural understanding. A copy of the [Guidelines for Diversity in Employment](#) is available in the Office of Human Resources or in the Office of the **Provost**.

401.3 Persons with Disabilities

The college will make reasonable accommodations to allow faculty members with disabilities to perform the essential functions of their positions, so long as doing so would not impose an undue hardship on the College. Any faculty member who believes that he or she needs reasonable accommodations should contact his or her Department Head, the **Provost**, or the Office of Human Resources.

401.4 Grievance Procedure

Any faculty member who believes that he or she has been unlawfully discriminated against should contact his or her Department Head, the **Provost**, or the Office of Human Resources.

402.0 ACADEMIC FREEDOM AND RESPONSIBILITY

Luther College is a community that affirms the liberating power of faith and learning, a place where faculty, students, and staff challenge one another to learn in community, to embrace diversity, to discern their callings, and to serve with distinction for the common good. As members of this community, faculty recognize this mission.

In service of the common good, Luther College is committed to preserving academic freedom for faculty and students. The privileges and responsibilities inherent in the College's commitment to academic freedom are outlined below. **The protections of academic freedom extend to college librarians and archivists, as well as staff who exercise teaching responsibilities at Luther.**

402.1 Academic Freedom

402.1.1 The faculty member is entitled to freedom in the classroom discussing his or her subject. **Controversy is at the heart of free academic inquiry. However, faculty members should avoid persistently intruding material which has no relation to their subject. (AAUP 1970)**

402.1.2 The faculty member is guided by a deep conviction of the worth and dignity of the advancement of knowledge and realizes that he or she bears ultimate responsibility for the integrity of the educational process. It is the faculty member's mastery of the subject which entitled him or her to a classroom and to freedom in the presentation of the subject. To this end, the faculty member devotes his or her energies to developing and improving scholarly competence. The faculty member accepts the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. In particular, the faculty member accepts the responsibility to teach each course in general conformity with the content, format, and official description of the course as established by the faculty. In light of these responsibilities, the faculty member is given the freedom to select and present course material in the way that will best achieve the stated goals of the course.

402.1.3 The faculty member must protect the academic freedom of students. The faculty member should help students distinguish between opinions and reasoned arguments while encouraging free and open expression. The faculty member respects the confidential nature of the relationship between professor and students. The faculty member makes every reasonable effort to foster honest academic conduct and to assure that the evaluation of students reflects their true merit.

402.1.4 In discussing their subject, the faculty member is entitled to address, examine, and question the vast array of faith and belief systems that give meaning and a sense of wholeness to students' educational experiences.

402.2 **As a participant in the orderly governance of the college,** the faculty member is entitled to freedom in the Luther College community to criticize and seek revision of College policies.

402.3 The faculty member is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his or her other academic duties and consistent with the ethical obligations of his/her professional discipline.

Faculty members who use living human subjects in their research must follow the guidelines established for the protection of human research subjects adopted by the faculty on May 25, 1999.

The complete Guidelines for the Protection of Human Research Subjects document is available in the Office of the **Provost**.

402.4 The faculty member must protect the academic freedom of his or her colleagues and respect and defend their right to free inquiry. In the exchange of criticism and ideas the faculty member shows due respect for the opinions of others. The faculty member acknowledges sources and strives to be objective in professional judgment of colleagues.

402.5 The faculty member is a citizen of a nation as well as a member of the teaching profession. When the faculty member speaks or writes as a citizen, he/she should be free from institutional censorship or discipline.

When a faculty member speaks or writes as a citizen of a nation, he or she has special obligations. As a member of the teaching profession, the faculty member should remember that the public might judge the profession and Luther College by his or her utterances. Hence the faculty member should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he or she does not speak for Luther College.

403.0 APPOINTMENTS, RANKS, AND CONTRACTS

403.1 Faculty Titles and Rank

403.1.1 Appointment to a faculty position may be at any rank, depending on credentials and experience. The four ranks of faculty appointment are:

403.1.1.1 Instructor: Requires at least a Master's degree or appropriate educational preparation in the discipline. All appointments and reappointments are on an annual basis.

403.1.1.2 Assistant Professor: An earned doctorate or appropriate terminal degree in the discipline is required. In certain fields, the Master's degree plus educational and or professional credentials will be accepted under conditions mutually agreed upon by the **Provost**, the Department Head, and the candidate. In such cases these conditions will be specified in the faculty member's initial contract. Appointment for faculty without previous teaching experience at Luther shall be for one year.

403.1.1.3 Associate Professor: An earned doctorate or appropriate terminal degree in the discipline is required. In certain fields, the Master's degree plus educational and or professional credentials, or an earned doctorate outside one's discipline, will be accepted under conditions mutually agreed upon by the **Provost**, the Department Head, and the candidate. In such cases these conditions will be specified in the faculty member's initial contract. Teaching experience at the undergraduate or graduate level is required. Appointment for faculty without previous teaching experience at Luther shall be for one year.

403.1.1.4 Full Professor: An earned doctorate or appropriate terminal degree in the discipline is required. In certain fields, the Master's degree plus educational and or professional credentials, or an earned doctorate outside one's discipline, will be accepted under conditions mutually agreed upon by the **Provost**, the Department Head, and the

candidate. In such cases these conditions will be specified in the faculty member's initial contract. Substantial teaching experience at the undergraduate or graduate level is required. Appointment for faculty without previous teaching experience at Luther shall be for one year.

403.2 Tenure-Line Appointments and the Terminal Degree

Unless otherwise specified at initial appointment, faculty members appointed in a tenure-line position must have completed the recognized terminal degree in the appropriate field prior to the beginning of their third year in that tenure-line position. Any such faculty members who fail to complete the degree on time will not undergo a third-year review and will not be renewed after the third year. See also 404.6.1 on simultaneous review for tenure and promotion to associate professor, unless otherwise specified at initial appointment.

403.3 Hiring Procedures for Full-Time Appointments

403.3.1 Search committees will follow the most recent Guidelines for Searches issued by the **Office of the Provost**, and AAUP's, "The Ethics of Recruitment and Faculty Appointments".

403.3.2 In addition to the **Provost's** Guidelines, parties to searches will follow the procedures outlined below.

- a. When a vacancy on the faculty occurs or a new position is proposed, the **Provost** and the President, in consultation with the Department Head, review the status of the position and determine whether it will be filled. If the position is approved, then the Department Head and **Provost** cooperate in naming a Search Committee (see Guidelines).
- b. The Search Committee, after reviewing the candidate files, will submit its rankings and list of acceptable candidates to the **Provost**. The **Provost** approves all on-campus interviews.
- c. If the selection of the final candidates will be based on significant changes in the criteria for the position or its duties as stated in the original announcement, a new search must be opened.
- d. Deviations from the normal time period for searches used by the discipline require the approval of both the Search Committee and the **Provost**.
- e. Should the President or **Provost** wish to appoint a candidate who does not appear on the committee's list of acceptable candidates, the President and **Provost** will meet with the committee for the purpose of arriving at a mutually agreed upon candidate.
- f. If the negotiations above (item e) result in an impasse, the matter will be sent to ATP for review and recommendations.
- g. ATP may recommend that the search be closed and reopened at a later date. It may, in extraordinary circumstances involving legal or ethical issues, ask that the Board of Regents review the case. It may, in such circumstances, also seek consultation and assistance from AAUP.

403.3.3 When a decision is made by the President to offer the candidate a position, the **Provost** sends the candidate two copies of an appointment letter which specifies the rank, compensation package, and responsibilities of the position offered. If the candidate accepts the position, he or she returns one signed copy of the appointment letter to the **Provost** and retains the other as his or her contract for the year.

403.3.4 For additional, more detailed discussion of faculty recruitment and hiring procedures, see the most recent edition of the [Faculty Recruitment Procedures](#), available in the Office of the **Provost**.

403.4 Annual Contracts for Full-Time Faculty Members

Full-time faculty members receive annual contracts providing for payment of their salary monthly over a twelve-month period. A full-time teaching load is defined as the equivalent of six courses taught during the nine-month academic year for tenured and tenure-line faculty. Additional duties may include summer registration and meeting with prospective students as needed throughout the twelve-month year. A full-time teaching load is defined as the equivalent of seven courses taught during the nine-month academic year for non-tenure-line faculty. Non-tenure-line full-time faculty receive one course release every third year (usually during January).

Notice of the terms and conditions of the contract for the coming year will be given before March 1. This contract should be returned before April 1. The contract is binding on both parties. If a faculty member is unable to decide by April 1 whether to accept the contract for the coming year, he or she should ask the **Provost** for an extension of the deadline.

403.4.1 Notice of Non-Reappointment

Written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of the appointment, according to the following minimum periods of notice.

- a) Not later than March 1 during the first academic year of full-time faculty service.
- b) Not later than December 15 of the second academic year of full-time faculty service.
- c) At least 12 months before the expiration of an appointment after more than two years of full-time faculty service at Luther College. In the case of most faculty contracts, this means no later than the August 25th immediately before the beginning of the last academic year for which a full-time contract has been issued.

403.4.2 Request for Release from Contract

A request for release from an annual contract during the contract term should be undertaken only for the most serious reasons. Only the President and the **Provost** have the authority to release a person from a contract. To request a release during the contract term, the following procedures and guidelines should be followed:

403.4.2.1 A written request for release should be sent to the President stating specific reasons for seeking release and the specific date that release is requested. Copies of the letter requesting release from contract should be sent to the Department Head and the **Provost**.

403.4.2.2 Upon receipt of the letter requesting release, the President or the **Provost** will

consult with the Department Head concerning the feasibility of carrying out the functions of the position for the balance of the year. Only after such consultation and assessment will the person requesting release receive an answer.

403.4.2.3 Where a release is granted, the Department Head should consult with the **Provost** and the Office of Human Resources concerning the status of the individual with respect to eligibility for salary and benefits before informing the person on these matters. The **Provost** is responsible for notifying the Office for Financial Services and the payroll clerk regarding salary and benefit termination.

403.4.3 Overloads

An overload teaching assignment (“overload”) is defined as a teaching assignment during the nine-month academic year that exceeds a full-time teaching load. Refer to 403.4 for a definition of full-time teaching load.

403.4.3.1 An overload is voluntary and shall only be considered in extenuating circumstances. A faculty member (regardless of their rank at the College) is not required to take on an overload as requested by the Department Head of the **Provost**.

403.4.3.2 A written request for an overload shall be sent from the Department Head to the faculty member (regardless of their rank at the College) and to the **Provost**. In the case of a conflict over an overload, the faculty member has the right to have a member of the Faculty Interests Committee accompany them during meetings pertinent to said overload.

403.4.3.3 Each full-time faculty member shall teach no more than four course equivalents in a given semester, fall or spring, and shall teach no more than eight course equivalents in a given nine-month academic year. A course equivalent is determined by a given Department in consultation with the **Office of the Provost**.

403.4.3.4 Overloads will be compensated at the rate for summer courses.

403.4.3.5 There may be some situations in which a faculty member’s teaching load follows a cyclical pattern, slightly above a normal load in one year and slightly below a normal load in the following year. This will not be considered as an overload, provided the total number of course equivalents taught in any consecutive two-year period (excluding summers) does not exceed the number of courses in a full-time teaching load over the same period. If the total number of courses taught in the two-year period exceeds a full-time teaching load, the faculty member must be compensated appropriately.

403.5 Joint Appointments

Joint appointments are negotiated on a case-by-case basis by the **Provost**.

403.5.1 A joint appointment is shared between two faculty members as the equivalent of one full-time position and is made only after consultation with the department or departments involved. The percentage of the position allocated to each person will be specified in the initial appointment letter and may be renegotiated in subsequent years.

403.5.2 Faculty sharing a joint appointment share the rights and responsibilities of one full-time faculty member, with the exception that each faculty member shall have full voting rights.

403.5.3 Tenure Procedures for Joint Appointments

There are two possible options for determining tenure for people holding a joint appointment:

- a) Both faculty sharing a joint appointment are considered for tenure.
- b) Only one member of the joint appointment is considered for tenure in accordance with normal rules for full-time faculty, with the understanding that the second member's share of the joint appointment is re-negotiated each year. The second member, in such a case, is not considered for tenure.

403.5.4 The total period of service in a joint appointment prior to acquisition of tenure shall not exceed seven (7) years.

403.5.5 Should one member of a joint appointment cease for any reason to be a member of the faculty, the remaining member may assume the responsibilities of one full-time position at the rank and tenure status of the remaining member if provision to do this was made in the initial appointment letter. When such a provision is not present in the initial appointment letter, the remaining member, if tenured, retains tenure and may negotiate with the department and the administration to assume the responsibilities of one full-time position.

403.6 Part-Time Appointments

Part-time faculty appointments are those in which a teaching load is less than full-time for the academic year. These appointments are made on either a per-credit or percent-of-scale basis. Guidelines governing these appointments are described fully in 403.7 and 403.8. The following guidelines apply to part-time appointments:

403.6.1 Part-time appointments do not generally carry eligibility for tenure, although an already-tenured faculty member may, with the approval of the **Provost** and Department Head, teach part-time.

403.6.2 Persons who receive part-time contracts for a given semester or year are not guaranteed employment beyond the period of the contract. In annual meetings with each Department Head, the **Provost** will discuss anticipated needs for part-time staffing. Department Heads shall relay appropriate information to part-time faculty members teaching in that department.

403.6.3 Informal search procedures may be used to fill part-time positions.

403.6.4 Part-time contracts shall be sent out on March 1, or as soon as the appropriate departmental load is determined, and shall be issued for one year (or one semester, if teaching will only occur in a single semester).

403.6.5 Benefits under part-time contracts are determined by the College administration and are published annually by the Office of Human Resources. The Faculty Interests Committee will be informed of proposed changes in benefits and given an opportunity to respond.

403.6.6 Faculty holding part-time appointments shall be regarded as members of the faculty community in every way consistent with the conditions of the appointment. They shall be treated by all as professional colleagues. They shall be provided with mailboxes, and the clerical support and office space appropriate to their teaching.

403.7 Percent-of-Scale Appointments

Percent-of-scale appointments are for persons appointed to teach a fractional teaching load in one of two situations:

- 1) When it is anticipated that the need will continue for more than one year and the College desires such a person to carry out both the teaching and non-teaching duties comparable to those of full-time faculty members.
- 2) When a person is expected to carry duties comparable to those of a full-time faculty member on a part-time basis during a single year, for example, as a sabbatical replacement. Such appointments may occur because of departmental needs for which full-time faculty are either not available or not prepared.

403.7.1 The following guidelines apply to percent-of-scale appointments:

403.7.1.1 Faculty with percent-of-scale appointments shall have appropriate credentials for their discipline at the rank at which they are appointed. The **Provost**, in consultation with the Department Head, will identify the appropriate credentials for each position. Such faculty are placed on the salary scale in a manner consistent with comparable full-time faculty members and progress one step on the salary scale each year they receive a percent-of-scale appointment. If funds are not approved to support the salary raises associated with step advances, all faculty remain at their step for that year.

403.7.1.2 Faculty with percent-of-scale appointments at the rank of instructor and above shall have the franchise in department meetings and upon meeting the conditions described in 302.2, they may have the franchise at division and faculty meetings. Extracurricular duties such as committee work and advising shall be assigned annually based on the percent-of-scale appointment for that year.

403.7.1.3 Faculty with percent-of-scale appointments shall be eligible for travel funds and for faculty development awards, and be encouraged to pursue programs for long-term professional growth and development. Such activities will be expected for anyone who wishes to stand for promotion.

403.7.1.4 Faculty with percent-of-scale appointments shall be reviewed regularly by the Department Head at a rate comparable to that for full-time faculty. They shall participate in the Third-Year Review process in the year after they have taught the equivalent of three full-time years. At the conclusion of each of these reviews, the faculty member will receive an appraisal about possibilities for further teaching at Luther.

403.7.1.5 Faculty with percent-of-scale appointments who are fully credentialed may stand for promotion in the fall of the year within which their part-time teaching will add up to a minimum of six years. They shall be evaluated using the same standards as those for a full-time faculty member (see Section 405.3).

403.7.1.6 Promotion from instructor to assistant professor for an individual not fully credentialed for that rank may occur in recognition of an outstanding record in all three areas of faculty evaluation (see Section 405.3). Such persons shall not be promoted beyond the rank of assistant professor.

403.7.1.7 Faculty with percent-of-scale appointments may later receive full-time tenure-eligible appointments, upon the approval of the **Provost**, in which case they may count up to an equivalent of four years of full-time teaching while on percent-of-scale appointments as part of their probationary teaching (see Section 404.2). The **Provost** may require a competitive search be conducted prior to making a tenure-eligible appointment.

403.7.1.8 Faculty with percent-of-scale appointments shall not be eligible for sabbatical leave. They shall be eligible to apply for January Term leave on a basis comparable to that of full-time faculty; that is, a one-seventh paid leave after the equivalent of three years of full-time teaching.

403.8 Credit Hour Appointments

Credit-hour appointments, carrying the title of adjunct faculty, are for persons appointed to teach a fractional teaching load when it is anticipated that the need will occur only occasionally or when a faculty member teaching on an ongoing basis is not expected to carry out assignments outside of those related immediately to the courses identified in the contract. The following guidelines apply:

403.8.1 Faculty with credit-hour appointments shall have appropriate credentials for their discipline at the rank at which they are appointed. The **Provost**, in consultation with the Department Head, will identify the appropriate credentials for each position. Salary shall be determined by the number of credits taught based on a per-credit rate determined annually for each academic rank.

403.8.2 Faculty with credit-hour appointments shall have no obligation for service to the College apart from their assigned teaching duties and other responsibilities attendant upon those duties, including appropriate office hours. They may be expected, if so instructed by their Department Head, to attend department meetings. Departments may extend the franchise to them for department meetings. They shall have the privilege of attending and speaking at division and faculty meetings and they may have the franchise upon meeting conditions described in 302.2.

403.8.3 Faculty with credit-hour appointments are not eligible for promotion; however, if further credentials appropriate to their discipline are earned, their rate of pay may increase.

403.8.4 Faculty with credit-hour appointments shall be reviewed by the Department Head and the **Provost**. They shall not participate in formal, College-wide reviews.

403.8.5 Faculty with credit-hour appointments may be appointed to teach appropriate courses again, but they shall not necessarily be offered such courses if and when they are offered.

403.8.6 Faculty with credit-hour appointments shall not receive a percent-of-scale appointment without a systematic review of teaching by the department and the **Provost**.

403.8.7 Faculty with credit-hour appointments shall not be eligible for sabbatical or January-Term leaves. Under special circumstances, the **Provost** may allow such faculty to apply for faculty development, travel, and research funds, if such work directly and substantially improves one or more courses being taught.

403.9 Appointments of Retired Faculty

Faculty who have retired from teaching at Luther may be appointed to teach fractional teaching loads when such a need occurs on a temporary basis within a department. The following guidelines apply:

403.9.1 Retired faculty are paid by the credit hour for the number of credits taught at a rate determined annually for their academic rank.

403.9.2 Retired faculty have the franchise in division and faculty meetings in semesters when they are under appointment to teach. Franchise in the department shall be at the department's initiative. Retired faculty hired to teach shall have no obligation for service to the College apart from their assigned duties and other responsibilities attendant upon those duties, including appropriate office hours.

403.9.3 Retired faculty shall be provided with the support necessary to their assigned duties during those semesters when they are teaching.

403.9.4 Retired faculty who continue to teach shall be reviewed annually by the Department Head and the **Provost**.

403.9.5 Retired faculty may be reappointed to teach appropriate courses, but they may not necessarily be appointed to teach courses if and when these courses are offered.

403.9.6 Retired faculty shall not be eligible for sabbatical or January-Term leaves. Under special circumstances, the **Provost** may allow such faculty to apply for faculty development, travel, or research funds.

403.10 Policy on External Activities and Conflicts of Interest.

Any faculty member considering accepting outside employment or engaging in other external activities must evaluate the nature and demands of the outside position with due regard for his or her paramount responsibilities within the College. External activities must not interfere with the expected primacy of a faculty member's commitments to the College, nor present a conflict of interest. All full-time faculty members are expected to devote their primary professional

commitments and energies toward meeting their instructional, research, service, and administrative duties at the College.

In addition to the above, the following specific guidelines apply to a faculty member's engagement in external activities.

403.10.1 Outside Work in a Faculty Member's Professional Area

There may be benefit to the College and professional gain to the individual in a limited amount of outside work in a faculty member's professional area such as consulting, lecturing, preaching or performing. This is acceptable provided that the amount of such activity is reasonable and is reported to the **Provost**. Normally two or three days per calendar month during the school year would be considered maximum.

403.10.2 Substitution of Outside Activity for Teaching Assignments

a) Special situations will arise where a faculty member may wish to substitute special research under non-college sponsorship for part of normal teaching assignments. If the payment for College duties is pro-rated at an equitable level, the Department Head and the **Provost** may approve this arrangement.

b) Similar substitution of teaching at another institution will be approved only in an emergency or where joint employment of a faculty member by more than one institution has obvious advantages to all concerned. Outside teaching employment must be approved by the department head and the **Provost**.

403.10.3 Summer Activities

The customary faculty contract period is for the nine month academic year of active classroom service, with summer providing an opportunity for continued professional growth and occasional faculty duties, including summer registration and meeting with prospective students. The general standards governing external activities described in Section 403.10 are applicable to summer activities.

403.10.4 Use of College Resources or College Name in Conjunction with External Activities

The ability and approval to participate in external activities does not permit use of College resources or College personnel for purposes unrelated to the faculty member's responsibilities within the College. Absent prior approval of the **Provost**, faculty members may not use College equipment, supplies, personnel (including student employees), or other resources to support their participation in external activities or otherwise to advance personal or financial interests, except to the extent permitted by the College Property Use Policy, which is maintained by the Director of Campus Services. As set forth in the Property Use Policy, personal use of College property is only permissible when such use will not interfere with College use. College resources may not be used for any commercial purpose or for any purpose contrary to the best interests of the College.

Absent prior approval of the **Provost**, faculty members participating in external activities may

not use the College's name in any announcement, advertisement, or publication if it implies College endorsement of the activity or of any product, service, or position.

The College does not assume any responsibility for the services rendered by faculty members externally.

404.0 PERFORMANCE REVIEWS AND EVALUATION STANDARDS

404.1 Performance Standards for Faculty

Luther College seeks to attract and retain a distinctive faculty, expert in their respective disciplines and committed to undergraduate education in a Christian context. Faculty performance is reviewed in relationship to this goal, under the standards outlined below.

First, while in reviewing faculty performance the College gives primary emphasis to effective teaching, the College recognizes that this goal is attainable only if its faculty members ground their instruction in research, scholarship, and creative activity. Furthermore, though there are no sectarian requirements for tenure nor sectarian limits on what can be expressed or taught, preserving the identity of Luther College and what gives it special reason for being depends on the retention of a faculty whose members take seriously questions concerning the relation of religion to learning, and who evaluate their work and the work of the College in light of such questions.

The specific criteria listed below are intended to illustrate the College's values and priorities and should be understood as standards for evaluation of candidates whose belief in the intellectual validity of liberal learning in a Christian context is evident. Distinction as well as competence will be the measure when candidates are evaluated according to these qualitative standards. Teaching excellence is of prime importance. In addition, although professional activity and other contributions to the life of the College are secondary considerations, they are important measures of faculty performance.

Non-tenured faculty members are evaluated by their department heads each year. Unless otherwise stipulated in the annual contract, tenured and continuing faculty members who have served more than six years are evaluated every three years.

By October 31, the department head and faculty member will meet to discuss the evaluation process. The faculty member should bring a current vita. After the meeting, the faculty member will fill out the self-evaluation form and submit it, in hard copy, to the department head, who will in turn fill out her/his portion of the form. The process is meant to allow each faculty member to discuss the previous year's accomplishments in teaching (404.1.1), scholarship (404.1.2), and service (404.1.3); to indicate plans for the future; and to receive the department head's written response before the final evaluation conference. The form is printed below.

By the end of the first semester, the department head and faculty member will meet to discuss the contents of the evaluation form and to acknowledge the meeting with their signatures. Completed and signed evaluation forms will be sent by department heads to the **Provost** by February 1. A faculty member may wish to write a response to the evaluation. Such a response, which will be appended to the original evaluation form, must be sent to the department head by February 1.

FACULTY MEMBER'S SELF EVALUATION:

TEACHING. In light of the criteria listed in Faculty Handbook section 404.1.1, discuss your teaching over the past year and your plans for the future. Your reflection should include your classroom teaching, as well as your work as an academic advisor.

SCHOLARSHIP. In light of the criteria listed in Faculty Handbook section 404.1.2, discuss your scholarly/creative activities of the past year and future plans.

SERVICE. In light of the criteria listed in Faculty Handbook section 404.1.3, discuss your contributions to college life over the last year and your future plans.

DEPARTMENT HEAD'S EVALUATION:
(Insert text)

Faculty Member's Signature (to acknowledge seeing this form):

Department Head Signature:

Date:

RESPONSE TO HEAD'S EVALUATION (Optional):
(Insert text)

404.1.1 Teaching

The criteria for evaluating teaching effectiveness are:

- a) Extent of mastery of subject matter.
- b) The ability to inspire, first and foremost by example, one's students to excellence in scholarship, both within one's discipline and beyond it.
- c) Effectiveness in classroom teaching and evaluation of student work, in advising students in both their disciplinary work and the total College program, in informal academic contact with students, and in supervision of tutorials and independent study. Indicators of effective classroom teaching and evaluation of student work are signaled in the *Standard Student Course Evaluation* (510.1). Instruments for assessing effective classroom teaching and the evaluation of student work include reviews by department heads and faculty colleagues, which are based on the results of classroom visits (510.3) and the assessment of teaching materials submitted by the faculty member; self-evaluations by the faculty member; and student course evaluations (510.1 and 510.2). Indicators of effective advising may be found in 522.0 (The Instructor as Advisor). The self-evaluation form used by faculty and their respective department heads serves as the instrument for assessing effective advising.
- d) Demonstrated concern for the role of one's discipline in liberal education, for its relationship to other intellectual perspectives, and, where appropriate, for its bearing on questions with moral, social, and religious dimensions.
- e) Ability to relate professional goals to the needs and goals of one's students as whole persons.

404.1.2 Scholarship

Scholarship statements clarify how scholarship is defined by specific academic departments and programs. Ordinarily the statement in force at the beginning of the academic year following the candidate's last appointment, tenure, or promotion will be used in their next review, unless the candidate elects to use a more recently revised version.

The criteria for evaluating scholarship are:

- a) Ability to relate scholarship, research, and creative activity to effective teaching.
- b) Quality and extent of peer reviewed work.
- c) Quality and extent of other public professional activity (publications, lectures, performances, exhibitions, leadership in professional organizations, etc.), other evidence of research, scholarship, and creative activity.

404.1.3 Service

Contributions to the College include:

- a) Contributions to department and College planning and administration.
- b) Contributions to the life of the College as a community and leadership in achieving the goals of the College.
- c) Contributions to extending the resources of the College to the wider community.

404.2 Probationary Periods

Newly hired faculty members are evaluated during a probationary period. The length of the probationary period and type of evaluation vary, as follows:

404.2.1 The probationary period for any full-time faculty member initially appointed at the rank of instructor or assistant professor should not exceed seven years. The initial appointment will be for one year and two successive appointments of one year each may be made before the Third-Year Review. Evaluation of the individual's performance and the needs of the institution will be continuously assessed during this period.

404.2.2 The probationary period for any full-time faculty member initially appointed as Professor or Associate Professor should not exceed three years, with tenure evaluation occurring in the fall of the second year. Exceptions to this rule are permitted if they are stated in the initial contract. All initial contracts for faculty in these ranks shall contain a reference to this section of the Faculty Handbook. In no cases shall the probationary period be extended beyond seven years.

404.2.3 Employment of full-time, fully-credentialed faculty without tenure-eligibility, beyond the seven-year probationary period shall be contracted for renewable terms the total of which will not exceed six years, for specified reasons and only with the written concurrence of the faculty member involved, the faculty member's department head, the **Provost**, the President of the College, and the Committee on Appointment, Tenure and Promotion.

Consistent with 308.1.2.2.e, the ATP Committee's review will address the institution's needs, the individual faculty member's rights, and AAUP guidelines in its evaluation, and will seek to restrict the use of special appointment arrangements. As part of that monitoring, the ATP Committee will report to the full faculty in April both the number of appointments renewed and the number of new positions created in this category.

404.3 Electronic Dossier and Open Files Policies

404.3.1 Electronic Dossier Policy

All files for each faculty members under third-year, tenure, and promotion review are compiled in a secure and confidential electronic dossier managed by the Office of the **Provost**. The electronic dossiers are accessible only by the **Provost**, the President, members of the ATP Committee, and the candidate during the open files period. The Office of the **Provost** assists faculty members and their Department Heads in assembling and uploading files for each faculty member's electronic dossier (405.4.2), but it is the Department Head's responsibility to ensure the file is complete before it is submitted to the **Provost**.

404.3.2 Open Files Policy

Every faculty member under third-year review, as well as every candidate for tenure or promotion may read in the Office of the **Provost**, but may not keep, a printed copy of all letters that are included in his or her file prior to the time it is sent to the ATP committee for review, or in the case of non-tenure line faculty, to the **Provost**. The candidate may write an additional letter for the file, which addresses issues raised in the letters. Such a letter must be submitted to the Office of the **Provost** before the file is sent to the ATP Committee for review.

404.3.2.1 Any unsolicited letters sent to the Department Head, the **Provost**, or to members of the ATP Committee will be included in the file provided that the **Provost** can verify that the authors of the letters understand the open character of the file (see Section 405.4.3). If authors of unsolicited letters after hearing that their letters may be read by the candidate wish to withdraw their letters, they may.

404.3.2.2 After the Department Head has reviewed the final contents of the electronic dossier and verified to the **Provost** that it is complete, only the following will have access to the file: the candidate (during the open files period), members of the Appointment, Tenure and Promotion Committee, the **Provost**, and the President.

404.4 Third-Year Review

In order to attract and retain a distinctive faculty, Luther College is committed to ongoing faculty development as well as faculty evaluation.

404.4.1 Completion of the Terminal Degree: See 403.2 for the stipulation on tenure-line faculty completing the terminal degree in order to have a third-year review and a contract beyond the third year.

404.4.2 Third-Year review has three purposes:

- 1) To build the faculty by affirming effective teaching and fostering its continuation among junior faculty, as well as by encouraging significant professional development and service to the College and the wider community.
- 2) To maintain a quality faculty by having the **Provost** and faculty colleagues do an early formal evaluation of a faculty member's effectiveness.
- 3) To inform each faculty member of his or her status at the College and, if appropriate, his or her progress toward tenure.

404.4.3 Faculty Required to Undergo Third-Year Review:

Faculty members shall undergo a Third-Year Review if they fall into one of the following categories:

404.4.3.1 Full-time tenure-eligible faculty members are reviewed by the ATP Committee

and **Provost** in their third year of teaching at Luther College, unless they will be leaving the College after completion of the third year. Faculty members who have been granted two years of tenure credit for other teaching experience shall be reviewed in their second year at the College; those who have been granted one year of tenure credit for other teaching experience, in consultation with their Department Head, may opt to be reviewed in either their second or their third year at the College.

404.4.3.2 Part-time faculty after they have taught the equivalent of three full-time years or after six years of employment at the College (whichever comes first) are reviewed by their department and the **Provost**. In a particular case, the **Provost** may request an ATP review for faculty with continuing part-time appointments at the College.

404.4.3.3 Full-time faculty members who are not tenure-eligible but who will be appointed for a fourth year of teaching at the College are reviewed by their department and the **Provost**. In a particular case, the **Provost** may request an ATP review for faculty with continuing appointment at the College.

404.4.4 Standards for Third-Year Review

Although the primary focus of the Third-Year Review is on effective teaching, candidates will be evaluated according to all of the Performance Standards for Faculty (see Section 404.1).

404.4.5 Timeline and Procedures for Third-Year Review

404.4.5.1 The faculty member and his or her Department Head will assemble materials to be submitted to the Office of the **Provost** for the Third-Year Review in the spring term of the third year. These materials are more fully described in “Guidelines and Table of Contents for Third-Year Review Dossier” which is available on the [Office of the Provost website](#) and distributed to faculty members prior to their review. The candidate’s file, containing all recommendations, documents and evaluations, shall be forwarded by the Department head to the **Provost** by the second Friday of Spring Semester.

404.4.5.2 An ATP Third-Year Review is conducted by the Appointment, Tenure, and Promotion Committee and the **Provost** (see 404.4.3). The review includes:

- a) an interview (before letters are written) between the candidate and the Department Head concerning all aspects of the candidate’s professional life;
- b) a personal statement from the candidate;
- c) a letter from the Department Head;
- d) letters from all tenured members of the department (at a minimum, it is expected that several tenured member[s] will have observed the candidate teach before writing letters);
- e) student evaluations;

- f) an ATP interview with the faculty member, in which he or she will have an opportunity to express his or her professional satisfactions, concerns and goals;
- g) ATP interviews with the Department Head and another, tenured member of the faculty member's department;
- h) the committee's written report to the **Provost** with a copy to the candidate;
- i) the **Provost's** summarizing interview with the faculty member and his or her Department Head.

404.4.5.3 The **Provost** conducts other Third-Year Reviews. (See 404.4.3). The review includes:

- a) an interview (before letters are written) between the candidate and the Department Head and one other tenured member of the department;
- b) a personal statement from the candidate;
- c) a letter from the Department Head;
- d) letters from all tenured members of the department (at a minimum, it is expected that several tenured member[s] will have observed the candidate teach before writing letters);
- e) student evaluations;
- f) a meeting between the candidate and the **Provost**, in which the following items will be addressed: the candidate's effectiveness as a teacher, scholar, and member of the campus community; any concerns on the part of the candidate; comments from the **Provost** regarding future employment at the college.
- g) a summarizing report from the **Provost**, composed after consultation with the Department Head and/or another tenured member of the department, copies of which are sent to the candidate, the department head, and the chair of the ATP Committee.

404.4.5.4 Access to Candidate Files

404.4.5.4.1 The candidate will have access to this information for ten business days after the second Friday of spring semester. At the end of that period the file is sent to the ATP Committee.

404.4.5.4.2 For the policy governing access to Third-Year Review files see section 404.3.2: Open Files Policy.

404.4.5.5 In the case of an ATP review, after the **Provost's** summarizing interview (see Section 404.4.5.2.i above), the **Provost** will send a summary letter to the faculty member, the faculty member's Department Head, and the ATP Committee. The **Provost's** summary

third-year review letter and the ATP Committee's written report to the **Provost** will be included in the faculty member's review file at the time of reviews for tenure and promotion to Assistant and Associate Professor. The ATP Committee, the faculty member, or the faculty member's Department Head each has the option of writing a response to accompany the **Provost's** letter when it appears in the faculty member's file.

404.4.5.6 All participants in the process shall respect the confidentiality of all letters, evaluations and recommendations.

404.4.6 Terms of Continued Appointment

After completion of the Third-Year Review, a faculty member's continued appointment will be on the basis of one of the following:

404.4.6.1 Continuing appointment with the expectation of tenure review in the sixth year. If a position is determined to be tenurable, a continued evaluation will be made as to whether that person will be recommended to the Board for tenure. If the faculty member lacks the basic credential requirement for tenure (see Section 405.2.1.2), a terminal notice may be issued for either the sixth or seventh year. If the faculty member possesses the basic credential requirement for tenure and is recommended by the Department Head or the **Provost**, then a tenure review will be conducted and either tenure will be awarded or a one-year terminal contract will be offered.

404.4.6.2 An indication to the person that the position will not be tenurable. When such a determination is made, the person may obtain up to three additional annual contracts, provided need continues to exist in the person's area of competence. If the faculty member continues in the appointment for the full three years, the third year will be a terminal year, unless the **Provost**, in consultation with the Department Head, changes the status of the position.

404.4.6.3 A terminal contract of one year.

404.4.6.4 An annual appraisal of the possibilities for further teaching at the College.

404.5 Tenure Review

404.5.1 Full-time faculty members initially appointed at the rank of instructor or assistant professor will normally be reviewed for tenure in the sixth year. (For tenure procedures related to joint appointments, see Section 403.5.3).

404.5.2 The tenure review, which involves the department, the ATP Committee, the **Provost**, and the President, will begin in the fall of the sixth year. The tenure vote is taken by the Regents at the first meeting of the Board of Regents following the review. Depending on the outcome of the tenure review, the seventh year of teaching is either the faculty member's first year on tenure or a terminal year. For more information on tenure standards and procedures, see Section 405.

404.5.3 Full-time service above the rank of instructor at another accredited college or

university may be counted toward tenure for those initially appointed as instructors or assistant professors. The decision concerning the number of years to be counted shall be made at the time of the initial appointment and stated in the letter of appointment. Years of credit toward tenure will be considered as years credited toward eligibility for promotion.

404.6 Promotion Reviews

404.6.1 The length of service before promotion to Assistant Professor shall be determined by the completion of the terminal degree in the appropriate discipline or an officially approved alternative. Unless otherwise specified at initial appointment, evaluation for promotion to associate professor will be simultaneous with review for tenure and will take place in the fall of the sixth year of service. Ordinarily, faculty will hold the rank of associate professor for seven to ten years before promotion to the rank of full professor. For more information, see Sec. 405.

405.0 TENURE AND PROMOTION

405.1 Significance of Tenure Decisions

A tenured faculty member assumes responsibility for the program and mission of the College. A tenured faculty member can be dismissed only for adequate causes such as gross incompetence, moral turpitude, or financial exigency, and only after a due process evaluation (see Section 410). Accordingly, constraint is to be observed by all participants in the process of awarding tenure.

405.2 Tenure Standards

405.2.1 The following are threshold requirements for the granting of tenure:

405.2.1.1 Candidates must have demonstrated that they meet high standards of professional competence in their disciplines and that they possess the ability and interest to ensure continued growth. (Any previous experience shall be considered insofar as it contributes to the professional effectiveness of the candidate as defined by the specified criteria.)

405.2.1.2 An earned doctorate or appropriate terminal degree in the discipline is required. In certain fields, the Master's degree plus educational and or professional credentials, or an earned doctorate outside one's discipline, will be accepted under conditions mutually agreed upon by the **Provost**, the Department Head, and the candidate. In such cases these conditions will be specified in the faculty member's initial contract.

405.2.2 Assuming these requirements are met, tenure decisions shall be based on judgments in the following three areas:

405.2.2.1 The candidate's qualifications as measured by the Performance Standards for Faculty (see Section 404.1).

405.2.2.2 The personnel needs within the candidate's department (e.g., areas of specialization, unusual teaching styles, and retirement plans). Serious consideration is also given to the ability of an individual to contribute effectively to interdisciplinary programs.

405.2.2.3 The number of tenured persons in the candidate's department. Any department may be fully tenured. However, as the number of tenured faculty in a department increases, it will be increasingly difficult to become tenured.

405.2.3 All tenure decisions shall be made according to the Procedures for the Conferring of Tenure and Promotion (see Section 405.4). Conferring of tenure does not imply promotion (see 404.6.1).

405.3 Promotion Standards

Promotion is based on the following standards for each rank:

405.3.1 Assistant Professor

Promotion to Assistant Professor requires an earned doctorate or appropriate terminal degree in the discipline. In certain fields, the Master's degree plus educational and or professional credentials will be accepted under conditions mutually agreed upon by the **Provost**, the Department Head, and the candidate. In such cases these conditions will be specified in the faculty member's initial contract.

405.3.2 Associate Professor

Candidates for promotion to Associate Professor must demonstrate achievement in fulfilling the Performance Standards for Faculty (see Section 404.1), interpreted in the following way:

405.3.2.1 Teaching: Candidates must have demonstrated effectiveness as teachers; evidence of intentional growth as teachers; a willingness to support the general academic program of the College; and, when possible, participation in courses fulfilling general requirements. In addition, candidates must be effective in advising students about both disciplinary work and the total College program.

405.3.2.2 Scholarship: Candidates must have demonstrated active development as scholars or artists in forms appropriate to their academic field(s). Such development must include peer review of their work. Because teaching is the central mission of the College, candidates must demonstrate an understanding of how their scholarly work contributes to their maturation as teachers. Candidates may also submit evidence of productive use of development funds, of leadership in professional organizations, and of other contributions to their academic field(s).

405.3.2.3 Service: Candidates must have demonstrated a commitment to liberal learning in a Christian context, evidenced by contributions to achieving the goals of the College. Such contributions must include active involvement in defining and achieving departmental objectives and participation beyond the department in structured efforts to further the mission of the College. Such efforts may involve effective work in governance, faculty development, student programs, curricular innovation, or other initiatives that fulfill the purpose of the institution. Service may also include activities that further the aims of the College in the wider community.

405.3.3 Full Professor

Candidates for promotion to Full Professor must demonstrate achievement in fulfilling the Performance Standards for Faculty (see Section 404.1), interpreted in the following way:

405.3.3.1 Teaching: Candidates must have demonstrated effectiveness as teachers and continued growth in the classroom, as well as leadership in setting high standards of teaching excellence for their colleagues. They must have demonstrated support of the general academic program of the College as well as leadership within their departments. In addition, candidates must continue to be effective in advising students about both disciplinary work and the total College program.

405.3.3.2 Scholarship: Candidates must demonstrate continuing achievement as scholars or artists in forms appropriate to their academic field(s). Such achievement must include peer review of their work. Because teaching is central to the mission of the College, candidates must demonstrate a clear understanding of how their scholarly work contributes to their role as teachers. Candidates may also submit evidence of productive use of development funds, of leadership in professional organizations, and of other contributions to their academic field.

405.3.3.3 Service: Candidates must have demonstrated a commitment to liberal learning in a Christian context, evidenced by leadership in achieving the goals of the college. Such contributions must include leadership in defining and achieving departmental objectives and, in structured efforts beyond the department, to further the mission of the College. Such efforts may involve effective work in governance, faculty development, student programs, curricular innovation, or other initiatives that fulfill the purposes of the institution. Service may also include activities that further the aims of the College in the wider community.

405.4 Procedures for the Conferring of Tenure or Promotion

Recommendation for tenure or promotion normally shall be initiated by the Department Head in the fall semester preceding the year in which the candidate will stand for promotion and/or tenure (see also 404.6.1). In the same semester, the ATP Committee, after reviewing the status of all faculty members below the rank of full professor, may invite Department Heads to recommend appropriate person(s) for tenure and/or promotion (see Section 308.1.2.2.c). Tenure and promotion may also be initiated by the **Provost** or the President. Prior to making recommendations, the Department Head shall confer with each candidate for tenure or promotion. All documents and evaluations shall be forwarded to the **Provost**. All letters, evaluations and recommendations are considered open to the candidate as specified in 404.3.2.

405.4.1 Department Vote

The Department Head shall convene the tenured members of the department to discuss each candidate for tenure; at the end of the meeting a formal vote shall be taken and its results recorded. (See also 404.6.1 on simultaneous review for tenure and promotion to associate professor, unless otherwise specified at initial appointment. Ordinarily, then, the vote for tenure and for promotion to associate professor will be one and the same.) For promotion, the

Department Head shall convene a similar meeting of tenured members in the department at or above the rank to which the candidate is being nominated; at the end of the meeting a formal vote on promotion shall be taken and recorded. The Department Head shall then send a letter to the ATP Committee and the **Provost** notifying them of the results of the vote.

405.4.2 Candidate Files

It is the responsibility of the Department Head to assemble a file on each candidate for tenure or promotion. Each file contains the following:

405.4.2.1 A letter from the Department Head summarizing the following information:

- a) Evaluations of the candidate's teaching effectiveness based on the results of visits to the candidate's classes, assessment of course syllabi, tests, and other teaching materials as well as summative evaluations.
- b) Judgments attesting to the importance of the candidate's presentations, publications, and research.
- c) Judgments about the candidate's community contributions.

405.4.2.2 The results of student evaluations of the candidate's teaching, including a statistical summary, obtained through the course and teacher evaluation process and by the ATP Committee.

405.4.2.3 For candidates for tenure, letters from all tenured faculty in the department. For candidates for promotion, letters from all departmental faculty in ranks at or above the rank that is being sought by the candidate for promotion.

405.4.2.4 Appropriate documents supporting the candidate's teaching, scholarship and service to the college, as described in "Guidelines and Table of Contents for Tenure/Promotion Review Electronic Dossier" which is available on the **Office of the Provost website** and distributed to faculty members prior to their review.

405.4.2.5 Any other relevant data that the candidate may wish to submit, appended by the Department Head. This may include letters from colleagues outside the department, alumni, and professional colleagues in the candidate's discipline.

405.4.3 Access to Candidate Files

405.4.3.1 The candidate will have access to this information for ten business days after the second Friday of fall semester. At the end of that period the file is sent to the ATP Committee.

405.4.3.2 For the policy governing access to tenure and promotion files see section 404.3.2: Open Files Policy.

405.4.4 Timeline and Procedures for Evaluation

405.4.4.1 The candidate's file, containing all recommendations, documents, and evaluations, shall be forwarded by the Department Head to the **Provost** by the second Friday of fall semester.

405.4.4.2 The **Provost** shall send to the Appointment, Tenure and Promotion Committee by the Friday of the first full week of October a list of all candidates, accompanied by all recommendations, documents and evaluations.

405.4.4.3 The **Provost** or the President shall interview each candidate for tenure prior to the Friday of the first full week of October. Should the candidate wish, he or she may be accompanied by the Department Head and/or a member of the Appointment, Tenure and Promotion Committee. Similar interviews with candidates for promotion are optional, but they shall be held if the candidate, the **Provost**, or the President requests them.

405.4.4.4 The Appointment, Tenure and Promotion Committee shall forward in writing to the **Provost**, no later than December 5, a recommendation regarding each candidate for promotion and tenure. These recommendations shall be consistent with the Performance Standards for Faculty (404.1), and to the applicable Tenure Standards (405.2) and Promotion Standards (405.3). The candidate and Department Head will receive a copy of the ATP Committee's written recommendation to the **Provost**.

405.4.4.5 The ATP Committee recommendations shall be reviewed by the **Provost** who shall report these together with a written copy of his or her own recommendations to the ATP Committee and appropriate Department Heads. When the **Provost** is at variance with the ATP Committee, his or her recommendation shall include an explanation of his or her position. All recommendations shall be forwarded to the President by the **Provost** on or before December 20.

405.4.4.6 If the President intends to make recommendations to the Board at variance with the ATP Committee's recommendations for promotion and tenure, he or she shall notify the committee on or before January 15 and, if requested, shall at a closed meeting of the committee explain the reasons for so intending.

405.4.4.7 The names of persons being promoted and/or receiving tenure shall be announced following the February meeting of the Board of Regents.

405.4.4.8 Candidates for promotion and tenure shall receive a letter from the **Provost** at the completion of the process outlining the results of the evaluations.

405.4.4.9 All participants in the process shall respect the confidentiality of all letters, evaluations and recommendations.

405.4.4.10 All materials (these include all materials in Section 405.4.2 above except those materials which the candidate provided) shall be retained in the candidate's file for two years and then destroyed. If candidates wish to retain recommendation letters from off-campus persons in their files for longer than two years, they should make special arrangements for such retention with the **Provost**.

405.4.5 Policy on Evaluation of Relatives

To avoid actual or perceived conflicts of interest, a faculty member shall not participate in promotion or tenure decisions concerning his or her spouse or any other member of his or her immediate family. This policy applies both to discussion and voting on the candidate in department meetings and, when applicable, in the ATP Committee.

405.5 Procedures for Appealing Tenure Decisions

405.5.1 Candidates who receive a terminal contract following a tenure decision may appeal the decision when they believe any of the following have occurred: (a) the stated procedures have not been followed properly; (b) their academic freedom has been violated; (c) the decision was significantly affected by impermissible discrimination on the basis of race, color, **ethnicity**, national origin, age, sex, sexual orientation, **gender, gender identity or expression, genetic information, veteran status**, religion, disability, **creed** or any other protected **class as defined** by federal or state law.

405.5.2 After receipt of the President's written notification that tenure is being denied, the candidate has two weeks to notify the President in writing of his or her intention to appeal the decision.

405.5.3 Once the President has received written notification of the faculty member's intention to submit an appeal, the President will direct the chair of the Faculty Interests Committee to select an Appeals Committee by lot from among the eligible members of the faculty who meet the criteria below.

405.5.3.1 The Appeals Committee will consist of three former members of the Appointment, Tenure and Promotion Committee who have not been involved in making the tenure decision and are not members of the appellant's department.

405.5.4 After indicating the intention to appeal the decision, the candidate has one calendar month to send to the President a written appeal, which includes a full explanation of the basis for the appeal.

405.5.5 After receipt of the appeal, the President will send it to the Appeals Committee.

405.5.6 The Appeals Committee will review the candidate's written appeal, the President's written decision, and the written recommendations by the **Provost** and the Appointment, Tenure and Promotion Committee.

405.5.6.1 The Appeals Committee shall direct written questions to the Appointment, Tenure and Promotion Committee regarding the candidate's allegation of procedural errors, violation of academic freedom, or impermissible discrimination. The two committees shall meet together so that the Appeals Committee may have answers to their questions and explore additional questions.

405.5.6.2 Following the meeting with the Appointment, Tenure and Promotion Committee, the Appeals Committee may interview the candidate to gather additional information.

405.5.6.3 The Appeals Committee may also interview the candidate's Department Head, the **Provost**, the President and any other persons the Appeals Committee believes might provide relevant information.

405.5.7 Within one calendar month of receiving the appeal, the Appeals Committee shall report in writing to the President its finding upon the appeal. The report will include an explanation of the extent, if any, to which it has found that the original decision was significantly influenced by a failure to follow stated procedures, a violation of academic freedom, or impermissible discrimination on the basis of race, color, **ethnicity**, national origin, age, sex, sexual orientation, **gender, gender identity or expression, genetic information, veteran status**, religion, disability, **creed** or any other protected **class as defined** by federal or state law. The Appeals Committee will not evaluate the appellant's candidacy for reappointment or tenure.

405.5.7.1 The final decision on all appeals for reappointment and tenure decision rests with the President, who will send a written statement of the decision to the candidate, the Appeals Committee, and the Appointment, Tenure and Promotion Committee no later than two weeks after receiving the report of the Appeals Committee.

405.5.7.2 A successful appeal of a negative decision will result in a candidate's eligibility to go through the reappointment or tenure process anew, in most cases, the following year.

406.0 SALARY AND BENEFITS

406.1 Salary Review

406.1.1 Faculty salaries shall be reviewed annually. A statement showing the actual maximum and minimum salaries being paid within each rank for the current academic year shall be distributed to all Department Heads by October 15 of each year and is available to any faculty member upon request. The **Provost** shall inform each Department Head of the salary and the salary step of each member of his or her department each year.

406.1.2 The Faculty Interests Committee shall serve in an advisory capacity to the administration in reviewing the salary scale and in determining the areas in which adjustments should be made. The following timeline governs this review:

406.1.2.1 Prior to September 25th of each year, the administration will begin discussion with the Committee about the amount of the instructional line item in the next year's budget and the relationship of this amount to the total budget.

406.1.2.2 By the end of October, the Faculty Interests Committee shall make recommendations to the administration on faculty salary and benefit items to be included in the next preliminary budget of the College (see Section 308.1.5.2.b).

406.1.2.3 Before December 1, the administration, in consultation with the Faculty

Interests Committee, shall formulate salary recommendations for submission to the February meeting of the Board of Regents. The administration shall inform the Committee of the action taken by the Board of Regents.

406.2 The Salary Scale

For a copy of the Faculty Salary Scale for the **2021-22** academic year, Luther faculty may contact the **Office of the Provost** or see the All Faculty Committees (FIC topic) on Katie. This section provides more information about how the scale is constructed and how salaries are determined.

406.2.1 Target Steps. In 1989, the faculty adopted a revised, four-scale scheme for computing faculty salaries, based on target steps tied to the AAUP annual report on the national average salaries for faculty members. Salaries within each rank are calculated as a percentage of each rank's target step. The four target steps are:

- Step 5 Instructor
- Step 12 Assistant Professor
- Step 18 Associate Professor
- Step 28 Full Professor

406.2.1.1 When the salary scale increases, but funds are not available to support the increases recommended by the Faculty Interests Committee, the four target step salaries are reduced proportionately from the recommendation.

406.2.2 Movement on Scale. Faculty progress through the steps in their rank by one step a year. When a promotion occurs, there are two movements: First, up one step in the column of the old rank. Second, over to the column of the new rank, to the step in that column whose dollar amount is the same as or just greater than the dollar amount attained in the first move.

Example: An Assistant Professor at step 14, when promoted moves as follows: First up to step 15-Assistant Professor, that is, from **\$57,438** to **\$58,543**. Second, over to Associate Professor step 14 at **\$59,624**. (Salary figures drawn from the **2021-22** Salary Scale.)

If funds are not approved to support the salary increases associated with step advances, all faculty remain at their step for that year. When a promotion occurs in a year which does not include a step advance, there will be one movement on the scale: promoted faculty move over to the column of the new rank, to the step in that column whose dollar amount is the same as or just greater than the dollar amount being paid in their previous rank.

406.2.3 Deviations from Scale. Salary for an individual faculty member may deviate up by as much as 5 percent of the normal step value to recognize extraordinary accomplishments during the previous year. Salary for an individual faculty member may deviate down by as much as 3 percent of the normal step value to signal concern over performance during the previous year. Such deviations related to merit will be distinct and separate aspects of the salary determination for a single year and will not affect step position on the salary scale.

406.2.3.1 Determinations of merit for the above deviations may be made by the **Provost** in consultation with the appropriate Department Head, and will be specified in the contract letter to the individual faculty member. The total deviations from the salary scale will not

exceed 0.5 percent of the total faculty salary budget line item.

406.3 Pay Periods and Deductions from Pay

406.3.1 The customary faculty contract period is for the nine months of active classroom service (academic year--September through May). Full-time faculty members receive annual contracts providing for payment of their salary monthly over a twelve-month period. Payments are normally made by direct deposit into the bank account(s) authorized by the employee. Payroll deposits will be made the 25th of the month. If a pay day falls on a Saturday, Sunday, or a holiday, direct deposits will be made on the previous work day.

In rare and extenuating circumstances, salary advances may be arranged through the **Provost** and the Office for Financial Services, not to exceed two per 12-month period.

406.3.2 The College is required by law to take certain deductions from a faculty member's pay. These include federal income tax, state income tax, and withholdings for Social Security and Medicare (listed as F.I.C.A.). Faculty members wishing to change the amount being withheld should contact the Office of Human Resources.

406.3.3 In addition, a faculty member may authorize the College to make voluntary deductions for such purposes as flexible benefit plan, a supplemental retirement annuity, or a contribution to the United Way, etc. Information concerning these voluntary deductions is distributed annually and is also available from the Office of Human Resources.

406.4 Flexible Benefit Accounts

The College sponsors a program allowing faculty members to allocate specific, pre-tax amounts of each paycheck for medical/dental premiums and for the reimbursement of certain medical/dental care and/or dependent care expenses. Dollars allocated to these flexible reimbursement accounts are not subject to federal, state, and social security taxes. A faculty member who has established such an account should submit claims for reimbursement to the flexible benefit plan administrator.

The flexible benefit plan year is identified in the summary plan description. For services to be eligible for reimbursement, they must be incurred within the plan year. The normal plan year is January 1 through December 31 of each year. There is a grace period of two and one-half months after December 31 in which incurred expenses may be charged to the plan year for the previous year. If a faculty member does not file sufficient claims for reimbursement by March 30 following the end of the plan year plus grace period, he or she will forfeit the unused amount in the account.

Additional information on flexible reimbursement accounts, as well as reimbursement forms, are available from the Office of Human Resources and at www.umr.com/tpa-ap-web.

406.5 Insurance Programs

The following is a brief description of benefits made available by Luther College to its faculty members. The details of these benefit programs are outlined in separate summary plan descriptions and can be obtained from the Office of Human Resources and at <https://www.luther.edu/hr/benefits/plan-info/>. The Office of Human Resources notifies faculty

annually regarding updates to benefit plans and the availability of plan documents.

Eligibility for each of these programs depends upon the terms of the benefit plan involved. In the event of any inconsistency between the language of this handbook and the language of a benefit plan, the language of the benefit plan itself will control.

From time to time, the benefits described in this section may be changed. Further, although the College does not expect to terminate any benefit, plan, or program, it reserves the right to do so in consultation with the Faculty Interests Committee (see Section 308.1.5.2). In addition to the benefits outlined below, all employees may also receive Social Security, workers' compensation, and unemployment compensation benefits in accordance with applicable laws.

406.5.1 Health Care Plan

406.5.1.1 Faculty members teaching the equivalent of at least four 4-credit courses during an academic year are considered full-time employees and may elect health care coverage for themselves, their spouses and their dependent children. Faculty members teaching the equivalent of at least three 4-credit courses during an academic year may elect individual or family health care coverage on a pro-rated, cost-sharing basis.

406.5.1.2 Those faculty members electing coverage contribute a portion of their monthly salary to pay part of the cost of coverage. As explained in the summary plan description, covered services are subject to an annual deductible and out-of-pocket maximum.

406.5.1.3 In compliance with federal law, Luther College provides faculty members, their spouses, and their dependent children with the opportunity to temporarily extend their health care and/or dental care coverage if the faculty member loses coverage as a result of a reduction in hours or the termination of employment. This coverage, referred to as COBRA coverage, is available at group rates and at the expense of the faculty member.

406.5.1.4 For more information and a summary plan description, contact the Office of Human Resources.

406.5.1.5 For information regarding health care coverage for faculty retiring under the tenured faculty pre-planned retirement program see, section 406.6.5, and/or who are retiring with emeriti status, see section 302.4.2.

406.5.2 Group Life Insurance

406.5.2.1 Faculty members teaching the equivalent of at least three 4-credit courses during an academic year are provided with group life insurance. All premiums are paid by the College.

406.5.2.2 The amount of life insurance is twice annual base salary (dependent on person's age) for death due to natural causes, subject to certain limitations as outlined in the plan description. In the event of accidental death, the amount of life insurance is four times annual base salary.

406.5.2.3 The policy also provides benefits in the event of dismemberment, loss of sight, hearing or speech. In the event of total disability, group life insurance premiums are

waived and full coverage remains in force.

406.5.2.4 In compliance with state regulations, Luther College provides faculty members, the opportunity to continue their life insurance if the faculty member loses coverage as a result of a reduction in hours or the termination of employment. This option is available at the expense of the faculty member.

406.5.2.5 For more information and a summary plan description, contact the Office of Human Resources.

406.5.3 Dental Care Plan

406.5.3.1 The College sponsors a voluntary dental care plan, with all premiums paid by the faculty member. All faculty members teaching the equivalent of at least three 4-credit courses during an academic year are eligible to participate in this plan.

406.5.3.2 For more information and a separate summary plan description, contact the Office of Human Resources.

406.5.4 Long-Term Disability Insurance

406.5.4.1 All faculty members teaching the equivalent of at least four 4-credit courses during an academic year are eligible for long-term disability insurance. Benefits begin after six months of total disability. The College pays all premiums. The benefit received, in conjunction with Social Security, is 60% of monthly base salary up to a maximum of \$5000.

406.5.4.2 For more information and a separate summary plan description, contact the Office of Human Resources.

406.5.5 Worker's Compensation Insurance

Every faculty member is covered by worker's compensation insurance for work-related illnesses and injuries while on duty. Any illness or injury, however small, should be reported immediately to his or her department head. In addition, a [Workers Compensation Reporting Worksheet](#), available from his or her department head or the Office of Human Resources must be completed. Failure to report an illness or injury in a timely manner may result in a claim denial. The College will not retaliate against any faculty member for reporting a workplace illness or injury or for seeking worker's compensation insurance. For more information contact the Office of Human Resources.

406.6 Retirement Plan

406.6.1 Eligibility. Faculty members teaching the equivalent of at least three 4-credit courses during an academic year will begin participation in a TIAA/CREF retirement.

406.6.2 Contributions. See the [Human Resources TIAA Retirement](#) website for the current employer contribution rate and the corresponding employee contribution rate. Eligible employees will be automatically enrolled in the employee-funded retirement plan at the minimum contribution percentages, but employees will have the option to opt out of participating. Faculty members may increase the employee contribution **by completing the**

IAICU Multiple Employer Plan Salary Deferral Agreement found on the Human Resources website. The completed forms must be submitted to the Human Resources office (Main 25). The new or revised payroll deduction will be implemented as soon as administratively possible based on the next available payroll date. A faculty member may also request a copy of the current plan description from the Office of Human Resources.

406.6.3 Employee-Funded Retirement Plans.

Tax-Deferred Annuity (TDA) Plan. All faculty, regardless of the number of courses taught, are eligible to participate in a tax-deferred salary reduction program. This allows faculty members to receive a tax advantage while saving for their own retirement. The annuity is a TIAA/CREF Group Supplemental Retirement Annuity (GSRA).

ROTH Plans. All faculty members are also eligible to participate in a post-tax ROTH salary reduction program. This savings option allows for tax-free income distributions at retirement with current contributions being made with post-tax dollars.

Details are available in the Office of Human Resources.

406.6.4 Retirement Planning. Faculty considering retirement should contact the Director of Human Resources at least one year prior to the intended date of retirement to obtain information concerning procedures for applying for retirement benefits. The College is interested in assisting in the period of transition to retirement and encourages exploration of alternatives with appropriate individuals.

406.6.5 Tenured Faculty Pre-Planned Retirement Program. The College offers two options for eligible tenured faculty to make an orderly transition to retirement. In this Tenured Faculty Pre-Planned Retirement Program, eligible tenured faculty are given a choice of two pre-planned retirement options. The first option offers eligible tenured faculty members the opportunity to take a period of reduced service, during which the faculty member can reduce their teaching course load over two years. The second option is for faculty who do not want a reduced teaching load, but would like certainty regarding their retirement date. Both options provide tenured faculty members enhanced pay with benefits for pre-planning their retirement decision.

This Program is available to each tenured faculty member at the College who (1) is between the ages of sixty (60) years of age and sixty-seven (67) years of age, and (2) has a minimum of fifteen (15) years of continuous service to the College, as of September 1 of the first academic year in the program.

Participation in this Program is on a voluntary basis only. No eligible tenured faculty member will be discriminated against, retaliated against, or harassed due to that faculty member's participation or non-participation in the Program.

The full plan documents with additional information can be found on the Human Resources website at https://www.luther.edu/hr/benefits/Faculty_Pre-Planned_Retirement/.

406.7 Faculty Education Benefits

406.7.1 Luther College offers several education benefit options for faculty and faculty associates, their spouses, and their dependents. To be eligible for any of the education benefit programs, the faculty member or faculty associate must be teaching the equivalent of at least four 4-credit courses in the academic year in which the benefit is received.

406.7.2 Luther College provides two general categories of education benefits: 1) the Education Benefit for Enrollment at Luther College for faculty and faculty associates, spouses, and dependents; and 2) three different Tuition Exchange Benefit programs that allow dependents to receive full or partial tuition remission at participating ELCA institutions, or at institutions participating in the National Tuition Exchange program or the ACM tuition exchange program. A dependent may receive benefits under one and only one of these programs during each of their four years of full-time educational benefits eligibility.

406.7.3 The education benefit policy at Luther is subject to change by the Board of Regents and is not considered a contractual obligation. These programs are currently not taxable; however, should these benefits be declared compensation subject to either federal or state taxes, Luther College will not be financially liable for such taxes. All inquiries concerning benefit eligibility should be directed to the Office of Human Resources.

406.7.4 Should a tenured faculty member or a faculty associate who has been employed to teach the equivalent of at least four 4-credit courses or more for at least seven years retire or die, his or her children are eligible for the same benefit and/or exchange as would have accrued to the children had the person remained in active service to the College. (Note, tenure status is not required of faculty associates with regard to this benefit. In addition, the term "retire" is used herein to mean retirement either at age 65 or earlier. If the retirement is earlier than age 65, it will be either as the result of a special mutual agreement between the faculty member and the College, or because of a disability as defined under the terms of the Disability Insurance Program carried by the College.) Contact the Office of Human Resources Office for more information.

406.7.5 "Dependent" will herewith be defined according to the criteria as outlined on the Free Application for Federal Student Aid (FAFSA) form. If the faculty member has more than one dependent child attending college at one time, the eligibility for education benefits applies to each dependent separately. "Faculty" will herewith include faculty associates in the education benefit descriptions below.

406.7.6 The maximum time period during which a dependent or spouse will be eligible to receive any of the education benefits is the equivalent of eight full-time semesters or completion of the undergraduate degree, whichever comes first. Full-time is defined as 12 or more credit hours per semester.

406.7.7 The application process for all full-time student tuition benefit programs is a three-step process. An application form is due November 1, a finalized list of colleges to which a dependent is applying is due December 1, and a confirmation form is due May 15 as described below. Failure to meet these deadlines can result in the dependent not receiving tuition benefits. Tuition Benefit Application Guidelines, Application for Tuition Benefit Program, and the Tuition Benefit Confirmation Form are available at www.luther.edu/hr/benefits/tuition-benefit/ and are processed through the Vice President for Enrollment Management's office.

406.7.7.1 Application Form: By November 1, preceding the academic year for which the benefit is requested, the employee must indicate for which benefit program(s) they wish their dependent be considered. These programs consist of the Luther College Education Benefit, the National Tuition Exchange (NTE), the Associated Colleges of the Midwest (ACM) exchange program, the Evangelical Lutheran Church of America (ELCA) exchange program, or the Cash Tuition Benefit (see details of programs in section 406.7.8).

406.7.7.2 List of Colleges: By December 1, preceding the academic year for which the benefit is requested, the employee must provide a list of the schools (in writing or via email) being considered by the dependent to the Vice President for Enrollment. This list is needed because of certification and eligibility procedures that occur after this date. There are import/export student balance requirements under the ACM and NTE programs, so all dependents interested in these programs may not be eligible to be certified under these programs. When the number of dependents interested in these programs exceeds the number of students able to be certified in these programs, eligibility will be determined by the applications received by November 1 and the length of service to the college by the employee. Eligibility is determined by the Vice President for Enrollment Management with notification of eligibility being sent to the employee by January 15.

406.7.7.3 Confirmation Form: By May 15, preceding the academic year for which the benefit is requested, the employee must indicate which benefit is being accepted and the college the dependent will be attending.

406.7.8 The general terms of the various education benefit options follow.

406.7.8.1 Education Benefit for Enrollment at Luther College

406.7.8.1.1 Eligible faculty members, spouses and dependents may each enroll at Luther College for a maximum of 8 credits per academic year without cost on a space-available basis. An academic year is defined as September 1 of a given year through May 31 of the following year. Faculty members taking a course must arrange for this benefit through their Department Head.

406.7.8.1.2 Summer courses taken at Luther College will not be counted against the 8 semesters of eligibility and are fully covered by the benefit.

406.7.8.1.3 If a spouse or eligible dependent registers part-time for credits above the 8 free credits per academic year but below the full-time student 12 credits per semester, the benefit will be a 65% reduction in the per credit charge for the additional credits. The length of service, as outlined in 406.7.8.1.5, determines the proportion of the full benefit that applies.

406.7.8.1.4 Part-time enrollment at Luther College (less than 12 credits per semester) for eligible faculty members, spouses, and dependents is on a space-available basis. Registration for courses must take place at the Office of the Registrar on the first day of classes.

406.7.8.1.5 The regular full benefit for full-time enrollment at Luther College (12-17

credit hours per semester) for spouses and dependents is a maximum of 90 percent of the established tuition at Luther College. This benefit is dispersed based on the length of service by the faculty member at Luther College according to the following schedule:

1 st year employed	20% of regular full benefit
2 nd year employed	40% of regular full benefit
3 rd year employed	60% of regular full benefit
4 th year employed	80% of regular full benefit
After 4 th year	100% of regular full benefit

406.7.8.1.6 See section 406.7.7 for procedures on applying for the Education Benefit for Enrollment at Luther College. In addition, dependents and spouses enrolled full-time are required to file the Free Application for Federal Student Aid form (FAFSA) to determine eligibility for state and federal aid programs. The FAFSA is available in the Financial Aid Office. Eligibility for state and federal need-based programs may increase the overall assistance up to full-tuition depending on demonstrated financial need and current federal regulations. The Financial Aid Office will send an aid award highlighting the total financial assistance.

406.7.8.1.7 If an eligible spouse or dependent receives a grant or scholarship from Luther College (such as a Regent Scholarship, Presidential Scholarship, Music Scholarship or EPIC matching grant), the grant or scholarship will become a portion of the total education benefit.

406.7.8.1.8 If an eligible spouse or dependent receives a scholarship or grant from an outside agency, the amount of the scholarship may be applied above the benefit. If the spouse or dependent is eligible for need-based financial assistance, the outside scholarship will adjust the benefit only if required by federal aid regulations. For specific eligibility questions concerning the coordination of the education benefit with other assistance, contact the Financial Aid Office.

406.7.8.1.9 An eligible dependent high school student may enroll for classes at Luther with permission of the high school. The student must first make every effort to sign up for the college classes through the Post-Secondary Enrollment Options Act; information on this program is available through the high school guidance office. If a student wishes to enroll for a Luther class that cannot be covered by the Act, he or she may enroll for one class per semester without affecting the 8 semesters of education benefit eligibility. Continuation in this program is dependent on the student's ability to undertake successfully college-level work at Luther College.

406.7.8.2 Tuition Exchange Benefit Programs

406.7.8.2.1 Luther participates in the ELCA Tuition Exchange program. Eligible dependents of faculty members may attend another participating ELCA college (receiving institution) through this program. Dependents receive a tuition benefit at the receiving institution that is generally equivalent to the benefit the institution provides for its own full-time faculty dependents. Luther dependents applying at other

ELCA institutions should contact the admissions office at the receiving institutions to determine their eligibility. See section 406.7.7 for procedures on applying for the ELCA Tuition Exchange program. Applications for this program must be received by November 1, preceding the academic year for which the benefit is requested.

406.7.8.2.2 Luther participates in the National Tuition Exchange program with many other colleges and universities. A list of participating institutions can be found at www.tuitionexchange.org. The tuition benefit at the receiving institution is normally the equivalent of full tuition at the institution, subject to a tuition exchange cap. Certification will be offered using the following criteria: application turned in by the required date, an employee's length of service to the College, and maintenance of Luther's import and export balances as required by NTE. The program may also be limited at the receiving institution by student import and export quotas placed on each member institution. Generally, only undergraduate programs leading to the baccalaureate degree are included in the Tuition Exchange program. See section 406.7.7 for procedures on applying for the National Tuition Exchange program. Applications for this program must be received by November 1, preceding the academic year for which the benefit is requested.

406.7.8.2.3 Luther participates in the Associated Colleges of the Midwest (ACM) Tuition Exchange program. A list of participating institutions can be found on the Internet at www.acm.edu. The benefit at the receiving institution is 80% of tuition (50% of the tuition cost is covered by the receiving institution and 30% is provided by Luther). Up to eight new students each year will be certified for this benefit. Certification will be offered using the following criteria: application turned in by the required date and an employee's length of service to the College. See section 406.7.7 for procedures on applying for the ACM Tuition Exchange program. Applications for this program must be received by November 1, preceding the academic year for which the benefit is requested.

406.7.8.2.4 All tuition exchange agreements with other institutions are subject to the following conditions:

406.7.8.2.4.1 Eligibility for the program is determined by Luther College to ensure that only eligible dependents may participate. The receiving institution shall retain the privilege of admitting the student on the basis of its regular admissions procedures.

406.7.8.2.4.2 The maximum time during which a dependent will be eligible for tuition exchange is eight semesters of undergraduate education. Terms of eligibility are determined by the receiving institution, not Luther College. Eligibility for summer school depends upon regulations established at the receiving institution.

407.0 LEAVES OF ABSENCE

This section addresses the requirements for medical, disability, and other leaves of absence available at the College. Information on sabbaticals and other academic leaves is provided in Section 518,

“Academic Leaves.”

The federal Family Medical Leave Act (FMLA) requires employers to provide employees with up to twelve weeks of unpaid leave in any twelve-month period a) to care for a newborn, newly adopted, or foster child; b) to care for one’s own serious health condition; c) to care for the serious health condition of a parent, child, or spouse; d) because of a qualifying exigency arising out of the fact that your spouse; son or daughter; parent is on active duty or call to active duty status in support of a contingency operation as a member of the National Guard or Reserves; or 26 weeks of leave because you are the spouse; son or daughter; parent; next of kin of a covered service member with a serious injury or illness.

In addition to provisions for unpaid leave through the FMLA, Luther College provides faculty with paid medical and disability leaves. Faculty who teach the equivalent of at least four 4-credit courses during an academic year may request a paid medical leave of absence in cases involving their own disability. If approved, the faculty member’s salary will continue for the period of disability up to six months, at which time he or she may be eligible for long-term disability benefits. Faculty members will be required to provide enough information to allow the Office of Human Resources to determine whether the leave would also qualify for leave under the Family and Medical Leave Act. If the paid medical leave recipient qualifies for unpaid leave under the Family and Medical Leave Act, both leaves must be taken simultaneously.

A faculty member needing a leave of absence should contact his or her Department Head, the **Provost**, or the Office of Human Resources. In applying for a leave of absence longer than ten days, the faculty member will be asked to state in writing why he or she wants the leave, when the leave is to begin, and when the leave is to end.

The Associate Director of Human Resources, in consultation with the **Provost**, will inform the faculty member in writing what type and duration of leave, if any, has been approved and will specify what requirements, such as certification of a health condition, must be fulfilled.

All leaves are granted for a specific period of time. If the faculty member foresees being unable or unwilling to return to work at the end of the leave period, he or she should apply for any other leave for which he or she is eligible, including an extension of the current leave.

407.1 Medical Leave

Faculty members may take paid medical leave for up to six months when they are unable to perform their duties due to illness, injury, or mental or physical disability not covered by workers compensation. Medical leave should also be taken if an individual presents a risk of infection to others. The following guidelines apply to paid medical leave:

407.1.1 Brief Absences.

Absences of ten or fewer consecutive class days shall be covered by faculty colleagues and do not require formal application or approval beyond notifying the Department Head as soon as possible so that arrangements can be made for covering the faculty member’s duties. Under certain circumstances, the College may request a physician’s statement indicating the nature and expected duration of the illness and any work restrictions that apply upon return to work.

407.1.2 Limited Disability Leave (Formerly Short-Term Medical Leave).

Leaves for illness that extend between ten consecutive days and six months require a physician's statement indicating the nature and expected duration of the illness or medical condition. Paid leave granted for limited disability leave may count toward the twelve weeks of unpaid leave that can be taken under the Family Medical Leave Act (see Section 407.3) Part-time personnel may be hired to cover such short-term medical leaves. Such an arrangement typically will not extend beyond the end of the current semester. Contact the Office of Human Resources for more information.

407.1.2.1 Pregnancy and Childbirth

Faculty members are entitled to the parental leave benefits described in Section 407.2 following the birth or adoption of a child. Medical leaves relating to pregnancy and/or childbirth that extend beyond the leave described in Section 407.2.1 are covered by Section 407.1 and will be handled on a case-by-case basis at the recommendation of the attending physician.

407.1.3 Long-Term Disability.

In the case of an extended illness or disability resulting in an absence lasting longer than six months, the faculty member may be eligible for long-term disability benefits according to the summary plan description, available in the Office of Human Resources (see Section 406.5.4). If approved, the benefit received with Social Security is 60 percent of monthly base salary up to a maximum of \$5000. Arrangements for replacing faculty members during extended absences will be made on a case-by-case basis by the **Provost** in consultation with the Department Head.

407.2 Parental Leave

The College recognizes the need for parents to have time away from work following the arrival of a newborn, adopted, or surrogate child. Accordingly, the following benefits are available upon hiring to all faculty members who teach the equivalent of at least four 4-credit courses per year.

Parents do not receive additional leave for multiple births or adoptions.

Paid parental leave will count as time in service for salary increases. During all paid parental leaves, the College's contribution to benefits will continue. Retirement benefits will be proportionate to salary earned. Faculty on paid leave will be relieved of non-teaching duties.

407.2.1 Extended Leave for Parents of Newly Born, Adopted, or Surrogate Children

A faculty member who has become a parent to a newly born, adopted, or surrogate child is entitled to take either a leave with full salary or a leave with partial salary, but not both, subject to the terms laid out in 407.2.1.1 and 407.2.1.2.

407.2.1.1 Leave with Full Salary

A faculty member who is the parent of a newly born, adopted, or surrogate child may

request a leave using either of the following options with full salary:

- A. Six weeks continuous leave to be taken within six weeks of the birth or arrival of the child. If the child is born or arrives outside of the faculty member's contract year, leave may be taken when the contract year begins.
- B. A one-course reduction in teaching load during the semester in which the child arrives or in the semester immediately following the arrival of the child.

407.2.1.2 Leave with Partial Salary

A tenure-line faculty member who is the parent of a newly born, adopted, or surrogate child may request a leave using either of the following options with partial salary:

- A. One semester leave and a three course teaching load for the remainder of the academic year. Pay for the year will be two-thirds annual salary and benefits will be adjusted accordingly.
- B. One semester leave and a four course teaching load for the remainder of the academic year. Pay for the year will be five-sixths annual salary and benefits will be adjusted accordingly.

A non-tenure-line faculty member who is the parent of a newly born or adopted child may request a leave using either of the following options with partial salary:

- A. One semester leave and a three course teaching load for the remainder of the academic year. Pay for the year will be four-sevenths annual salary and benefits will be adjusted accordingly.
- B. One semester leave and a four course teaching load for the remainder of the academic year. Pay for the year will be five-sevenths annual salary and benefits will be adjusted accordingly.

407.2.2 Both Parents Employed by Luther College

If both parents are employees of Luther College, only one extended parental leave under 407.2.1 is permitted per family. Instead, the parent not eligible for paid parental leave may take one week of paid leave and either:

- Up to 2 unpaid course releases
- Up to 11 weeks of unpaid leave under 407.3

407.2.3 Leave for Parents of Foster Children

Faculty members who become foster parents are not eligible for paid parental leave. However, they are entitled to up to twelve weeks of unpaid leave under 407.3 Family Medical Leave below.

407.2.4 Pregnancy-related Medical Leave

If a female faculty member needs a leave longer than six weeks due to medical complications of pregnancy, childbirth, or related conditions, she has the right to additional leave under Section 407.1 above.

407.2.5 Family Medical Leave Act

All paid leave taken for childbirth or parenting under 407.2 will count toward the twelve weeks of unpaid leave that may be taken under the Family Medical Leave Act (see Section 407.3).

407.2.6 Leave Replacements

So faculty members are not unduly burdened during the parental leave of a colleague, every effort should be made to provide leave replacement compensation. The Department Chair and **Provost** are responsible for making these arrangements.

407.2.7 Delay in Reviews and Tenure

Parental leave shall count as time toward salary determination and eligibility for sabbatical leave. Pre-tenure faculty members have the option of delaying the time of the third-year review and tenure decision by one year for each pregnancy or adoption.

The maximum total delay for the third-year review is one year and the maximum total delay for the tenure decision is two years. Faculty members who delay the third-year review by one year must also delay the tenure decision by one year. A faculty member taking a parental leave who wishes to delay the third-year review or tenure decision should consult with the Department Head and **Provost** at the same time she or he requests a parental leave, but in any case no later than the beginning of the semester prior to the one in which his or her third-year review or tenure case is scheduled to be reviewed.

407.2.8 Procedure for leave

A request for parental leave should be made in writing, signed by the employee, and submitted to the **Provost** and the employee's Department Head as soon as the need for a leave is identified, so that arrangements to cover classes and committee assignments can be made in a timely fashion. In case of a medical emergency, such as a premature birth or other pregnancy complication, the terms of leave may need to be negotiated in the best interest of the faculty member and college. All agreements related to the leave, including the terms of the leave and any delays in review or tenure, should also be in writing and signed by the employee and the **Provost**. Forms for requesting a parental leave are available from the Office of Human Resources and on the Human Resources website

https://www.luther.edu/hr/assets/Faculty_Parental_Leave_Request_Form.pdf.

Example: A tenure-line faculty member gives birth on June 15, 2019.

- *Under 407.2.1.1 A, she may elect to receive the first six weeks of the 2019-2020 contract as paid leave.*
- *Under 407.2.1.1 B, she may elect a one course reduction in Fall 2019 at full pay.*
- *Under 407.2.1.2 A, she may elect to take leave in Fall 2019 and teach three classes in January and Spring 2020; pay for the year will be at a two-thirds rate.*
- *Under 407.2.1.2. B, she may elect to take leave in Fall 2019 and teach four classes in*

January and Spring 2020; pay for the year will be at a five-sixths rate.

407.3 Family and Medical Leave Act (FMLA)

Luther College complies with the federal Family and Medical Leave Act as described below. The material in this section repeats some of the policy that has been articulated above, but the College is required by federal law to print the following information related to the FMLA.

407.3.1 General Information

407.3.1.1 Family and Medical Leave means the leave required by the federal Family and Medical Leave Act. Family and Medical Leave is unpaid leave that may be taken for the following reasons:

- 1) To care for a newborn or newly-placed adopted or foster child.
- 2) To care for a parent, child, or spouse with a serious health condition.
- 3) To care for an individual's own serious health condition.

407.3.1.2 Eligible faculty members may, in any 12-month period, take a total of up to 12 weeks of Family and Medical Leave for any combination of the three reasons listed above. At Luther College, this is a rolling 12-month period measured from the date an employee begins using any Family and Medical Leave.

407.3.1.3 To be eligible for Family and Medical Leave, the following requirements must be satisfied:

- 1) The faculty member has been employed by the College for at least 12 months (not necessarily consecutive); and
- 2) The faculty member has worked at least 1,250 hours for the College during the previous 12 months.

407.3.1.4 The College must be provided with at least 30 days notice before a leave is to begin if the need for the leave is foreseeable. If the starting date is not foreseeable, a faculty member must provide as much notice as is practicable. If a medical emergency prevents a faculty member from personally giving notice, someone else (such as a spouse, parent, or adult child) may give the notice. Notice should be given to the Office of Human Resources.

407.3.1.5 In general, upon returning from Family and Medical Leave, the faculty member will be placed in the same situation as he or she would have been in at that time had he or she not taken the leave. This means, for example:

- 1) Upon returning from the leave, the faculty member will be restored to the same position held before the commencement of the leave or an equivalent position, unless during the leave the position was changed in such a way as would have affected the

faculty member had he or she not been on leave (e.g., a layoff or general reduction in hours).

2) If during the leave an event occurs that would have terminated or altered a faculty member's employment had he or she not been on leave (e.g., a reduction in force), employment, leave rights, employment conditions or restoration rights will terminate.

3) There will be no loss of benefits accrued before the leave.

4) There will be no accrual of benefits or seniority during the leave.

407.3.1.6 The College may require the faculty member to confirm that he or she intends to return to work at the end of the leave.

407.3.1.7 During the leave, the faculty member will remain eligible for group health coverage under the same conditions that apply to active current faculty members. The College will continue to pay its normal share of the premiums.

407.3.1.8 The College's contribution toward the cost of group health coverage will cease when any of the following circumstances occur:

a) the faculty member fails to return to work at the end of a leave;

b) the faculty member notifies the College that he or she does not intend to return to work, or;

c) the faculty member fails to make a required payment of his or her share of the cost of health care coverage within 30 days of when the payment was due.

When any of these circumstances occur, the faculty member may elect to purchase any continuation coverage for which he or she is eligible through the federal Consolidated Omnibus Reconciliation Act (COBRA). The 18-month COBRA period will be measured from the date the College-provided coverage stops.

407.3.1.9 If the faculty member does not, for reasons within his or her control, return from leave and work at least 30 calendar days, the College may seek reimbursement for the premiums that it paid during the leave.

407.3.1.10 To the extent permitted by its insurance policies, the College will continue to provide group life and disability insurance at the faculty member's expense. The faculty member is responsible for paying his or her share of the premiums on the same schedule as the share of the health coverage cost is paid.

407.3.2 Parenting Leave

The following additional provisions apply to parenting leave taken under the FMLA:

1) The leave is available for the birth of a biological child or the placement of an adopted

child or foster child.

- 2) The leave must be completed within 12 months after the birth or placement of the child.
- 3) If the College, in its discretion, consents, parenting leave may be taken intermittently or through a reduced work schedule. Whether the College consents in a particular case will depend, in part, on the needs of the department in which a faculty member works.
- 4) If at the time the faculty member seeks paid leave for the birth or placement of a child, he or she must use the paid leave simultaneously with Family and Medical Leave. Doing so will not increase the amount of Family and Medical Leave available.

407.3.3 Leave to Care for a Spouse, Child, or Parent with a Serious Health Condition

The following additional provisions apply to leave to care for an ill relative:

- 1) A serious health condition is an illness or injury that involves inpatient care or continuing treatment by a health care provider, including, but not limited to, any incapacity due to pregnancy or prenatal care.
- 2) The leave is available to care for the serious health condition of:
 - a) The faculty member's biological child, adopted child, foster child, stepchild, legal ward, or a child for whom the faculty member has assumed the status and obligations of a parent. The child must be under age 18 or incapable of self-care because of a disability.
 - b) A parent or a person who, when the faculty member was a child, assumed the status and obligations of a parent to him or her.
 - c) A husband or wife.
- 3) When it is medically necessary, the leave may be taken intermittently or through a reduced work schedule.
- 4) If the faculty member requests intermittent leave or leave on a reduced schedule that is foreseeable due to planned medical treatment, he or she may be temporarily transferred to another position if the position has equivalent pay and benefits and better accommodates the recurring periods of leave.
- 5) If the need for leave is foreseeable due to planned medical treatment, the faculty member must make a reasonable effort to schedule the treatment so as not to disrupt the College's operations unduly.
- 6) The College may require that a leave request to care for a qualifying relative be supported by certification from a health care provider regarding the health status of the relative. This certification must state on a form provided by the College that the faculty member is needed to care for the relative and estimate the time that he or she is needed.
- 7) When the College has reason to doubt the validity of the certification, the College may require the faculty member, at the College's expense, to obtain the opinion of a second health care provider designated or approved by the College. This health care provider cannot be employed on a regular basis by the College.

8) If the opinion of the second health care provider differs from the opinion in the original certification, the College may require the faculty member, at the College's expense, to obtain the opinion of a third health care provider who is agreed to by both the College and the faculty member. The third health care provider's opinion is binding.

9) The College may require subsequent re-certification by the health care provider on a reasonable basis.

10) If at the time the faculty member seeks paid leave to care for the serious health condition of a covered relative, he or she must use the paid leave simultaneously with Family and Medical Leave. Doing so will not increase the amount of Family and Medical Leave available.

407.3.4 Leave to Care for a Faculty Member's own Serious Health Condition

The following additional provisions apply to leave due to the faculty member's health:

1) A serious health condition is an illness or injury that involves inpatient care or continuing treatment by a health care provider, including, but not limited to, any incapacity due to pregnancy or for prenatal care.

2) A faculty member may take leave to care for a serious health condition which makes him or her unable to perform the essential functions of his or her job.

3) When it is medically necessary, the leave may be taken intermittently or through a reduced work schedule.

4) If the faculty member requests intermittent leave or reduced schedule leave that is foreseeable due to planned medical treatment, he or she may be temporarily transferred to another position if the position has equivalent pay and benefits and better accommodates the recurring periods of leave.

5) If the need for leave is foreseeable due to planned medical treatment, the faculty member must make a reasonable effort to schedule the treatment so as not to disrupt unduly the faculty member's duties.

6) The College may require that a leave request be supported by a certification of a health care provider on a form provided by the College. The certification must include a statement that the faculty member is unable to perform the essential functions of his or her job.

7) When the College has reason to doubt the validity of the certification, the College may require the faculty member, at the College's expense, to obtain the opinion of a second health care provider designated or approved by the College. This health care provider cannot be employed on a regular basis by the College.

8) If the opinion of the second health care provider differs from the opinion in the original

certification, the College may require the faculty member, at the College's expense, to obtain the opinion of a third health care provider who is agreed to by both the College and the faculty member. The third health care provider's opinion is binding.

9) The College may require that the faculty member obtain subsequent re-certification by the health care provider on a reasonable basis.

10) If at the time a faculty member seeks paid leave to care for his or her own serious health condition, he or she may use the paid leave simultaneously with Family and Medical Leave.

11) Upon returning from a leave due to a serious health condition that is longer than five days, the faculty member must provide certification that he or she is able to resume work.

407.3.5 Military Family Leave Entitlements

Eligible employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the National Guard or Reserves in support of a contingency operation may use their 12 week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered servicemember during a single 12-month period. A covered servicemember is a current member of the Armed Forces, including a member of the National Guard or Reserves, or a veteran who was a member of the included military services within the preceding five years who has a serious injury or illness incurred in the line of duty on active duty that may render the servicemember medically unfit to perform his or her duties for which the servicemember is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

407.3.6 Highly Paid Employees

Under the FMLA, special provisions apply to those salaried employees who are among the highest paid 10 percent of the employees employed by the College within 75 miles of the facility where the employee is employed. The College may deny such a highly paid employee restoration to employment following Family and Medical Leave if such denial is necessary to prevent substantial and grievous economic injury to the College's operations and, if, when the College determines that such injury would occur, the College notifies the employee of its intent to deny restoration.

If the faculty member is notified that this section will be applied to him or her, he or she may retain employment by not taking the leave or, if already on leave, by returning from the leave.

407.3.7 Unlawful Acts

It is unlawful for the College or any supervisor or co-employee to:

- 1) Interfere with or deny the exercise of any right under the Family and Medical Leave law.
- 2) Discharge or discriminate against any person for opposing any practice made unlawful by the Family and Medical Leave law.
- 3) Discharge or discriminate against any person because of involvement in any proceeding under or related to the Family and Medical Leave law.

The College encourages any employee who thinks that the Family and Medical Leave law has been violated to report the problem to the Office of the President. All complaints will be promptly investigated. In addition to reporting the problem to the College or instead of doing so, an employee who thinks that the Family and Medical Leave law has been violated may file a complaint with the United States Department of Labor or may file a civil suit.

407.4 Military Leave

Military leave is granted in full compliance with the Uniform Services Employment and Re-Employment Rights Act of 1994 (USERRA), which was amended on December 10, 2004. If a faculty member is a participant in the military reserve or National Guard unit and is required to spend time on active duty, Luther will pay the difference between military pay and regular pay for a period of up to 20 consecutive days and continue all benefits. For military leaves longer than 20 days, health care benefits will be continued during the period of military leave for up to 24 months with the employee responsible for the COBRA premium. All other benefits will be discontinued. For details concerning the processing of military leaves, please consult the Office of Human Resources.

407.5 Jury Duty

If a faculty member is required to serve on a jury, he or she will be paid his or her regular pay for a period of up to 20 consecutive days. Upon completion of jury duty, the employee must submit a check to Payroll for the amount of the jury duty stipend received from the government. Faculty members may keep the portion of the stipend that is for mileage reimbursement. Regular benefits will be continued during the period of jury duty. If an extended trial is expected, the Department Head will discuss with the **Provost** means of covering the expected absence.

407.6 Funeral Leave

Funeral leave with pay, generally not exceeding five work days per occasion, will be granted a regular employee in the case of a death of spouse, child, or parent of either employee or spouse. Three work days per occasion, will be granted a regular employee in the case of a death of a sibling of either employee or spouse. A one day leave on regular work days will be allowed for attending the funeral of a grandparent, grandchild, niece/nephew, brother/sister-in-law, or aunt/uncle of either employee or spouse. If an extended absence is required, a general leave may be granted (see Section 407.8).

407.7 Elections

Pursuant to Iowa law, if a faculty member does not have three consecutive non-working hours available during the time the polls are open, he or she may leave work, with pay, for the period of time necessary to vote in municipal, state or federal elections. This period shall not exceed three hours and must be arranged in advance with the Department Head.

407.8 General Leaves of Absence

If a faculty member requires a leave of absence longer than the standard leave policies allow, he or she may request a general leave of absence from the **Provost**. In most cases, a general leave of absence will be without salary or benefits, although other arrangements may be negotiated in particular circumstances. Whether to grant a general leave of absence and the conditions of any such leave will be determined solely by the College. In most cases, a general leave of absence will not be granted for a period exceeding one year. A return to the same job may not be guaranteed.

408.0 PROFESSIONAL CONDUCT

Luther College, in keeping with its mission to be “a community where students, faculty, and staff are enlivened and transformed by encounters with one another, by the exchange of ideas, and by the life of faith and learning,” is committed to creating and maintaining an atmosphere in which all members of the community—students, faculty, and staff—are treated with respect and dignity.

408.1 Bias

A bias incident is a verbal, written, or physical behavior that threatens, intimidates, or marginalizes individuals or groups motivated by bias against a protected class (age, color, creed, disability, gender identity/expression, genetic information, national origin, race/ethnicity, religion, sex, sexual orientation, political affiliation, or veteran status). In identifying a bias incident, the focus is on behavior that impacts an individual (or individuals) or the Luther College community.

408.1.1 Individuals who become aware of or think they have been subject to bias may complete the electronic [Bias Incident Report Form](#).

408.1.2 If the reported incident involves a faculty member, the Bias Response Team will assign the report form to the **Associate Provost**.

408.1.3 The **Associate Provost** will forward the form to the two members of the Faculty Interests Committee who have been designated by the committee to review Bias Incident Report Forms.

408.1.4 The two FIC members will promptly meet with the reporter to evaluate the incident.

408.1.4.1 If the two FIC members determine that the incident does not involve bias, such as an incident involving the exercise of academic freedom, they will do the following:

a. Explain that determination to the reporter.

b. Ask whether the reporter is a student currently enrolled in a course taught by the faculty member. If not, they will promptly notify the faculty member about the report form and their determination. If so, they will notify the faculty member about the report form and their determination after course grades have been submitted.

408.1.4.2 If the two FIC members determine that the incident may involve bias, they will do the following:

a. Ask whether the reporter is a student currently enrolled in a course taught by the faculty member. If so, they will determine whether the reporter wants the incident to be discussed with the faculty member promptly or after course grades have been submitted.

b. Communicate their determination to the **Associate Provost**. The **Associate Provost** will meet with the reported faculty member to discuss the incident, promptly or after course grades have been submitted. This conversation will be formative and educational, not disciplinary, with the goal of promoting professional development. The **Associate Provost** will promptly inform the reporter after this conversation has happened. The **Associate Provost** will also file a copy of the Bias Incident Report Form in a specially designated file in the **Office of the Provost**. This copy will be destroyed after one year.

408.1.4.3 If the two FIC members determine that the incident may constitute prohibited conduct violating college policies, they will explain the complaint procedure outlined in 408.2.3 to the reporter. They will also promptly forward a copy of the Bias Incident Report Form to the college's Harassing Conduct Officers identified in 408.2.3.1.

408.2 Policies regarding Hate Acts, Hate Crimes, Discrimination, and Harassment

The following policies were designed not to limit the legitimate exercise of academic freedom, but rather to achieve and maintain the common good. Faculty members are expected to comply with the policies; non-compliance may be subject to sanctions as described in Section 409.

All members of the college community are responsible for the maintenance of an atmosphere which fosters openness, tolerance, and diversity. Toward this end, the College is committed to maintaining a campus environment that is free from hate acts, hate crimes, discrimination, and harassment. Luther considers the following protected classes in relationship to this policy: Age, color, creed, disability, **gender**, gender identity **or** expression, genetic information, national origin, race, ethnicity, religion, sex, sexual orientation, political affiliation, or veteran status. The College encourages its employees and students to report any incident of possible hate, discrimination, or harassment to the College's Harassing Conduct Officers identified in Section 408.2.3.1 or via the electronic [Bias Incident Report Form](#), except in the case of sexual harassment and sexual misconduct which must be reported to the Title IX Coordinator via the reporting methods outlined in Section 8 of Luther College's Title IX policy. Cases of sexual harassment and sexual misconduct involving a faculty member will be adjudicated in accordance with the Title IX policy, not in accordance with the 408.2 section of the Faculty

Handbook.

408.2.1 Prohibited Conduct Defined

a. Hate Act

A hate act involves (1) violence, threat of violence, or actions that are likely to incite violence, or other serious violations of college policy that are (2) motivated by bias against a protected class, and (3) have the purpose or reasonably foreseeable effect of harassing, dehumanizing, or intimidating those persons or groups.

b. Hate Crimes

Hate crimes are defined and adjudicated by federal, state, and local governments. The U.S. Federal and Iowa State Codes follow below. Luther College encourages complainants to file reports with local police and to press charges if warranted. However, the decision of whether to do that rests entirely with the complainant. If the complainant does decide to work with local law enforcement, Luther College will invite law enforcement officers to our official interview with the complainant, so as to minimize the number of times the complainant needs to recall the incident. Once initiated, the legal process and the on-campus conduct processes function separately.

U.S. Federal Code § 249 (1) Offenses involving actual or perceived race, color, religion, or national origin.—Whoever, whether or not acting under color of law, willfully causes bodily injury to any person or, through the use of fire, a firearm, a dangerous weapon, or an explosive or incendiary device, attempts to cause bodily injury to any person, because of the actual or perceived race, color, religion, or national origin of any person, gender, sexual orientation, gender identity, or disability of any person.

Iowa Hate Crime Code Iowa Code § 792A.2 “Hate crime” means one of the following public offenses when committed against a person or a person’s property because of the person’s race, color, religion, ancestry, national origin, political affiliation, sex, sexual orientation, age, or disability, or the person’s association with a person of a certain race, color, religion, ancestry, national origin, political affiliation, sex, sexual orientation, age, or disability: 1. Assault in violation of individual rights under section 708.2C. 2. Violations of individual rights under section 712.9. 3. Criminal mischief in violation of individual rights under section 716.6A. 4. Trespass in violation of individual rights under section 716.8, subsections 3 and 4. 92 Acts, ch 1157, §9.

c. Discrimination.

Discrimination occurs when an individual is treated adversely because of membership in one of the legally protected groups under federal, state, or local law.

d. Harassment.

Harassment occurs when unwelcome conduct based on an individual’s membership in a protected group unreasonably interferes with the individual’s work or educational

environment. It includes verbal, visual, or physical conduct that has become so severe and pervasive that it has the purpose or effect of unreasonably interfering with an individual's work or educational performance or creating an intimidating, hostile, or offensive working or educational environment. A determination as to whether harassment has occurred depends on the totality of the circumstances, such as the severity of a particular incident, the context in which it occurred, whether the conduct was repeated, whether the conduct was verbal or physical, and whether it was threatening or merely annoying.

e. Examples of prohibited conduct:

Prohibited conduct may include, among other things, making offensive or derogatory remarks, telling racist or sexist jokes about another person's age, color, creed, disability, **gender**, gender identity **or** expression, genetic information, national origin, race, **ethnicity**, religion, sex, sexual orientation, political affiliation, or veteran status, or membership in another protected class.

Additional examples of prohibited conduct that might be found to be a hate act, hate crime, discrimination, or harassment include degrading, public tirades from a student, faculty, or staff member; deliberate, repeated humiliation, including deliberate humiliation on the basis of one of Luther's protected classes; deliberate interference with the life or work of a person with a disability; deliberate desecration of religious articles or places; repeated unwanted proselytizing; repeated interference with the reasonable pursuit of religion; repeated insults about loss of personal and professional competence addressed to an older person; using a racial, ethnic, or other slur directly toward someone, to identify someone, or to target someone such as leaving a message on a door; speaking or acting in a way that denigrates someone's disability or someone's cultural norm or practice; drawing or creating pictures that stereotype or denigrate someone because of their association (real or perceived) with one of Luther's protected classes; racist or derogatory graffiti or images/drawings; vandalizing the personal property of someone who is a member of one of Luther's protected classes.

Prohibited conduct may occur through:

- Direct oral expression and/or physical gestures or actions;
- Notes, letters, and other forms of written communication distributed via U.S. mail, campus mail, or otherwise made visible to the public;
- Phone calls, phone messages, or other forms of electronic verbal communication;
- Email, text messages, instant messaging, social networks, or other means of electronic communication.

408.2.2 Persons Covered

Unlawful discrimination and harassment is prohibited whether it is committed by faculty members, administrators, supervisors, co-workers, or non-employees, including students, vendors, or suppliers. Similarly, College personnel must not engage in prohibited conduct against students, College employees, or employees of the College's vendors or suppliers.

408.2.3 Complaint Procedure

408.2.3.1 Individuals who become aware of or think they have been subject to hate, discrimination, or harassment are strongly encouraged to contact the College's Harassing Conduct Officers (**listed on the Faculty Governance Roster posted on Faculty Committees Katie site**). These officers are appointed annually by the President of the College (see Section 202.3).

408.2.3.2 Individuals who become aware of or think they have been subject to hate, discrimination, or harassment may also wish to talk to a College Pastor. Because these staff members are professionals with special requirements regarding confidentiality, they are not required to report the incident to the College's Harassing Conduct Officers unless the individual decides to release the information.

408.2.3.3 After these discussions, if the individual decides to file a complaint with one of the Harassing Conduct Officers, a written summary will be completed by the complainant or the Officer in conjunction with the complainant. The summary will include the following information: Name, address, and phone number of the complainant; name of the accused; nature of the complaint; date(s) and location(s) of the alleged incident(s); evidence on which the complaint is based.

408.2.3.4 Once the written summary has been completed, the Officer will inform the faculty member's Department Head and the **Provost**. The **Provost** will assign the Officer or other appropriate individuals to begin an investigation of the complaint as soon as possible (see Section 408.2.6).

408.2.3.5 Even if a written complaint is not filed, the College may undertake an independent investigation as circumstances warrant and implement remedial measures (see Section 408.2.5.1).

408.2.4 Reporting Requirements of Supervisors or Department Heads

Supervisors or Department Heads who become aware of any incidents or alleged incidents of hate, discrimination, or harassment must immediately report them directly to the College official(s) identified above. Any Supervisor or Department Head who fails to report allegations of hate, discrimination, harassment, or other prohibited conduct or who otherwise fails to deal properly with such allegations may be subject to sanctions or discipline, up to and including dismissal.

408.2.5 Investigation and Response

408.2.5.1 The **Provost** will assign the Harassing Conduct Officer or other appropriate individuals to promptly investigate complaints of discrimination or harassment. The investigation will gather sufficient information from both the complainant and the accused in order to determine an appropriate response.

408.2.5.2 Upon conclusion of the investigation, the College will take prompt and appropriate action to resolve the complaint informally or through formal sanction proceedings as described in Section 409. Any faculty member found to have engaged in

hate, discrimination, harassment, or other prohibited conduct will be subject to appropriate discipline, from an oral or written warning up to and including discharge.

408.2.5.3 The College reserves the right to institute temporary measures to respond to reported incidents of harassment or discrimination pending the completion of any applicable complaint resolution process.

408.2.5.4 In cases of incidents of harassment determined to be serious by the **Provost** and President of the College, a timely, campus-wide release of information regarding the incident will be ensured by the Office of the President.

408.2.6 Files and Confidentiality

408.2.6.1 Files related to complaints of hate, discrimination, or harassment will be kept confidential to the extent possible, consistent with the need for a thorough investigation.

408.2.6.2 The Officer(s) shall record the following information in a confidential report for each complaint:

- a) names of the complainant, the accused, the Officer;
- b) written summary of the complaint;
- c) notes pertaining to the investigation;
- d) findings of the investigation;
- e) measures related to the resolution of the complaint.

408.2.6.3 If the conclusion of the Officer's confidential report is that a faculty member has not engaged in hate, discrimination, harassment, or other prohibited conduct, a copy of the report will be placed in a specially designated file in the **Office of the Provost**. This copy will be destroyed after seven years.

408.2.6.4 If the conclusion of the confidential report is that a faculty member has engaged in hate, discrimination, harassment, or other prohibited conduct, a copy of the report will be placed in a sealed envelope in the faculty member's personnel file.

408.2.7 Non-Retaliation

The College will not retaliate or take any form of reprisal against any victim of or witness to hate, discrimination, or harassment, and any such retaliation or reprisal by a faculty member is forbidden. Any faculty member who retaliates against another employee, student, or witness because of a complaint of hate, discrimination, or harassment, or because of participation in any investigation, may be subject to discipline, up to and including termination of employment.

408.2.8 Implementation

The College's intent in preparing, implementing, and distributing these policies is to maintain a campus environment free from hate acts, hate crimes, discrimination, and harassment. The College expects the cooperation of all employees in making this policy work in compliance with federal, state, and local laws. These policies are not intended to impose any contractual obligations on the College or any of its employees or representatives. Questions about these

policies should be directed to the College's Harassing Conduct Officers.

408.3 Policy Expectations Regarding Intracampus Relationships

The full policy is available on Luther College Policies website at <https://www.luther.edu/policies/>. A portion of the policy is included below:

Discouraged Relationships

There are inherent risks in any romantic or sexual relationship between individuals in unequal positions (such as faculty member and student or supervisor and employee). These relationships may, in reality, be less consensual than perceived by the individual whose position confers power or authority. Similarly, the relationship also may be viewed in different ways by each of the parties, particularly in retrospect. Circumstances may change, and conduct that was once welcome may, at some point in the relationship, become unwelcome. Even when both parties have initially consented to romantic or sexual involvement, the possibility of a later allegation of a relevant Policy violation still exists.

Luther College does not wish to interfere with private choices regarding personal relationships when these relationships do not interfere with the goals and policies of the College. However, for the personal protection of members of this community, relationships in which power differentials are inherent (e.g., faculty-student) are strongly discouraged. They may also violate standards of professionalism and/or professional ethics.

Consensual romantic or sexual relationships in which one party maintains a direct supervisory or otherwise evaluative role over the other party are inherently problematic and employees are required to consider seriously the exploitative possibilities within such relationships.

Prohibited Relationships

Romantic or sexual relationships between a student and an employee responsible for teaching, supervising, or otherwise evaluating that student are strictly prohibited.

Examples of such prohibited romantic or sexual relationships include, but are not limited to:

- Relationships between faculty members and students in their courses
- Relationships between faculty members and their advisees
- Relationships between study abroad program leaders and students in their programs
- Relationships between supervisors and their student employees
- Relationships between ensemble directors and students in their ensembles
- Relationships between coaches and students on their teams
- Relationships between student organization advisors and students in their organizations

Duty to Report

To protect the involved individuals and the College, persons involved in certain relationships must bring these relationships to the timely attention of Human Resources and/or the Title IX Coordinator. (See the full policy for the list of reportable relationships and further information.)

Disciplinary Procedures

Violations of this policy will be investigated and adjudicated according to the procedures outlined in the Faculty Handbook (see Section 409).

408.4 Responsible Computer Use Policy

All faculty members have access to Luther's information technology resources as part of their position at the College. As computer users, faculty members are expected to act responsibly. This requires that they respect the integrity of the computing systems and related resources, respect the rights of other users, and observe all applicable College policies, as well as all current federal, state, and local laws. Violation of this policy may result in the revocation of computing privileges and other sanctions, up to and including termination.

Conduct that would violate this responsible use policy includes, but is not limited to:

- a) Making copies of copyrighted programs stored on any college-owned system;
- b) Using electronic mail to harass others;
- c) Attempting to monitor or tamper with another user's electronic communications or computer files;
- d) Attempting to circumvent data protection schemes or uncover security loopholes;
- e) Knowingly performing an act that interferes with the normal operations of computers, peripherals, or networks; and
- f) Using college-computing resources for matters unrelated to your employment, such as commercial activities or for personal financial gain.

Reasonable personal use of college-computing resources does not violate this policy.

408.4.1 Computer Files, Passwords, and Accounts

It is a violation of this policy for a faculty member to give anyone his or her password or to allow anyone else access to his or her College computing account. Similarly, using a computer account or obtaining a password for a computer account that the faculty member is not authorized to use is strictly prohibited.

408.4.2 Privacy and College Access

Computer files, accounts, and communications are maintained by the College and are not unconditionally private. The College employs backup, storage, and recovery systems throughout its digital infrastructure. College system administrators may access computer files as required to protect the integrity and functioning of the computer system or to investigate a violation of law or College policy. Finally, computer files and accounts may be subject to search under court order.

408.5 Confidential Information Policy

Many faculty members have access to information about College students, prospective students, employees, and alumni. Most of this information is confidential and must not be disclosed or used

for any purpose other than the proper discharge of an individual's duties at the College. Inappropriate disclosure of confidential information may be subject to sanction, up to and including dismissal, as well as legal action. Questions about whether disclosure of certain information is appropriate should be referred to the faculty member's Department Head. Refer to the Luther College Statement of Responsibility for the Security and Confidentiality of Data and Data Networks in the Office of Human Resources or online at <https://www.luther.edu/hr/faculty-staff/staff-handbook/statement/>.

408.6 Anti-Violence Policy

408.6.1 Any acts or threats of violence against employees, students, or visitors on College property are strictly prohibited. Specifically:

408.6.1.1 No form of weapon is permitted on College property or at College-sponsored events. Examples of weapons include switchblades, guns or other firearms, explosives, and toxic substances. Employees who bring such weapons or substances on College property or to College-sponsored events, or who state or imply that they have such weapons or substances, will be subject to appropriate disciplinary action, up to and including termination of employment.

408.6.1.2 Threatening or intimidating behavior or assaults against any person on the campus or at College-sponsored events are strictly prohibited. This includes verbal or nonverbal threats to another employee or person, or an expression of intention to inflict injury or damage to another employee or person. This also includes such disorderly conduct as fighting or using abusive or threatening language toward another. Employees engaging in such behavior will be subject to appropriate disciplinary action, up to and including termination of employment.

408.6.1.3 Defacing or damaging property of the College, its employees, or students is strictly prohibited. Employees engaging in such actions will be subject to appropriate disciplinary action, up to and including termination of employment.

408.6.2 Employees are encouraged to report immediately any threatening behavior or the presence of weapons or other prohibited substances on College property or at College-sponsored events to their Supervisor or Department Head and to the Director of Security and Information Services. Reprisals against an employee who reports or experiences any form of workplace violence will not be tolerated.

408.6.3 If the situation warrants, employees should not hesitate to alert local authorities by calling 911.

408.7 Drug and Alcohol Policy

Luther College highly values its students and employees and is therefore committed to maintaining a safe and healthful workplace and learning environment free from drug and alcohol abuse. Being under the influence of drugs or alcohol on the job may pose serious safety and health risks to the user and all those who work with the user. The use, possession, sale, transfer, manufacture, distribution, and dispensation of alcohol or illegal drugs also poses unacceptable risks to the

maintenance of a safe and healthy workplace.

408.7.1 The following conduct is prohibited:

408.7.1.1 Employees may not consume, possess, sell, manufacture, or transfer alcohol on College property, or while operating College equipment, machinery, or vehicles. The College may make exceptions to this rule for certain business, social, or religious functions sponsored or approved by the College.

408.7.1.2 Employees may not work on campus or at College-related events while impaired by the consumption of alcohol.

408.7.1.3 Employees may not use or possess illegal drugs while working, while on College property, or while operating College equipment, machinery, or vehicles.

408.7.1.4 Employees may not work or report to work under the influence of illegal drugs or with detectable levels of illegal drugs or the metabolites of illegal drugs in their systems.

408.7.1.5 Employees may not manufacture, distribute, dispense, transfer, or sell illegal drugs.

408.7.2 Employees who violate any of these rules will be subject to discipline, up to and including immediate discharge.

408.7.3 Any employee who has reason to believe that the use of legal drugs, such as a prescribed medication, may pose a safety risk to any person or interfere with the employee's performance of his or her job must report such legal drug use to his or her Supervisor or Department Head. The College shall then determine whether any work restriction or limitation is indicated.

408.7.4 The College encourages employees with substance abuse problems to seek help for their problems before performance problems or other violations of this policy result in disciplinary action or termination of employment. The College will support employees who voluntarily come forward to obtain assistance with substance abuse problems before those problems result in performance problems. If an employee has a substance abuse problem that requires professional treatment, the College's benefit plans and/or insurance policies may cover some or all of the costs of such treatment.

408.7.5 See Section 605.5 for the College's statement of compliance with the "Federal Drug Free Workplace Act."

409.0 RESPONSES TO UNPROFESSIONAL CONDUCT

The mission of Luther College depends on the mutual cooperation and professional behavior of its employees. The faculty member's concern for others is consistent with the Christian liberal arts tradition and forms the basis of the goodwill that assures the effective operation of Luther College.

Like all College personnel, faculty members are expected to comply with College policies, to uphold professional standards, and to perform satisfactorily their job responsibilities. Failure to do so may result in the imposition of sanctions, up to and including termination of employment. Sanctions may include censure, probation, temporary or indefinite reduction in pay, suspension from duty without pay

for a specified period, reassignment of duties, mandatory counseling, monitoring of behavior or performance, or dismissal from the College. The College may also issue oral or written warnings in cases where more serious sanctions are not warranted, but where it is appropriate to put the faculty member on notice of the need for changed or improved conduct in the future.

Nothing contained in this policy shall be construed to limit the academic freedom of faculty members.

409.1 Examples of Unprofessional Conduct

Unprofessional conduct that could result in the imposition of sanctions includes:

- a) Violations of the College policies enumerated in Section 408 above.
- b) Failure or refusal to perform satisfactorily academic or other duties in connection with the faculty member's position at the College
- c) Theft or misappropriation of College funds, supplies, or equipment.
- d) Appropriation of another person's work without appropriate credit
- e) Deliberate or serious violation of the rights or freedoms of other faculty members, employees, or students.
- f) Failure to follow the professional ethics of the faculty member's discipline
- g) Falsification of credentials or experience
- h) Giving false testimony in a College-related investigation of professional misconduct

409.2 Policy on Appropriate Disciplinary Measures

The College's response to faculty performance issues or faculty misconduct will be determined by the College in light of the facts and circumstances of each case, with sanctions, if any, to be imposed according to applicable procedures (see Section 409.5). Each situation will be considered in light of a variety of factors, including but not limited to:

- a) The seriousness of the situation;
- b) The faculty member's past conduct and length of service; and
- c) The nature of the faculty member's previous performance or incidents involving the faculty member.

409.3 Suspension or Reassignment of the Faculty Member

Temporary suspension or reassignment of the faculty member by the **Provost** during either an informal resolution process or formal sanction proceedings is justified only if immediate harm to the faculty member or others is posed by the faculty member's continuance. In all but extraordinary circumstances, any such temporary suspension or reassignment will be with full salary and benefits.

409.4 Informal Resolution Process

In many cases, concerns regarding faculty conduct or performance can be resolved informally. Except in cases of serious misconduct, the College will ordinarily attempt to achieve an informal resolution before invoking formal sanction procedures.

409.4.1 Initial Report

In cases of conduct alleged to be in violation of the College's **Policies regarding Hate Acts, Hate Crimes, Discrimination, and Harassment** (see Section 408.2), individuals should report their concern to the College's Harassing Conduct Officers (**listed on the Faculty Governance Roster posted on Faculty Committees Katie site**).

In all other cases, when an individual becomes aware that a faculty member may have engaged in misconduct or other unprofessional behavior, the individual should first communicate that concern to the faculty member's Department Head. If reporting to either would be uncomfortable or inappropriate, the issues should be discussed with the **Provost**.

409.4.2 Initial Response

After receiving the report, the Department Head or other appropriate administrative officer will notify the faculty member in writing and in confidence of the concerns that have been raised concerning his or her performance or conduct. The Department Head or other appropriate administrative officer will then gather sufficient information in order to ascertain the gravity of the situation and to determine an appropriate response.

After sufficient information has been gathered, the matter may be resolved at this initial stage. This resolution may result in exoneration of the faculty member or it may include an oral or written warning to the faculty member to improve his or her performance or conduct in the future.

409.4.3 Additional Avenues for Informal Resolution

If the matter cannot be resolved at this stage, the concern must be brought by the Department Head or administrative officer to the attention of the President or **Provost**. The President or **Provost** will bring to the attention of the faculty member the seriousness of the concern in a personal conference, and the faculty member will be given an opportunity to respond. Where appropriate, the President or **Provost** may involve other individuals in an attempt to achieve an informal resolution. With the faculty member's agreement, the informal resolution may result in exoneration of the faculty member or remedial measures such as a reassignment of duties, adjustment of compensation, suspension, or dismissal.

409.5 Formal Sanction Procedures

If no informal resolution can be reached, sanctions may be imposed only after following the procedures outlined below.

409.5.1 Eligible Grievants

The grievance procedure applies to all faculty members of Luther College, including full-time or part-time.

409.5.2 Subject Matter

A faculty grievance is an allegation of incompetence (see Section 410.1 and 410.1.4) or unprofessional conduct (see Section 409.1) made by another faculty member or administration employee. This procedure does not cover complaints related to appointments; promotions; tenure decisions; salary; allegations of discrimination on the basis of race, color, **ethnicity**, national origin, age, **sex**, sexual orientation, gender, **gender identity or expression**, **genetic information**, **veteran status**, religion, disability, **or creed**; or sexual harassment. The chair of the Faculty Interests Committee will determine whether or not the grievance should be resolved by means of this procedure.

409.5.3 Pre-Grievance Efforts

Any individual who asserts a grievance is expected to make timely and good-faith efforts to resolve the grievance through consultation before resorting to the faculty grievance procedure. Among the steps deemed appropriate are: discussing the grievance with the Department Head; discussing the grievance with the **Provost**, or the President.

409.5.4 Grievance Procedure

A faculty member or administrative staff member who concludes that he or she has a grievance against a faculty member and has failed, despite timely and good-faith efforts, to resolve that grievance, may invoke the faculty grievance procedure. The grievant may choose to file either an informal or formal grievance, in accordance with the procedures set out below. The grievant (see Section 409.4) will ordinarily attempt to achieve an informal resolution before invoking formal sanction proceedings. A grievance filed by a member of the Luther College faculty or administrative staff member against any faculty member(s) sets in motion a process that will occur in an academic, rather than judicial, setting.

These procedures shall be followed by all participants in the grievance procedure. Any party to a grievance (i.e., the grievant and those person or persons named in the grievance) may have an advisor drawn from the college community to assist in the procedures set out under this policy. The advisor's role can include helping the party prepare his or her case, advising on the procedural aspects of the matter, and being a nonparticipating supporter at any hearing which may occur. Parties to a grievance are expected to speak for themselves, to present their own cases, and to ask and answer questions.

While it is the legal right of anyone involved in the process to consult an attorney independently and/or to have an attorney assist in preparations for the process, the academic and non-judicial setting of this process dictates that attorneys may not be present at any meeting or hearing which may occur. Because attorneys for the College will, or may, advise the President, the **Provost**, the Faculty Interests Committee, and any Grievance Panel, these attorneys may not be available to advise either the grievant or the person or persons named in the grievance.

409.5.5 The Faculty Interests Committee

The Faculty Interests Committee shall handle formal grievances based on allegations of unprofessional conduct and incompetence. The Committee is not authorized to handle complaints related to appointments; promotions; tenure decisions; salary; allegations of discrimination on the basis of race, color, **ethnicity**, national origin, age, **sex**, sexual orientation, gender, **gender identity or expression**, **genetic information**, **veteran status**, religion, disability, **or creed**; or sexual harassment. The Faculty Interests Committee shall be defined by Section 308.1.5.

409.5.6 Postponement for Pending Civil or Criminal Proceedings

Sanction proceedings are not meant to be a substitute for civil or criminal court action, nor are they to be precluded in the event of civil or criminal charges. If criminal charges or a civil case is pending, the respondent may request the Faculty Interests Committee to delay proceedings until a court decision is reached. Final decisions concerning the postponement of sanction proceedings are made by the Faculty Interests Committee, in consultation with the President.

409.5.7 Informal Procedure

Members of the faculty or administration may lodge an informal grievance against a faculty member by filing a statement of the specific grievance with the chair of the Faculty Interests Committee who will then designate a subcommittee of no more than three tenured members of the Faculty Interests Committee (the “subcommittee”). The grievant shall also send a copy of the statement to the person(s) against whom the grievance is lodged. The most senior member in service to the College of the subcommittee shall set a date for a meeting between the grievant and the person(s) against whom the grievance has been lodged to discuss the grievance with the subcommittee.

At the meeting, both the grievant and person(s) against whom the grievance has been lodged will discuss the grievance with the subcommittee. The scope and content of this procedure shall be determined by the subcommittee with the mutual consent of the grievant and the person(s) against whom the grievance has been lodged. At the conclusion of the meeting, the subcommittee shall write a letter to those concerned in which the subcommittee states its view as to the merits of the grievance and makes whatever recommendation it feels is appropriate.

If all parties accept the terms, the resolution is successful and the case is settled. If the recommendation is not accepted, the grievant may proceed to the formal grievance procedure at the conclusion of the informal procedure.

409.5.8 Formal Procedure

A grievant may begin the formal grievance process by filing a grievance petition with the chair of the Faculty Interests Committee and the President of the College. The grievant will simultaneously send by U.S. mail a copy of the petition to each person against whom the grievance is being lodged. The chair of the Faculty Interests Committee shall confirm with each person against whom a grievance has been lodged that the person received a copy of the

petition. The chair shall also specify the date by which each such person must respond to the petition.

The grievance petition must include:

- a) A statement of the particulars of the grievance, including a specification of the basis for the grievance and allegations with respect to the act or acts constituting the grievance and the person or persons responsible for those acts;
- b) A description of how the incompetence or unprofessional conduct damaged or harmed the grievant or the College; and
- c) Relevant information and documents available to the grievant which support the grievance: e.g., copies of letters or memoranda, witness statements, and other relevant material.

409.5.9 Grievance Panel

When a formal grievance is filed, the Faculty Interests Committee shall meet promptly to choose by lot three tenured members to constitute a Grievance Panel to consider the grievance. The faculty member sitting on a Grievance Panel who is most senior in service to the College shall be the chair of the Grievance Panel.

A member of the Faculty Interests Committee shall abstain from sitting on a Grievance Panel in case of conflict of interest. The names of the three members chosen by lot shall be made available by the Committee to the grievant and the person(s) against whom the grievance was lodged within twenty-four hours of selection. Within twenty-four hours of such notification, the grievant or the person(s) against whom the grievance was lodged may submit to the chair of the Faculty Interests Committee a statement asserting that a Grievance Panel member has a possible conflict of interest. Such statement shall describe the alleged conflict. The chair of the Faculty Interests Committee shall determine whether the alleged conflict disqualifies a Grievance Panel member. In the case where sufficient members of the Faculty Interests Committee are deemed ineligible due to a conflict, the Faculty Interests Committee shall name sufficient ad hoc members to a Grievance Panel. The grievant and the person(s) against whom the grievance has been lodged are not entitled to challenge the Faculty Interests Committee's selection unless a clear conflict exists.

409.6 Response to the Grievance Petition

The date for response shall be no more than thirty days after the date of mailing of the initial grievance petition, unless the chair determines that extenuating circumstances warrant a longer period of up to an additional thirty days. Any written response shall be filed with the chair of the Grievance Panel (which will have been constituted by this time) and a copy shall simultaneously be sent by U.S. mail to the grievant. Any written response shall also be simultaneously sent by U.S. mail or campus mail or delivered in person to each member of the Grievance Panel.

The response should include:

- a) An answer to all the charges in the grievance petition; and
- b) Any relevant information and documents available to those against whom the grievance has been lodged which supports the defense claimed. Like the grievance petition, the response should include copies of letters or memoranda, witness statements, and other relevant material which support the position of those against whom the grievance has been lodged.

409.6.1 The Grievant's Reply

Within no more than seven days after the date any response has been timely mailed, the grievant may file a reply. The reply shall acknowledge receipt of the response and shall either note that the grievant intends to proceed with the petition as filed or will note that one or more of the original charges is being dropped. No additional charges may be lodged.

409.6.2 Pre-Hearing

- a) If the Grievance Panel determines either that the grievant has failed to make good-faith effort to resolve the grievance before invoking the grievance procedure or that the grievant has failed to establish a prima facie case of a grievance, it shall so notify the grievant. The grievant shall have an opportunity to respond within a reasonable time specified by the Grievance Panel; but if the Grievance Panel remains convinced either that good-faith efforts were lacking or that a prima facie case was not established, it shall so notify the grievant in writing and terminate the grievance procedure. The Grievance Panel will also report its determination, with or without recommendations, to the President.

The grievant may appeal the Grievance Panel's determination to the President. The President may sustain the Grievance Panel's determination or request that the Grievance Panel conduct a formal hearing.

- b) If the Grievance Panel determines that the grievant has made good-faith efforts toward resolving the grievance and that a prima facie case for the grievance has been established, it shall proceed to a hearing.

409.6.3 The Hearing

Within ten days after expiration of the time period for the response(s) to the grievance petition, the chair of the Grievance Panel shall set a date for the hearing. All parties shall be consulted as to a convenient hearing date, but the decision as to the date shall rest ultimately with the chair of the Grievance Panel. The date selected must occur within thirty days after expiration of the time period for response(s) to the grievance petition unless the Grievance Panel, by a majority vote, agrees to a later date.

In the hearing, the Grievance Panel shall proceed by considering the grievant's allegations with respect to the grievance and determine whether all the evidence, considered together, substantially establishes the grievance. The purpose of the hearing shall be for the members of the Grievance Panel to ask whatever questions may be necessary to clarify the arguments contained in the grievance petition, the response to the grievance petition, and the grievant's reply.

The following provisions apply to the Hearing:

- a) Prior to or during the hearing, members of the Grievance Panel may examine other relevant, non-confidential College documents (see Section 409.6.9) and interview whomever they deem necessary. In such cases, the grievant and those against whom the grievance has been lodged will be notified by the Grievance Panel in writing which documents and which individuals the Grievance Panel will examine.
- b) The Grievance Panel need not adhere to judicial rules of evidence and may consider any germane evidence of probative value with respect to the matter involved.
- c) The burden of proof shall rest with the faculty member or administrative staff member asserting the grievance, but the Grievance Panel shall not be foreclosed from seeking additional evidence, relating to the grievance, on its own initiative
- d) The chair of the Grievance Panel shall serve as the chair of the hearing and all rulings of the chair shall be binding. Those who may be present during the hearing and who may participate shall be members of the Grievance Panel, the grievant, those against whom the grievance was lodged, and non-attorney advisors to the parties. No other individuals may attend the hearing except as noted in (f) below.
- e) The grievant and those against whom the grievance has been lodged shall be allowed to make opening and closing statements if they desire. The grievant and the person or persons against whom the grievance is being lodged shall be permitted to ask questions of each other or any witnesses. In addition, either party may call relevant witnesses in order to provide testimony in support or defense of the charge. No party shall be put under oath and no verbatim transcript shall be kept.
- f) The Grievance Panel shall conduct the proceedings in a fair and orderly manner. The Grievance Panel may secure the presentation of evidence and attendance of witnesses concerning facts in dispute and may request the assistance of the College administration in obtaining the attendance of witnesses. The Grievance Panel may, at any time it deems appropriate, deliberate in private.
- g) With respect to the unprofessional conduct charges against the faculty member, the burden of proof, by clear and convincing evidence, rests with the grievant. Evidence is clear and convincing if there is no serious doubt or substantial uncertainty about the conclusion to be drawn from it.
- h) The deliberation of the Grievance Panel and testimony before the Grievance Panel shall be confidential. Obligations to respect the confidentiality of the testimony, the proceedings, and the recommendations and reports of the Grievance Panel extend to all members of the College community and to all persons involved in the proceeding. Violations of confidentiality by any party may be considered with prejudice by the Grievance Panel. See Section 409.6.9.

i) At any point in its proceedings, the Grievance Panel, on its own initiative or in response to one or more parties, may recommend further efforts at conciliation or mediation and may suspend its proceedings during this period.

409.6.4 The Report

The Grievance Panel shall prepare a written report to the President and the Faculty Interests Committee with its findings on each charge and such recommendations, including sanctions that are within the power of the President, as it deems appropriate. A copy of this report, modified as necessary to protect confidentiality or to reflect the varying ways in which parties may have been involved in the case, shall be sent to the grievant and those against whom the grievance has been lodged.

A copy of all documents submitted to the Grievance Panel shall be appended to the report to the President, including the grievance petition, the response to the grievance petition, and the grievant's reply.

The Grievance Panel shall reach its decision in a timely manner, usually within three weeks of the end of the hearing.

409.6.5 Faculty Interests Committee's Review

Upon receipt of the Grievance Panel's report, the Faculty Interests Committee will by majority vote issue its support or protest against the Panel's report. A summary of the position of the Faculty Interests Committee shall be forwarded on to the President for consideration within seven days of receipt of the Panel's report. If the Faculty Interests Committee by majority vote supports the findings but disagrees on the sanction, the Committee shall similarly provide the President with its reasoning.

409.6.6 Changes to the Faculty Interests Committee Membership during Formal Proceedings

If the membership of the Faculty Interests Committee changes, due to regular college governance procedures, after hearing procedures have been initiated, the members of the Committee, for the purposes and duties of the formal proceedings case, will remain on the Committee, serving only in this capacity, until formal proceedings are complete through Section 409.6.3.e above. Incoming Faculty Interests Committee members will not participate in the formal proceedings unless they become members of the Committee prior to the initiation of hearing procedures.

409.6.7 Decision by the President of the College

If the President disagrees with the decision of the Grievance Panel, the President shall submit his or her reasons to the Committee, to the grievant, and to the person(s) to whom the grievance is lodged. The President's decision will be considered final unless the sanction is termination and that faculty member wishes to appear before the Board of Regents or a Committee of the Board. If the faculty member wishes to appear before the Board of Regents or a Committee of the Board, that faculty member must so notify the President within two weeks of receiving the final decision by the President.

409.6.8 Resolution

Within ten days of the Grievance Panel's decision, parties to the grievance may submit a written statement to the President with respect to the Grievance Panel report.

The President shall decide what further steps to take, either to address the grievance or to act upon advice given by the Grievance Panel, and shall inform the Grievance Panel and the parties of the decision and give reasons for it.

409.6.9 Confidentiality

Almost every grievance, whether addressed informally or formally, presents a tension between a grievant's right to know and the institution's need to protect the confidentiality of certain information and deliberations. Questions of access should be resolved by attending to the conflicting interests in specific cases. As a general rule, however, a grievant has no right to the confidential communications of colleagues whether as individuals or as members of a department or a College committee. On the other hand, if the Grievance Panel is to make an informed decision and recommendation in a disputed matter, it must have access to all pertinent information including, for example, a department's minutes or records in connection with a disputed matter.

410.0 TERMINATION PROCEDURES

The termination of a faculty member's employment for cause is one sanction that may be imposed as a result of disciplinary proceedings described in Section 409. A termination for cause may also result from circumstances unrelated to the faculty member's conduct, such as financial exigency. In either case, the following additional specific standards and procedures are applicable.

410.1 Adequate Cause Defined

Termination of a tenured appointment, dismissal of a faculty member during a limited appointment, or the non-renewal of a probationary appointment with less advance notice than that specified in Section 403.4.1 of the Faculty Handbook may be effected only for adequate cause. Adequate cause means:

- (1) Demonstrably bona fide financial exigency as declared by the Board of Regents;
- (2) Discontinuance or reduction of a department or program of instruction for reasons other than financial exigency;
- (3) Demonstrable medical disability that prevents the faculty member, with or without reasonable accommodation, from performing the essential functions of the position, or
- (4) Moral turpitude, gross negligence or incompetence.

410.1.1 Financial Exigency

410.1.1.1 If the Board of Regents declares a state of financial exigency, the following steps shall be taken before any adjustments in faculty are made:

- a) The President and the **Provost**, following the Board's declaration of financial exigency, shall present data relevant to the exigency at a meeting of the faculty. The faculty may request that the Board make available a report of the results of an outside consultant who has examined the claim of exigency.
- b) The President and the **Provost** shall bring to the campus outside colleagues to assist the College in planning necessary changes in the program of the College.
- c) Adjustments required in each department shall be prepared by the President and **Provost** and reviewed both by the Department Heads and by the Appointment, Tenure and Promotion Committee.
- d) Following these reviews, the President and **Provost** shall prepare a general plan to adjust the staff, indicating the number of needed changes in the different areas of the College. Final approval of this plan must be made by the Board of Regents.

410.1.1.2 In cases of termination due to financial exigency, the faculty member involved will be given notice according to the schedule for non-reappointment as outlined in Section 403.4.1. Where notice is not given according to this schedule, severance salary shall be paid to the completion of the current contract year; in addition, those in their second year shall receive six months' extra salary, and those in their third or later years shall receive twelve months' extra salary.

410.1.1.3 In every case of financial exigency, the released faculty member's place shall not be filled by a replacement within a period of two years unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

410.1.2 Discontinuance or Reduction of a Department or Program

410.1.2.1 Discontinuance or reduction of a department, major, minor or program of instruction for reasons other than financial exigency requires a majority of the votes cast by eligible faculty present at a regularly scheduled meeting. Such action shall occur only after a recommendation by the Curriculum Committee to the faculty. The Board of Regents must also give its approval.

410.1.2.2 In the event of the discontinuance or reduction of a department or program of instruction, the termination of a tenured appointment within that department or program shall, whenever it is practicable, be made unnecessary by arranging for a horizontal shift of responsibility (from one academic department to another or from an academic department to an administrative office). **The Provost shall meet with the chair of Faculty Interests Committee, the chair of the Appointments, Tenure, and Promotion Committee, and the faculty member in question to determine practicability of such a shift. The faculty member, at their discretion, may be accompanied by a faculty colleague for support**

and advice. The following will be considered in the determination of the practicability of a horizontal shift:

- **The availability of vacant positions in other academic or administrative departments.**
- **The faculty member's background and experience as it relates to vacant positions in other academic or administrative departments.**
- **The financial feasibility of a horizontal shift.**

If a faculty member moves to a different teaching position, they retain their tenure, rank and salary level. If a faculty member moves to an administrative position, retention of tenure, rank and salary level are negotiable depending on the shift.

In keeping with the sense of mutual concern and shared responsibility that underlie the College's tenure system, faculty **members and administrators** are urged to **enter into the discussion of horizontal shifts in the spirit of cooperation.**

410.1.2.3 In cases of termination due to discontinuance or reduction of a department or program, the faculty member involved will be given notice according to the schedule for non-reappointment outlined in Section 403.4.1. Where notice is not given according to this schedule, severance salary shall be paid to the completion of the current contract year; in addition, those in their second year shall receive six months' extra salary, and those in their third or later years shall receive twelve months' extra salary.

410.1.2.4 In every case of discontinuance or reduction of a department or program of instruction, the released faculty member's place shall not be filled by a replacement within a period of two years unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

410.1.3 Demonstrable Physical or Mental Disability

Termination for demonstrable physical or mental disability of a tenured appointment, or of a non-tenured appointment before the end of the specified term, shall be based upon clear and convincing medical evidence that the faculty member is medically unable, with or without reasonable accommodation, to perform the essential functions of the position. The decision to terminate shall be made by the Board of Regents only after there has been appropriate consultation and the faculty member or the faculty member's representative has been informed of the basis for the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence.

410.1.4 Moral Turpitude, Gross Negligence, or Incompetence

410.1.4.1 Moral turpitude, gross negligence, or incompetence includes such conduct as:

- a) Repeated or serious violations of the College policies enumerated in Section 408 above
- b) Repeated failure or refusal to perform satisfactorily academic or other duties in connection with the faculty member's position at the College despite oral and written

warnings

c) Theft or misappropriation of College funds, supplies, or equipment

d) Appropriation of another person's work without appropriate credit

e) Deliberate or serious violation of the rights or freedoms of other faculty members, employees, or students despite oral and written warnings.

f) Significant failure to follow the professional ethics of the faculty member's discipline

g) Falsification of credentials or experience

h) Conviction of a crime related to the faculty member's fitness to practice his or her profession

410.1.4.2 Additional Procedures Applicable in Terminations for Moral Turpitude, Gross Negligence or Incompetence

The "Formal Sanction Procedures" outlined in Section 409.5 apply to cases in which the College seeks to terminate a faculty member's employment based on moral turpitude, gross negligence, or incompetence. The following additional procedures also apply.

a) Both the faculty member and the administration have a right to appear and present evidence to the Faculty Interests Committee. The President and other members of the administration or faculty concerned may be present. Both the administration and the faculty member may bring counsel to the hearing. A full stenographic record of the hearing, if one is held, will be taken and made available to the parties concerned. If the faculty member's competence is in question, the testimony will include that of qualified faculty members from this or other institutions of higher education. After the hearing, the Faculty Interests Committee will submit its recommendation in writing to the President.

b) If the President decides to recommend dismissal, the faculty member has the right to appear before the Board of Regents or a committee of the Board, at which time he or she may present in full his or her side of the case. The President and other members of the administration or faculty concerned may be present. Either party may bring counsel to these proceedings. The Board of Regents will conduct the hearings and, in consultation with the President, will make the final decision.

c) Where moral turpitude, gross negligence or incompetence has been proven, the faculty member will be subject to immediate termination but will not forfeit any portion of his or her salary earned as of the effective date of the termination.

411.0 FACULTY HANDBOOK INTERPRETATION

The personnel plans of the College are subject to change from time to time.

The faculty of the College are bound by the policies of the current Handbook, or as they may be thereafter amended.

In the event of any apparent conflict, inconsistency, or incongruity between any provisions of the personnel policies, the following rules of interpretation will be used:

1. Any interpretation of two or more provisions that does not create an actual conflict, inconsistency or incongruity, shall govern and control
2. Where any conflict, incongruity or inconsistency appears between a provision and any later amendment, the provision of the amendment shall govern and control.
3. The existing rules, regulations and customs of the College shall govern and control.

500.0
TEACHING AND SCHOLARSHIP

PREAMBLE

500.1 The primary goal of the college is to provide an excellent undergraduate education to its students. As stated in 404.1, the college therefore gives primary emphasis to teaching in reviewing faculty performance. The standards for this review are set forth in 404.1.1. Whether in the classroom, in advising, or in evaluating student work, faculty are expected to demonstrate academic integrity, to respect students and colleagues, to be open to differing opinions and free expression, and to promote and maintain the highest possible level of intellectual honesty.

501.0 ABSENCE OF INSTRUCTOR FROM CLASS

Classes will meet at all times listed for them in the current Class Schedule; if changes are necessary, the Registrar should be consulted. Whenever it becomes necessary to be absent from class, the instructor should inform the department head so that suitable arrangements can be made. The **Office of the Provost** should always be informed of these arrangements by the department head if the absence is longer than one week. For information regarding final examinations, see 508.0.

502.0 GRIEVANCE PROCEDURES RELATED TO EVALUATION OF STUDENT WORK

Students have a right to expect that their professors are competent to render fair evaluations of student academic work, and that such evaluations will be free of prejudice and caprice. When students have cause to believe that these rights have been violated they may avail themselves of the following procedures:

502.1 Lack of information-- Instructors are expected to make their grading practices, attendance policy and assignments clear to students. Where these matters are not sufficiently understood, students have responsibility to request clarification. If a student feels that his or her grade in a course is inconsistent with explicit standards then he or she should first make an effort to resolve the matter by registering a complaint with the instructor. In the event that this fails to produce a resolution the student may submit a formal petition to the head of the department in question, unless the head is the person in question, then it should go directly to the **Provost**. This petition should express the grievance and give just cause for the department to intervene. Should the department support the actions of the instructor then the matter is closed with no further institutional recourse to the student. A department may wish to refer the issue to the **Provost** for final resolution.

502.2 Competence-- Students should be advised that to challenge the professional integrity of an instructor is a grave matter. Should a student feel that his or her academic evaluation has been unfairly rendered as a result of professional incompetence then he or she may formally request a departmental review of the evaluation. If the department endorses the original evaluation then the matter is closed with no further institutional recourse. Alternatively, a department may wish to refer the issue to the **Provost** for further action.

502.3 Prejudice-- Instructors are expected to render academic evaluations that are free of any considerations extraneous to those of an academic nature. Should a student feel that an evaluation is prejudicial he or she should first talk with the instructor. If this does not resolve the issue, the student may formally request a departmental review of the evaluation by going to the head of the department in question. If the head of the department is the person in question, the request should go to the **Provost**. If the department endorses the original evaluation then the matter is closed with no further institutional recourse. Alternatively, a department may wish to refer the issue to the **Provost** for further action.

503.0 ASSESSMENT OF STUDENT LEARNING

503.1 Purpose and Philosophy of Assessment at Luther College (adopted May 24, 1994)

The Luther College assessment program will be designed and used to (1) document student learning relative to carefully defined goals; (2) provide information on the impact of the overall Luther College experience; and (3) improve College programs. Because Luther is a residential college where all elements of the campus work together for the common well-being of students and because its goals for student learning are impacted by other aspects of the College's life, Luther's assessment program will involve many groups. While primary responsibility is given to the faculty to assess student learning, it is understood that staff members working in student **engagement**, alumni and development, and other offices have much to contribute and gain by participating in this effort with faculty.

503.2 Goals for Student Learning at Luther College (adopted February 20, 2007)

Graduates of Luther College should be individuals with disciplined and inquisitive minds, equipped to understand and confront a changing society, and committed to using their talents to serve the common good.

As a liberal arts college of the church, Luther College seeks to ensure that all students will grow in knowledge and abilities and mature in values during their undergraduate years and be motivated to continue this growth throughout their lives. The College expects students to pursue these goals in both independent and collaborative settings. It provides an environment in which students are active participants in shaping their intellectual and personal development.

I. Knowledge

Breadth of knowledge.

Students who demonstrate breadth of knowledge are able to:

- Understand the significance of major intellectual, artistic, and social landmarks of human history.
- Recognize and understand the diversity of people and societies, both historic and cross-culturally.
- Use methodologies from different disciplines with competence and creativity.

-Explore where disciplines intersect, including tensions, differing perspectives, and possibilities for dialogue.

Depth of knowledge in the major.

Students who demonstrate depth of knowledge are able to:

- Exhibit proficiency in a core area of knowledge.
- Acquire and develop relevant skills.
- Use appropriate methods to acquire, evaluate and apply knowledge.
- Identify, analyze, assess, and respond to ethical issues arising within fields of inquiry.

II. Abilities

Inquiry.

Students who demonstrate the ability to engage in inquiry are able to:

- Identify, gather, and use relevant information in an ethical and legal manner.
 - Analyze sources critically and synthesize information.
 - Devise appropriate methods to investigate a problem or issue and provide creative solutions.
 - Use appropriate technologies to investigate a problem, analyze information, and communicate results.
- Identify the limitations of findings and develop questions for further inquiry.

Reasoning.

Students who demonstrate the ability to reason are able to:

- Critique and construct arguments while making rationale judgments about their accuracy and usefulness.
- Construct, interpret, and evaluate mathematical models, including various modes of data and information presentation.
- Solve problems by identifying and applying appropriate strategies.

Communication.

Students who demonstrate the ability to communicate are able to:

- Write with fluency, clarity, and coherence.
- Read, comprehend, and appreciate various types of literature.
- Speak confidently and coherently in both formal and informal settings.
- Listen with objectivity and empathy.
- Work productively in a collaborative environment.

III. Values

Students who demonstrate growth in the following values are able to:

- Engage critically in the ongoing dialogue between faith and learning.
 - Better understand Christianity and other religious traditions.
- Respond individually and collectively to ethical challenges confronting the world, especially issues related to justice, peace, and the environment.

- Develop a sense of vocation, connecting life's work with service.
- Cultivate healthy lifestyles, aesthetic sensitivity, and intellectual curiosity.

503.3 Responsibility for Assessing All-College Goals (revised under new governance structure, approved by the faculty May, 1997)

503.3.1 Continuing responsibility for assessment of all-college goals (as distinct from department goals) will be lodged in the Learning and Assessment Board of the faculty.

503.3.2 The **Learning and Assessment Board** works with the **Provost** on the following responsibilities in the area of assessment:

- a. Identifying the methods to be introduced and/or continued for the purpose of assessing progress toward meeting all-college goals for student learning (as specified in Section 503.2).
- b. Arranging for implementation of these methods, including organizing the faculty, administrative, and student resources needed to carry them out.
- c. Gathering and evaluating the information yielded by assessment methods and using the evaluation (i) to make recommendations to the faculty and administration for improving student learning and/or revising the goals for it, and (ii) to stimulate on-going discussion in the entire community of the assessment process and its findings, along with implications of those findings for college programs.
- d. Working with the **Office of the Provost** on the assessment portion of reports required by the Higher Learning Commission of the North Central Association (NCA).
- e. Reviewing assessment goals, methods, policies, and procedures, and making recommendations for appropriate changes.
- f. Report on assessment of student learning with respect to all-college goals no less than annually to the Curriculum Committee.

503.4 Responsibility for Assessment within the Major (adopted May 24, 1994)

503.4.1 Academic department heads are responsible for coordinating departmental assessment of student academic outcomes for their majors and for submitting an annual report to the **Office of the Provost** (see Faculty Handbook 203.2.5.1.1 and 203.2.5.1.2).

503.4.2 The following procedures will be used by departments to assess student learning within the major:

- a. In order to assess the quality of its major(s) (i.e. the adequacy of curricular offerings and requirements and the cumulative learning of students who complete the requirements),

each academic department will develop an assessment plan that fits its needs and summarize its work annually in a short report.

b. The report will include (i) a copy of department's goals for its majors, (ii) a description of any changes in goals, (iii) goals on which current assessment efforts and questions are focused, (iv) measures and methods used to assess achievement of these goals and answer questions about them, (v) general statements about findings, (vi) actions being taken or under consideration to improve learning, (vii) an evaluation of the current assessment approach, and (viii) assessment efforts planned for the following year.

c. Copies of the annual report from the previous year will be distributed by November 1 of each year to all department members and the **Office of the Provost**. These reports will constitute one part of the evidence used by the College to demonstrate the degree to which it is accomplishing its educational goals for students and as such are mandated by NCA.

d. The **Office of the Provost** is responsible for review and evaluation of the reports, for departmental compliance with the procedures, and for providing ongoing access to training and consultation on assessment. The **Provost** is responsible for working with department heads as a group to discuss departmental assessment plans.

504.0 ATTENDANCE POLICY

Each instructor determines the attendance policy for assigned classes. It is the instructor's responsibility to explain this policy at the beginning of the semester. Departments may set a uniform policy for multi-sectional programs. When a student's absenteeism surpasses stated policies or reasonable expectations, instructors are advised to report students via Luther's Academic Alert System (see 506.0).

505.0 BOOKS FOR COURSES: HIGHER EDUCATION OPPORTUNITY ACT (HEOA)

The Higher Education Opportunity Act (HEOA) of 2010 requires bookstores to have course information, including required and optional books for courses, available to students at the time they register for classes. Therefore, the Luther book Shop will set the due dates for textbook requisitions for each semester and J-term accordingly.

506.0 ACADEMIC ALERT AND THE CARE TEAM

Academic Alert and the Advocate software system provide a way for faculty and staff to alert the Center for Academic Enrichment (CAE) when students are in academic difficulty so that CAE staff may intervene. Faculty are encouraged to report a student as soon as a problem arises.

Students may be reported through the Advocate system by logging on to <http://luther-advocate.simplicity.com> with Norse Key username and password. From the home page select the red button, "Create CARE Report", and enter relevant information.

Upon receipt of the Academic Alert, CAE will send an e-mail message to the student regarding the report and about services available in CAE. The e-mail message is copied to the student's academic advisor and related coach/ensemble director.

Personal concerns can be reported on this form as well, and these are routed to the Student **Engagement** Office, and in most cases, to the Care Team. The Care Team is led by the **Dean of Student Engagement**, in conjunction with other Student **Engagement** staff, Academic Support staff, and others. The faculty member will be consulted regarding appropriate interventions if their information is to be shared with the student.

For further information or referral questions, a faculty member is encouraged to contact the Student **Engagement** Office.

507.0 DISABILITY SERVICES

Luther College is committed to providing equal educational and employment opportunities for individuals with disabilities, in accordance with state and federal law and regulations, including the Americans with Disabilities Act (ADA) of 1990 and Section 504 of the Rehabilitation Act of 1973.

Students who have concerns about a disability should register with Disability Services in the Center for Academic Enrichment (CAE), Preus Library, extension 1270. Eligibility for Disability Services is based on documentation of a disability by a licensed professional provided by the student. Once documentation has been approved, Disability Services will work with the student to develop a plan of accommodations and auxiliary services to ensure equal access to all educational opportunities. It should be noted that no accommodation plan can be developed until the intake and documentation process is completed. Luther College policy and federal disability law emphasize that students are responsible for making timely and reasonable requests for accommodations and services.

508.0 FINAL EXAMINATIONS: GUIDELINES

The final examination schedule is established by the Registrar. Any questions or alterations should be cleared through the Registrar.

508.1 The scheduled time for the final examination should be considered an official class meeting (see Section 501.0, "Absence of Instructor from Class").

508.2 A unit examination given in lieu of a final examination should be given during the final examination period rather than during the last week of classes.

508.3 A unit examination may be given during the last week of classes if it is followed by a final examination or other final assignment.

508.4 Take-home final examinations should be turned in at the scheduled time for the final examination.

508.5 Replacements for final examinations (term papers, oral reports, laboratory experiments and so forth, should be due during the scheduled time for the final exam for that class.

508.6 No final examination should extend beyond the scheduled time period.

509.0 ACADEMIC INTEGRITY AND THE HONOR CODE

All academic work is based on the understanding that everyone engaged in academic discourse, in research, and in teaching is truthful, diligent, and respectful of the work of others. Without this, no academic community can flourish. Academic integrity is the moral code that builds trust between scholars.

Academic integrity not only applies to research and the generating of new knowledge, it applies to all aspects of teaching and learning. Class assignments and tests are tools to help students learn; grades show if and how students achieve learning goals. Therefore, all work for which students receive grades should result from the student's own effort and understanding. It is the duty of the faculty to address all violations of academic integrity with diligence and fairness.

Students share in this responsibility to protect academic integrity at Luther College and first adopted an honor code in 1962, regularly affirming its importance for the academic life at Luther ever since. The faculty acknowledges this shared responsibility by supporting the work of the student-elected Honor Council.

509.1 Student Responsibilities

The Luther Student Body shall assume responsibility for maintaining academic integrity through the Honor Code. For Honor Code specifics see the Academic Integrity website <https://www.luther.edu/academic-integrity/honorcode/>.

509.2 Faculty Roles in Maintaining Academic Integrity

509.2.1 In the Classroom: The spirit of the Luther College Honor Code is based on every individual student assuming responsibility for his or her own work – including, but not limited to, exams, homework, assignments, papers, group projects, presentations – while neither receiving nor giving assistance in violation of the parameters set forth by the faculty member. Therefore, the primary role of faculty in promoting academic integrity in courses is to define violations and parameters for students to understand, and to create an environment that is supportive of an honor system. To this end, faculty members should have at least one discussion in each course about academic integrity and how it applies to the course. Many additional actions can be taken to further this goal—for suggestions, please see “Methods of Encouraging and Maintaining Academic Integrity in Courses” available at: <https://www.luther.edu/academic-integrity/facultyinformation/suggestions/>.

509.2.2 In the Luther Community: All faculty members need to assist in maintaining an environment at Luther that is thoughtful about and supportive of academic integrity and the Honor Code. The following is a list of ways for maintaining this environment:

- New faculty members need to be introduced to the Honor Code during their orientation. They should be informed on the purpose of the Honor Code, its

relevance to the values of Luther College, all of the content in this section (509) of the Faculty Handbook, and additional resources available through the **Office of the Provost** website.

- When serving as a first-year advisor, faculty share responsibility with representatives from Student **Engagement** and the Honor Council for informing new students of the Honor Code and generating discussion on academic integrity. First-year advisors should address these issues during at least one of their Fall semester meetings.
- Every Department should have at least one discussion each academic year during a department meeting on academic integrity and the Honor Code. Suggested topics for this meeting include: the purpose and presence the Honor Code at Luther College, the meaning of academic integrity among students and faculty, how to address suspected violations of the Honor Code and how violations have been addressed in the past in this discipline, and how to seek additional assistance with academic integrity concerns.
- One-on-one discussion can also be initiated between individual faculty members, without violating confidentiality, to seek clarity about whether a violation has occurred and what the next steps should be.
- Faculty members are encouraged to attend and be active in open forums, talks by leaders in the field of ethics, and other events hosted by Student Senate, the Honor Council, and the Center for Ethics and Public Life on the topics of academic integrity and the Honor Code.
- Additionally, faculty members can initiate discussions by inviting professionals from their disciplines to talk to students on integrity and ethics in their professional lives.

509.3 Faculty Roles in Cases of Suspected Honor Code Violations

509.3.1 All faculty are expected to take action against violations of academic integrity. It is recognized that faculty may elect to submit reports of academic integrity violations to the Honor Code Review Board (HCRB), or faculty may opt to initiate their own individual reviews.

- Faculty are strongly encouraged to consider submitting cases to the HCRB since that process is most consistent with the spirit of the Luther College Honor Code. As a student-run, peer-reviewed and juried process, the HCRB embodies the responsibility for upholding academic integrity that students place on themselves through the creation and renewal of an Honor Code.
- It is not recommended that faculty perform individual reviews when the only evidence of an academic integrity violation is the testimony of a witnessing student. If a student approaches a faculty member with a concern about a suspected violation, the faculty member should encourage the student to report their concern to the HCRB (and offer to assist the student in the process if the student seems reticent to do so).

509.3.2 Reporting to the Honor Code Review Board

Faculty can initiate this process by contacting the Honor Council chair (who is also the HCRB chair) by email (honorcouncil@luther.edu) or campus mail SPO "Honor Council". The HCRB procedures are outlined on the Academic Integrity website: <https://www.luther.edu/academic-integrity/honorcode/>.

- It is requested that faculty do not enact their own sanctions while cases are pending before the HCRB. The decisions reached by the HCRB, and the suggested sanctions, are presented to the reporting faculty at the conclusion of the process. Such sanctions provided by the HCRB are to be viewed as recommendations, providing the faculty with options for action.
- Faculty may choose to refrain from discussions about the suspected violation with the student(s) involved while the case is pending before the HCRB. If a faculty member chooses to engage in discussion, it is suggested that a third party be included, preferably his or her department chair, a senior member of his or her department, or the Faculty Advisor to the Honor Council. This third party is present to assist in the discussion and to discourage harassment of the faculty member by the student(s).

509.3.3 Individual Review by Faculty of Suspected Academic Integrity Violations

Faculty retain the freedom to deal with academic integrity violations in their courses according to their own discretion and to what they deem the best interests of Luther College. If a faculty member determines that it is in the best interests of the College not to refer a suspected violation to the Honor Council Review Board, the faculty member must follow the principles of due process when addressing suspected violations. To assist in this process, a form has been created that includes all necessary steps with instructions to follow. This form must be used each time a faculty member conducts an individual review for the following reasons: a) it ensures that due process is upheld, b) it standardizes the individual review procedure so that there is consistency across the College, and c) it standardizes the reports that must be submitted to the **Office of the Provost** and the Student **Engagement Office** any time a faculty member determines that a violation has occurred and a sanction has been applied, and d) having a record of all violations allows the **Provost** to determine if a student has committed multiple violations and is therefore eligible for further sanctions. The Individual Review by Faculty of Suspected Academic Integrity Violations Form can be found on the **Office of the Provost** website at <https://www.luther.edu/academics/provost/handbook/>. For recommendations on how to conduct an individual review, see the “Suggested Procedures for Individual Review by Faculty of Suspected Academic Integrity Violations by Faculty” at: <https://www.luther.edu/academic-integrity/facultyinformation/individualreview/> and the information for faculty on the Academic Integrity website: <https://www.luther.edu/academic-integrity/facultyinformation>.

509.4 Faculty Advisor to the Honor Council

A faculty member serves as an advisor to the Honor Council and the Honor Council Review Board. This faculty person is appointed by the **Provost**, and maintains the position as long as he or she is willing to serve and the **Provost** supports the appointment. The faculty advisor is a non-voting member of the Honor Council Review Board. The faculty advisor can also serve as a source of information and advice to faculty who are addressing academic integrity issues.

510.0 IMPROVEMENT OF INSTRUCTION (see also Sections 308.1.2 and 405.4.2.1.a)

Various forms of course evaluation are used by Luther faculty, including standard student course evaluations; instructor-designed student evaluations; and classroom visits from faculty colleagues.

510.1 Standard Student Course Evaluations

A standard student course evaluation form is authorized by the faculty for use campus wide. This evaluation is comprised of both numerical rating scales (a quantitative component) and prompts for written feedback from students (a qualitative component).

510.1.1 Purpose

Standard student course evaluations have a formative purpose, allowing faculty the opportunity to identify both strengths and areas of potential improvement in their courses. The evaluations also have a summative purpose, providing one means of reviewing faculty teaching performance.

510.1.2 Courses Evaluated

Students in all semester and January Term courses complete standard course evaluations with the following exceptions: study abroad courses, senior projects (unless completed as part of a class), independent study, directed research, directed readings, and internships.

510.1.3 Access

The course instructor, the instructor's department head, and the **Provost** have access to both the quantitative and qualitative portions of the standard student course evaluations. The **Provost** reviews department head course evaluations. The Appointment, Tenure and Promotion Committee receives the quantitative and qualitative portions of the standard course evaluations for faculty under consideration for third-year review, tenure, and promotion (see Section 308.1.2.2). Faculty may also share their course evaluations with any other member or members of the faculty or administration at their own discretion.

510.1.4 Student Course Evaluation, adopted for use Fall 2011

LUTHER COLLEGE COURSE EVALUATION

The instructor, his or her department head, and the **Provost** will have access to this course evaluation. Your responses will be anonymous to the instructor and the department head; however, the **Provost** will have access to your name. Your thoughtful responses will assist with faculty mentoring and development and course design. This evaluation will also be used as part of the regular review process for the faculty member. This evaluation will not be seen by the instructor until final grades for the course are submitted to the Registrar.

Student

- 1 I took this course (check all that apply):
to satisfy a major or minor requirement
to satisfy an elective within a major or minor
to meet an all-college requirement
purely as an elective
- 2 Approximately how many hours per week did you spend on this course outside of class?
- 3 Before taking this course, I was interested in the subject.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 4 I attended class regularly.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 5 I was consistently prepared for class.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 6 Please reflect on your performance as a student (level of engagement, working to potential, active participation): [space for student to write]

Course

- 7 The course objectives were clearly stated.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 8 The course stimulated my interest in the subject.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 9 The course challenged me.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 10 I believe I learned a great deal in this course.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 11 Please reflect on the strengths of the course and areas for improvement. Your comments may include multiple aspects of the course: class discussions, labs or demonstrations, lectures, readings, case studies, creative work, specific assignments, etc. [space for student to write]

Instructor

- 12 The instructor made effective use of class time.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 13 The instructor provided opportunities in class for questions, comments, and/or reflection.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 14 Feedback provided by the instructor was
 - a. valuable Strongly Disagree 1 2 3 4 5 Strongly Agree
 - b. timely Strongly Disagree 1 2 3 4 5 Strongly Agree
- 15 The instructor was accessible outside of class.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 16 Overall, the instructor was effective in teaching this class.
Strongly Disagree 1 2 3 4 5 Strongly Agree
- 17 Please explain your overall rating of the instructor in question 16, including the instructor's strengths and opportunities for improvement: [space for student to write]

510.2 Instructor-Designed Student Course Evaluations

All faculty are encouraged to make regular use of formative evaluations in addition to the standard student course evaluations. These instructor-designed evaluations often take the form of a questionnaire distributed to students and returned directly to the faculty member. The purpose of formative evaluation of instruction is to provide information that may help improve teaching by an individual faculty member. Faculty may share the results of these evaluations with any other member or members of the faculty or administration at their own discretion.

510.3 Classroom Visits from Faculty Colleagues

Since the most effective suggestions for improving instruction often come from colleagues within a department, the faculty has recommended that faculty regularly visit classes of their colleagues. Department heads are expected to visit classes of members of their department not on tenure, and to consult with them on ways of improving the effectiveness of their teaching.

511.0 INTERNSHIP GUIDELINES

Definition: Internships are structured, educational engagements that complement a student's academic studies and provide him/her with hands-on, experiential learning, to apply knowledge, develop skills, and clarify his/her career goals. Internships engage students in an array of work experiences. Paid or unpaid, an internship is an opportunity to work closely with a supervisor who has the training, expertise, and willingness to provide students a learning experience not possible in regular course offerings. The internship is approved by an academic department and is under the joint supervision of a faculty member from that department and the Assistant Director of Experiential Learning in the Career Center. The student produces work that benefits the supervisor's business or institution, and learns by instruction and by observing the activities of the supervisor and others at the internship site. The Career Center will keep the following forms on file for a period of five years (registration form, mid-point evaluation form, final evaluation form, and the student self-evaluation form). Electronic records are kept for a period of ten years or more. Department heads and faculty internship supervisors may request copies of these documents at any time.

Departments awarding academic credit for internships will:

511.1 Observe the protocols and requirements outlined in the College Internship Standards (copies available from the Career Center):

511.2 Identify a specific person or persons in the department responsible for supervision of each student intern (this may be a single faculty member or multiple individuals from the same department).

511.3 Approve an internship at least two weeks before the internship begins.

512.0 JANUARY TERM COURSE GUIDELINES

The January Term creates opportunities for students to engage in intensive study of a particular subject. The Luther College January Term curriculum distinguishes between General Studies courses and Discipline-Based courses. Courses in each category bear full academic credit and advance students toward the total number of credits required for graduation. However, General Studies courses may be graded credit-no credit and do not fulfill requirements for majors, minors, or distribution credits. The designation General Studies is reserved for those courses whose primary content lies outside the department's subject area. Performing tours with an identifiable academic component generally qualify for some General Studies credit. There are normally no academic prerequisites for General Studies courses.

The following principles have been established to govern the January Term:

- a) A course may be canceled if there is not sufficient registration.
- b) Except for first-year seminars, priority in registration is given to upper-class students and to majors where the program is designed especially for majors.
- c) Prerequisites are indicated for some courses.
- d) Courses are normally open to 25 students per instructor, except for first-year seminars which are capped at 19.
- e) First-year students are required to participate in a first-year seminar. All students must receive credit for a January II experience before they graduate.
- f) For some courses, special costs are indicated. These are in addition to textbook costs.
- g) The course load for January Term ranges from 2-4 hours. A student may register for a physical education skills course in addition to a regular course. Therefore the maximum load for which a student may be registered during January is 5 hours.
- h) Courses offered are reviewed by departments, the Provost and the Registrar in order to ensure that an appropriate mix of courses for lower-division students is available as well as a sufficient number of spaces for anticipated enrollments. This also ensures that full-time, non-tenure line faculty are able to receive one January Term leave in three years of teaching.
- i) The brevity of January Term requires the observance of the full 18 days scheduled. Co-curricular and other activities under Luther College scheduling control are not to end the term early by departing campus prior to the ending time of the last scheduled class (specified as 3:30 p.m.).
- j) The January Term day would be divided into the following 90 minute blocks: 8:45-10:15, 11:00-12:30, 12:45-2:15 and 2:30-4:00. Instructors may choose to meet for three hours consecutively or to schedule more than one block of class time during the day. Given the additional flexibility of January Term, instructors who wish to plan a course with a different schedule could do so, depending on the availability of classrooms, with the primary constraint that courses not meet during chapel time, 10:30 to 11:00. Instructors may also schedule occasional class activities after 4:00 pm as long as the schedule of such activities is available to students at the time of registration.
- k) Students are expected to commit 40-45 hours per week (in class and out of class) to their January Term course.

513.0 MINORS AND SPECIAL PROGRAMS

513.1 Academic minors were re-adopted by the faculty in December 1983. Minors require between 14 and 22 credit hours and are recorded on the transcript. Minors are typically offered as reduced versions of established academic majors. But if departments believe they can offer sufficient depth in another area, they may propose other minors, including interdisciplinary minors. Interdisciplinary minors may require up to 25 hours.

513.2 Special Programs are generally interdisciplinary, are described in the college catalog, and appear on student transcripts.

513.3 All proposals for minors and special programs must specify a governance structure, including the process for naming the required coordinator. (In the case of minors offered within majors, the department would be the **steering committee** and the department head would be the coordinator.

513.4 Minors and Special Programs are acted upon in the following sequence or review:

1. Department, planning committee or **steering committee**
2. Division (interdisciplinary courses, minors, and programs must be reviewed by all relevant divisions)
3. Curriculum Committee (for establishing new minors or special programs, for new courses or for substantive changes in minors or special programs)
4. Faculty

514.0 COURSE GRADING

514.1 Grade Reports

514.1.1 If at any time during a semester (not necessarily mid-semester) an instructor is concerned about the academic progress of a student, and it seems likely that the student will not earn a final grade of C or better, the instructor should notify the Center for Academic Enrichment through Academic Alert (see Section 506.0).

Parents will not be routinely notified of low grade reports. The Registrar's Office staff will notify parents only if the Academic Standing Board find it necessary.

514.1.2 Faculty are expected to submit grades by grade deadlines through Norse Hub. Final grade reports are made available to the students via norsehub.luther.edu by the Registrar. If a grade change is necessary, faculty are to submit the change on the Change Grade Form.

514.1.3 Students giving or receiving help in examinations, failing to acknowledge source material or practicing plagiarism are guilty of intellectual dishonesty and will be penalized as determined by the Student Honor Council. (See the College Catalog and supplementary information on the Honor System, as well as Section 509.0.)

514.1.4 An Incomplete grade is meant for students who are doing passing work or better but fail to complete the remaining course requirements due to circumstances beyond their control (e.g., illness). It is NOT meant for giving a failing student an opportunity to re-do unsatisfactory work or to allow more time to complete the work when the reasons for the delay have been within the student's control. The instructor determines whether an Incomplete grade is appropriate. Remaining requirements and expectations, including the date when materials are due, are set by the instructor in conversation with the student, and should be established in writing with the student before the end of the semester. The course grade is up to the discretion of the instructor; however, if a grade is not submitted to the Registrar's office before the grade deadline of the subsequent semester, the Incomplete grade will roll over to an F. If the instructor is not teaching at Luther the following semester, arrangements should be made with the student on how to complete the remaining requirements and the department chair informed of the arrangement and agreement.

514.1.5 The grading system is outlined in the College Catalog. If a faculty member wishes to offer a course with Credit/No Credit grading, such information must be included in the catalog description and reviewed by Curriculum Committee and the faculty when the course is proposed.

514.1.6 FERPA and Student Information: Each person is responsible for knowing the special considerations relative to student information and the Family Educational Rights and Privacy Act (FERPA). It is important that each individual with access to student data understand the reasons for the existence of the Family Education Rights and Privacy Act (FERPA), the consequences of non-compliance, and the procedure involved in order to respond to inquiries about students' records.

FERPA is a federal law that guarantees students:

- the basic right to have access to all their education records;
- the assurance that their records are protected from access;
- the right to challenge their records believed to be inaccurate, misleading, or otherwise in violation of the student's privacy.

Any institution that has programs that are federally funded (such as Pell Grant and GSL) must comply with this law or be subject to loss of those funds. In addition, individuals with access to student data who do not comply with this law are subject to college personnel and disciplinary policies and/or accountability in a court of law.

The following guidelines will provide some assistance in complying with FERPA.

Students must be allowed access to:

- all types of education records directly related to that student (copies of records may be provided with or without charge).

Procedures for student access are:

- electronic authorization or presentation by the student of an ID (telephone requests should not be honored) or receipt of a signed and dated request from the student.

Students must not be allowed access to:

- education records (such as print-outs of class lists) that contain information on more than one student (the student may review only the specific information about himself or herself);
- financial records of the student's parents;
- confidential letters of recommendation, for which the student has signed a waiver.

Circumstances that allow third-party access to confidential educational records (all third-party requests should be referred to the Registrar's Office):

- to college employees who are in the process of carrying out their specifically assigned educational or administrative responsibilities; whether the need to now is a legitimate educational interest must be determined by the employee's office/department administrator or manager;
- to parents of a dependent student, as defined by the Internal Revenue Code;
- to representatives of the Department of Defense, limited to directory-type information;
- in connection with financial aid;
- to federal or state educational authorities;
- to accrediting organizations;
- in compliance with a lawfully issued subpoena;
- in connection with a health or safety emergency.

Note: Education records disclosed in the above circumstances must include the condition that further disclosure to a third party not be made without the prior consent of the student.

515.0 EMPLOYING STUDENT ASSISTANTS

Faculty members who need students for assisting in laboratories, reading papers, preparing instructional materials or doing other instructional work should make request to their department head. The request, if approved, is forwarded to the Student Employment Coordinator. Requests should be made at the beginning of a semester so that the assistance may be selected from the list of students approved for part-time work. See also Section 603.0, "Employment Policies."

516.0 TEACHING LOAD AND SCHEDULES

Subject to the approval of the **Provost**, department heads determine the courses to be offered each academic year and the assignment of faculty members for each course and section. It is customary for the department head to consult each faculty member concerning the assignment. The teaching load will vary between and within departments according to the size and nature of classes, administrative responsibilities and co-curricular assignments. Subject to the overview of the **Provost**, departments have the discretion about how to use the faculty time available to them. Faculty load is the product of the ongoing discussion between the **Provost**, department heads, and the faculty rather than any single formula or rule. Each laboratory hour is normally computed as two-thirds of a credit hour. Informally faculty loads are often expressed in fractions, e.g. for tenure-line faculty one full course = 1/6 FTE, but in preparing departmental statistics and calculating salaries two-place decimals are used instead: 1/6 = .17, then .34, .51, .68, and .85. For non-tenure-line faculty one full course = 1/7 FTE, but in preparing

departmental statistics and calculating salaries two-place decimals are used instead: $1/7 = .14$, then .28, .43, .57, .71 and .86.

517.0 ACADEMIC COURSE AND PROGRAM APPROVALS

517.1 New courses, substantive changes in existing courses, removal of catalog courses, and designation of courses that will fulfill general education requirements require faculty approval. New departments, majors, minors, and programs of study require approval by the Board of Regents in addition to approval by the faculty. Discontinuance or reduction of a department, major, minor, or program of study, requires approval of the Board of Regents in addition to approval of the faculty. Faculty approval requires a majority of the votes cast by eligible faculty present at a regularly scheduled meeting.

517.2 No courses may be offered for academic credit without the endorsement and regular supervision of an established academic department or program. A course may be offered by non-faculty members only with the endorsement and regular supervision of an academic department or the **steering committee** of an established major, minor, or special program.

517.3 Curricular matters are typically discussed in the following sequence: department or program (in consultation with the Registrar), division, Curriculum Committee (in consultation with College Resource Council when program related), faculty. Divisions serve a consultative function on curricular matters, although a division may, at its own discretion, take a formal vote as part of its discussion.

517.3.1 Courses are approved through the following process:

- a. Individual instructors or departments/programs generate course proposals, which are approved by the department and submitted by the department or program head to the relevant division chairs.
- b. Divisions review courses and may recommend changes to the course proposal. Division chairs forward lists of courses that have been reviewed by the division to CC, including notation of any recommendations made at the division meeting. In exceptional cases, CC may review a course before it is reviewed by division to ensure that it can be included in registration material. In such cases, division review still precedes full faculty vote.
- c. CC reviews courses as revised following divisional consultation. CC approves courses by vote and may request instructors or departments/programs to further modify the course prior to final approval. CC sends a list of approved courses to the chair of Faculty Organization in order to place them on the agenda of the next full faculty meeting.
- d. The faculty votes on courses forwarded to it by CC. If the faculty rejects a course, CC works in consultation with the department/program to craft a revision that will meet the concerns of the faculty.

517.3.2 Programs are approved through the following process:

- a. New or modified program proposals may be developed by departments, programs, or ad-hoc committees. Proposals should address academic and resource implications as

specified in the “Guidelines for Program Proposals” (CC KATIE site). The proposal, once approved by the department/program/committee, will be submitted to Faculty Organization Committee for review at all three divisions.

- b. Divisions review program proposals and may recommend changes to the proposals. The department/program/committee, after considering the divisional feedback, will then forward the proposal to the Curriculum Committee.
- c. CC reviews program proposals as revised in light of divisional discussion. After discussion of the proposal and clarification of issues to the satisfaction of the committee, CC forwards program proposals to the College Resource Council for review.
- d. CRC discusses proposals and sends a report of that discussion to CC and to the relevant department/program/committee. CC and the department/program/committee may continue to revise the proposal based on feedback from CRC and the **Provost**. After CC approves the proposal, the CC chair sends a final version of the proposal to the chair of Faculty Organization to place it on the next available faculty meeting agenda for faculty vote. CC will incorporate CRC’s feedback into its presentation of the proposal to faculty.

517.4 Special topics courses are courses which are not included in the regular curriculum. Subjects will generally reflect interests of departments or faculty. Such courses will carry the numbers 139, 239, 339 and 439. If a special topics course is to be offered a third time, it must be renumbered for regular listing in the catalog. When Special Topics courses become catalog courses, they will be presented as information items at a full faculty meeting; if the course changes substantively at the time of its conversion to a catalog course, it must follow the procedure for course modification. Special topics courses approved prior to fall 2011 must follow the course approval process outlined above prior to being offered for a third time.

SCHOLARSHIP

518.0 ACADEMIC LEAVES

518.1 Faculty members are expected to take leaves of absence regularly for further study and/or research. Leaves of absence are granted by the Board of Regents on the recommendation of the President.

518.2 Leaves may be for a semester, a year or longer, and may be with or without salary or fringe benefits. A faculty member receiving financial support from the college for a leave is expected to continue in the service of the college after the leave is over. If the faculty member does not return at all, he or she must repay the college in full with interest the stipend advanced. If he or she returns for only one year, he or she must repay one-half of the stipend advanced.

518.3 Leaves of a variety of types are available. Eligibility for a leave is dependent upon the type of leave being sought.

518.3.1 Sabbatical Leaves: Sabbatical leaves may be for one semester (plus January Term) at full pay or for a year at 57 percent salary. Faculty are encouraged to apply for year-long

sabbaticals. A faculty member becomes eligible to *apply* for such a leave when (1) he or she has tenure; (2) he or she has completed six academic years at Luther since hired or has completed five academic years since previous sabbatical; and (3) he or she will be able to teach at least two years following return from leave. Eligibility toward this type of leave may be credited for teaching at another institution. Such an arrangement should be stated in writing as a part of the initial contract with Luther College.

Sabbaticals have high budget priority. During all periods of college financial stability, the administration will make every effort to fund all meritorious sabbaticals in the first year of application, even though total sabbatical costs may vary substantially from year to year.

If unusual financial constraints or irresolvable staffing complications require that a meritorious proposal not be funded in its first year, the application will be given very high priority in the following year. The **Provost** will consult with the Faculty **Development** Committee whenever a meritorious proposal is not funded in its first year of eligibility.

518.3.1.1 Sabbatical leaves for library professionals and/or faculty with cross-semester assignments such as coaches, conductors of musical organizations, etc., may be developed individually to meet specialized needs. Such individualized sabbatical leaves may, for example, be of shorter duration and/or greater in frequency, than the one-semester or full-year sabbaticals. The total time allowable in such individualized sabbatical leaves shall not exceed the established standard of one year at 57 percent salary or one-semester (plus J-Term) at full salary. Details concerning length of leave, salary, and period of ineligibility for consideration of future sabbatical leave shall be developed and agreed upon by the faculty applicant and the **Provost**. Application for an individualized sabbatical leave must follow format and procedures established for sabbatical leaves.

518.3.1.2 Sabbatical eligibility after a leave: A person who has had a sabbatical leave becomes eligible again after the completion of another six academic years of teaching following the sabbatical year; one who has had a College Supplemental Leave (see Section 518.3.2) may count two academic years of teaching prior to the leave toward eligibility for a sabbatical (time spent in other categories of leaves does not count toward eligibility).

518.3.1.3 The **Provost** prepares and maintains a list of eligible persons for sabbatical which is available on request to any member of the faculty.

518.3.1.3.1 The **Office of the Provost** notifies faculty members after the February Board of Regents' meeting of the year previous to which faculty become eligible to apply. A sabbatical application workshop is held in early spring facilitated by the Faculty **Development** Committee and **Office of the Provost** to assist in the preparation of applications.

518.3.1.3.2 By May 1, eligible faculty members submit a letter of intent to apply for sabbatical leave to the **Provost**. This letter should include a brief preview of the anticipated leave activity for review by the **Provost** and for consultation with the Academic Grants Officer for possible sources of funding.

518.3.1.3.3 Prior to September 1, the applicant will arrange to meet with the department head to discuss the sabbatical leave proposal. The signature of the department head, indicating that he or she has reviewed the proposal, is required before the application is submitted to the **Office of the Provost** by September 15.

518.3.1.3.4 Completed sabbatical leave applications are due in the **Office of the Provost** on September 15. Copies are forwarded to the Faculty **Development** Committee within the week. The Faculty **Development** Committee transmits its recommendations to the **Provost** by October 15.

518.3.1.3.5 For those faculty members with previous sabbaticals at Luther College, the **Office of the Provost** will attach a copy of the most recent previous successful sabbatical application and of the report filed concerning it to the material forwarded to the Faculty **Development** Committee for its review.

518.3.1.4 The **Provost** and the Faculty **Development** Committee encourage applicants to consider a range of meritorious sabbatical activities, including research and writing, creative projects, course innovation, and professional growth and development. The Faculty **Development** Committee will evaluate sabbatical proposals and will recommend to the **Provost** only those proposals that are meritorious.

518.3.1.5 Applications should be submitted on the Sabbatical Leave Application form which is found at <https://www.luther.edu/academics/provost/faculty/resources/forms/>.

518.3.1.6 A faculty member may make application for preliminary endorsement of a proposal for sabbatical leave up to two years before eligibility if:

- a. The faculty member's sabbatical proposal is essential for receipt of an external grant for which the deadline is before the announcement of sabbatical leaves for his or her eligibility year, or there are other convincing reasons for a preliminary endorsement; and
- b. The faculty member submits with the early application all materials relevant to the early application, including the formal grant proposal that will be submitted to the external granting agency; and
- c. The faculty member accepts that because such endorsement, if granted, is preliminary, the sabbatical proposal must also go through final sabbatical evaluation together with other sabbatical proposals during the eligibility year.

518.3.1.7 After reviewing all proposals, the **Provost** will, by December 15, inform applicants and their department heads whether their proposal has been judged meritorious and whether it will receive college funding. The **Provost** will consult with the Faculty **Development** Committee whenever his or her final judgment of proposals differs from the committee's judgment.

518.3.1.8 The Faculty **Development** Committee, the **Provost**, and the Department Head will help faculty with inadequate proposals develop meritorious proposals in future years.

518.3.1.9 Faculty must submit a post-sabbatical report to the **Provost** by September 1, of the year following their sabbatical (April 1 for a fall semester sabbatical). In order to give sabbaticals maximum impact and to emphasize faculty members' accountability for their leaves, the Faculty **Development** Committee and the **Provost** will encourage departmental, divisional, college-wide, and public presentations of sabbatical results.

518.3.1.10 Faculty Sabbatical Award: All candidates for sabbatical leave in a given year are eligible for this award. The recipient will be selected each year by the **Provost** on the basis of the sabbatical applications submitted and the review of those applications as conducted by the Faculty **Development** Committee. The funds for this award come from an endowment established for this purpose by President and Mrs. Anderson; the exact amount of the award from year to year is based on the amount of the endowment earnings.

518.3.1.11 PAIDEIA Endowment supplemental grants for sabbatical leaves. Current and prospective faculty participants in the PAIDEIA Program (either PAIDEIA I or PAIDEIA II) who formulate a sabbatical leave proposal as an enrichment of the PAIDEIA Program may compete for a supplemental grant. The size and number of grants available in any given year will be determined by the **Provost** on recommendation of the Board of the PAIDEIA Endowment. To be considered for such a grant, a faculty member must submit a sabbatical leave proposal which meets criteria based on the grant proposal to the National Endowment for the Humanities for the Challenge Grant leading to the PAIDEIA Endowment. This proposal must be submitted along with the proposal for a sabbatical leave. For further details contact the Director of the PAIDEIA Program or consult <https://www.luther.edu/academics/provost/faculty/resources/forms/paideia-supplemental/> for application instructions.

518.3.2 College Supplemental Leaves: Faculty members are encouraged to apply to outside organizations for funds to support study and research leaves. When such funds are granted to faculty members, they should apply for a College Supplemental Leave to the **Provost** by completing the College Supplemental Leave Application found on the **Office of the Provost** website at: <https://www.luther.edu/academics/provost/faculty/resources/forms/>. The procedures and terms of the outside funding should be discussed with the **Provost** and the College Controller as a part of the application process. If such a leave is approved by the College, the College will provide funds necessary to bring the leave salary and fringe benefits up to the equivalent of on-campus compensation plus a \$500 "incentive award," provided that the amount of external funding is at least the equivalent of 50% of total compensation. Normally a faculty member must teach four academic years following a College Supplemental Leave before he or she is eligible for a sabbatical or subsequent College Supplemental leave.

There are many possibilities for such outside funding through national, professional, and other agencies. Information about them can be obtained from the Academic Grants Officer who will assist faculty members in applying for them.

518.3.3 Study or Training Leave: A leave of absence without pay for a definite period may be arranged by agreement between the College and the individual faculty member.

During the leave the College will contribute contract insurance benefits (based on base salary). Should the leave extend beyond one year, the Office of Human Resources will determine the employee's eligibility for continued insurance benefits. If an employee does not return from leave, he or she must repay the College the cost of contract insurance benefits during the leave. If he or she returns for only one year, he or she must repay one-half of the insurance benefits.

519.0 FACULTY DEVELOPMENT AND AID FOR RESEARCH

519.1 The faculty development program is administered by the **Office of the Provost** in consultation with the Faculty Development Committee (see Section 308.1.4). Current opportunities include the following (contact the **Office of the Provost** for information, unless otherwise noted):

519.1.1 On-campus opportunities and information

- Visiting speakers, faculty seminars, and workshops (sometimes in coordination with departments or programs, including the Paideia Endowment Board, the Sense of Vocation Program, and the Center for Ethics and Public Life)
- Promotion of grant opportunities (sometimes in coordination with the Director of Corporate and Foundation Relations)
- Promotion of upcoming conferences, workshops, seminars, or institutes
- Faculty development in the uses of academic technology (coordinated with the Executive Director of Library and Information Services)
- First-Year Faculty Program, Mentoring Trios Program, and other teaching groups

519.1.2 Funding opportunities

519.1.2.1 Faculty Travel

- Faculty Travel (see Section 521 for guidelines)
- Supplemental Fund

519.1.2.2 Faculty Development and Research

Luther College allocates annually funds for faculty members to engage in faculty development projects, conduct research, and carry out creative projects. Faculty members should review application guidelines on the **Office of the Provost** website: <https://www.luther.edu/academics/provost/faculty/resources/forms/>. Applications are acted upon in the order of their submission. Typically the amount awarded will not exceed \$800 per faculty member per project. Unless other arrangements are made with the **Office of the Provost**, reimbursement for approved expenses must be made within one month of the time expenditures are incurred or before the end of the fiscal year (May 31), whichever comes first. The Endowed awards for summer projects have their own application form and procedures.

- Supplemental Funds
- Faculty Development Endowed Funds

- Faculty Research Endowed Funds
- Endowed awards for summer projects (Anderson for junior faculty, with preference given to tenure-eligible faculty; Berg for study concerning Scandinavia; Ylvisaker for projects leading to publication or presentation beyond the campus and Decorah area communities)

519.1.2.3 Outside funding coordinated by Luther College

- Honoraria for graduate study at Iowa Regents Institutions (open to permanent faculty completing the doctoral degree, administered by the **Office of the Provost**)
- ELCA Study Grants (for sabbatical or summer study, administered by the President's Office)

519.1.2.4 Student funding opportunities, some of which include faculty involvement (administered by the **Associate Provost** in consultation with the Student Development Board)

- Student Honors Projects
- Undergraduate Research
- Participation in regional and national research conferences
- Student/Faculty Collaborative Summer Research Program
- Academic Administrative Assistantships (AAA; administered by the **Office of the Provost**)

519.1.3 Opportunities through College memberships

In addition to memberships maintained by individual departments and programs, Luther College maintains membership in a range of associations which provide faculty development and funding opportunities.

- American Association of University Women (AAUW)
- Association of Lutheran College Faculties (ALCF)
- ASIANetwork
- Associated Colleges of the Midwest (ACM)
- Council of Independent Colleges (CIC)
- Fulbright Association
- Institute for International Education (IIE)
- Iowa Academy of Science
- Iowa Association of Independent Colleges and Universities (IAICU)
- Iowa College Foundation (ICF)
- Lutheran Educational Conference of North America (LECNA)
- Lilly Fellows Program in Humanities and the Arts (Valparaiso University)
- Midstates Consortium for Math and Science

520.0 FACULTY GRANTS

Faculty members are encouraged to submit proposals to outside agencies for funding. Any proposal submitted by a faculty or staff member must be approved by the Director of Corporate and Foundations

Relations in the Development Office (for proposals to private funding agencies) or the Office of the **Provost** (for proposals to public agencies) prior to submission to an outside agency. Internal budget forms are required for proposals to public agencies even if there are no matching or college funds requested. See also Section 518.3.2, "College Supplemental Leaves."

521.0 FACULTY TRAVEL

521.1 The College expects faculty members to remain active within their disciplines. To each full-time faculty member there will be allocated annually a sum of money (\$650 in 2019-20) to defray expenses incurred through attendance at meetings appropriate to the discipline, such as professional and learned societies, or equivalent meetings in specific disciplines as agreed upon in advance between the **Provost** and the departments concerned.

521.2 Unless approved by the **Office of the Provost** these funds are not available in the first year of employment for temporary faculty. Faculty employed at less than 100% but more than 50% are entitled to the allowance on a pro-rata basis. In the case of Joint Appointments the amount will be divided in the same proportions as the annual teaching load is divided between the persons sharing the joint appointment.

521.3 Requests for reimbursement of travel expenses are made by submitting a Travel Expense Report form (available at <http://www.luther.edu/academics/provost/faculty/resources/forms/>), which must be signed by **Office of the Provost** staff and must have the necessary original receipts attached to it. Guidelines for expenses are as follows:

521.3.1 Reasonable expenditures for inter-city travel, taxi, tips, lodging, registration fees and food costs (alcoholic beverages excluded) will be reimbursed.

- a. *Original detailed receipts* (not just a credit card summary receipt) must be attached to the Travel Expense Report form. Air travel miles must also be recorded on the Carbon Footprint Air Travel Mileage form available at <http://www.luther.edu/academics/provost/faculty/resources/forms/>.
- b. A college vehicle, instead of a personal vehicle, should be used whenever possible and can be checked out from Facilities Services (ext. 1010). If a fleet vehicle is not available, travel by personal car will be reimbursed at the IRS rate per mile for round trips not exceeding 1,000 miles of travel; if a fleet vehicle is available and not used, then reimbursement is at \$.32 per mile not to exceed 1,000 miles. Additional expense should be cleared in advance with **Office of the Provost** staff.
- c. All drivers must have a valid driver's license, adequate insurance, and are liable in the event of any injury, loss or damage to passengers and/or the vehicle. Operators are expected to have \$100,000 per person bodily injury, \$300,000 per accident bodily injury, and \$50,000 property damage liability, or, a combined single limit of \$300,000. Proof of insurance must be in the vehicle at all times.

- d. Lodging costs should be reasonable and appropriate. Personal expenses such as room service, movie rentals and personal telephone calls will not be reimbursed.
- e. When meals for a guest (such as in a faculty search) are included on the travel expense report, a list of names of guests and a brief explanation as to the reason for the meal should be included with the receipt.

521.3.2 Advances for travel purposes may be obtained, if necessary from the Office for Financial Services with the approval of **Office of the Provost** staff. Such travel advances must be accounted for with a Travel Expense Report form. Advances not accounted for within ninety days will be deducted from the recipient's paycheck. Luther commercial cards should be used in lieu of travel advances whenever possible.

521.4 When a faculty member presents at a professional meeting, attends a conference or workshop for professional development, or travels for research, where costs are beyond the limit of travel allowance, the faculty member may request supplemental funds from the **Office of the Provost**. Such requests are evaluated in terms of the faculty member's previous use of the travel allowance, the value of the trip to the College, and the availability of funds. See <http://www.luther.edu/academics/provost/faculty/resources/forms/> for a more detailed policy regarding the distribution of the **Provost's** supplemental funds.

521.5 Luther College has a commercial credit-card program which is intended for those who travel frequently. Commercial cards are issued to those employees who have been approved by their representative vice-president to receive a card. Commercial cards are issued only to individuals, not to departments. Cardholders are held responsible for all charges to their card, and are expected to obtain the proper authorization prior to making purchases. Also, college commercial cards are to be used only for authorized college business; use of a college commercial card for personal purchases is not permitted. A completed Commercial Card Expense Report is to be submitted to the Office for Financial Services within three weeks following the end of a billing cycle. All original documentation/receipts must be attached to this report as well as two signatures: cardholder's signature and the Budget Director's signature, or another designated approver if the cardholder is the Budget Director. Reminders about the reporting process and the due dates associated with it are emailed to cardholders at the end of a billing cycle in which they have used their cards. Contact the Office for Financial Services for additional information.

522.0 THE INSTRUCTOR AS ADVISOR

Faculty members will serve as advisors to students. The Director of Advising, in collaboration with the Registrar and Department Heads, will arrange for faculty to assist with summer registration and to serve as academic advisors for incoming students. To insure that advisors are adequately prepared, a training workshop for new advisors will be held prior to summer registration. After the initial assignment of advisors, students are free to choose an advisor, most typically in their major field.

In their role as academic advisors, the responsibilities of faculty include:

(a) Assisting students to:

1. Find resources that will help their academic performance and transition to college-level work (as needed).
2. Be deliberate about engaging with the liberal arts and selecting a major.
3. Make choices about balancing academic work and extracurricular activities.
4. Generate an academic plan to fulfill requirements for a major and graduation. This may include thinking about how January and Summer academic terms can be used to support the fulfillment of requirements for a major and graduation, as well as preparing for the completion of a Senior project in the major.
5. Monitor academic progress towards graduation.
6. Take appropriate actions upon receiving academic alerts (CAE reports, academic warnings, probation notices, etc.).
7. Find resources that will aid in their discernment of career choice, including graduate and professional programs.

(b) Meeting in-person with all advisees at least once each semester prior to registration. [Note: under normal circumstances, students should not be cleared for registration without first meeting with their advisor, even if it delays registration.] The first in-person meeting with first-year advisees will occur during either ROAD (Registration, Orientation, and Advising Day) or Student Orientation. Advisors should meet several times during the fall semester with their first-year advisees, either individually or in groups.

To support the fulfillment of these responsibilities, faculty should (1) submit a CARE report if an advisee fails to attend advising meetings or if an advisee is unresponsive to formal communications from the advisor, and (2) seek training and mentoring opportunities in consultation with their program head and the Director of Advising.

Additional resources about academic advising may be found at <http://www.luther.edu/registrar/students/degree-progress/advising/>.

600.0
GENERAL COLLEGE POLICIES AND INFORMATION

601.0 CAMPUS EVENTS AND PROGRAMMING

There are many advantages to having a busy, stimulating campus environment, especially for a college in a rural location. Yet there is also a need for a sustainable campus environment where Luther personnel and budgets are not overtaxed due to an unwieldy number of events. Finding the appropriate balance is the goal in putting together the yearly calendar of events, and it requires planners to be selective and flexible. When considering scheduling a new or established event, faculty, staff and students are asked to carefully consider the resources involved. Is the event essential? How does it further Luther's mission? Is there another group or department to co-sponsor the event? By being discerning the college will be able to offer a wide range of programming that enlivens intellectual and artistic life on campus while simultaneously stewarding college resources.

[Campus Programming](#) coordinates the scheduling of campus events and provides helpful resources on their website at the following links:

- [Calendar of Events](#) – master calendar for all campus events (www.luther.edu/events/)
- [Scheduling a Campus Event](#) - Planning events requires the coordination of personnel, facilities, and the campus schedule. Find the policies, event planning resources and request form at <https://www.luther.edu/programming/schedule-an-event/>.

602.0 CAMPUS SERVICES

602.1 [Catering](#)

The Luther College Catering Department is available to cater any scheduled on-campus event or occasion requiring food. Contact Catering via phone (563-387-1463) or email catering@luther.edu with your catering request and to reserve one of the following Dahl Centennial Union locations for the event: Peace Dining Room, Hammarskjold Lounge, Nobel Room, King Room, or Nansen Lounge.

General Information and Policies can be found on the [Catering](#) website at <https://luther.sodexomyway.com/>.

602.2 [Information Technology Services \(ITS\)](#)

Information Technology Services maintains computing facilities to serve students, faculty, and staff. These facilities include centralized servers for Luther's web presence, administrative applications, academic applications, and data; a fiber based campus network backbone and Internet access, as well as associated network hardware and software; desktop resources such as computers, printers, and software. These resources are to be used for education, research, and administrative purposes related to the mission of the College and in consistent form with appropriate codes of College conduct. Information regarding services and policies can be found at the following

websites:

- [ITS Services](http://www.luther.edu/its/about/services/) (<http://www.luther.edu/its/about/services/>)
- [ITS Policies](http://www.luther.edu/its/about/policies/) (<http://www.luther.edu/its/about/policies/>)
- [Technology Help Desk](http://www.luther.edu/helpdesk/) (www.luther.edu/helpdesk/) or contact 387-1000 or email helpdesk@luther.edu

602.3 [Mail Center](#)

The Mail Center offers many of the same services as the Decorah Post Office, except registered mail and money orders. Additionally, the Mail Center offers UPS and FedEx services for packages with a Luther College return address. (<https://www.luther.edu/mail-center/>)

602.4 [Document Center](#)

The Document Center provides a variety of services for the faculty and administrative offices. For a complete list of printing and other services see the Document Center's website at <https://www.luther.edu/doc-center/>.

602.5 [Recreational Services](#)

There are several recreational opportunities on campus which College personnel are privileged to take advantage of. Further information can be found at:

- [Facilities and Hours](https://www.luther.edu/recservices/facilities/) (<https://www.luther.edu/recservices/facilities/>)
- [Intramural Sports](https://www.luther.edu/recservices/intramurals/handbook/) (<https://www.luther.edu/recservices/intramurals/handbook/>)
- [Fitness Classes](https://www.luther.edu/recservices/classes/) (<https://www.luther.edu/recservices/classes/>)

602.6 Book Shop

The Luther Book Shop stocks books and supplies for faculty, staff and students. All textbooks and course materials used in a course need to be sold through the bookstore. Instructors should place orders for textbooks and supplies on order forms supplied by the Book Shop, completing the textbook requisition form found on the faculty page of the Book Shop Website (https://www.lutherbookshop.com/site_faculty.asp). Book Shop and textbook policies can also be found on this website.

603.0 EMPLOYMENT POLICIES

The following procedures must be strictly adhered to in order to comply with all the various regulations that obligate the College in terms of student financial aid, unemployment compensation, wages and hours, fringe benefits, and our responsibilities as an equal opportunity employer.

603.1 Exempt Staff Appointments--Full, part-time or temporary--Regular or Summer. All appointments to the exempt staff must be made through the Office of Human Resources upon recommendation of the ef, Director, and/or department concerned. The President has final approval and must sign the offer letter. (For faculty policy, see Section 403.0, "Appointments, Ranks, and Contracts.")

603.2 Non-Exempt Staff Appointments

All non-exempt staff whether full time, part time or temporary, must be approved for employment by the Director of Human Resources. No commitment for employment of such persons may be made for any reason at the College without first consulting with the Director of Human Resources. This is imperative because of the College's obligation as an equal opportunity employer and our responsibility for fringe benefits and unemployment compensation.

603.3 Student Employees

All student employees must be certified for work eligibility by the Financial Aid Office. No department may authorize payment to a student for work on the Luther College campus without the approval of the Director of Financial Aid. These procedures also apply to all projects financed by special grants disbursed by the Office for Financial Services and/or supervised by College personnel. All student hours must be turned into the Office of Human Resources on timecards. No vouchers will be accepted. Students will be paid monthly during the academic year. If a request is made for the employment of a student who does not qualify for need-based financial assistance, the Director of Human Resources and the Director of Financial Aid must have justification for, give approval to, and have a record of such employment. A student employed during the academic year breaks must follow the same procedures as stated above. Student employment during the summer months must first be given to students who are officially enrolled for the coming fall semester. Hiring priority will be given to students showing financial "need" as determined by the Financial Aid Office.

604.0 CAMPUS POLICIES, PROCEDURES & INFORMATION

Information regarding a wide array of college policies and procedures can be found at www.luther.edu/policies/. A sample of the policies are listed below; many others are available on the Policies website.

- Purchasing and Payment of Expenses
- Sales Tax Exemption
- Credit Cards (Commercial)
- Disposal of College Property
- ID Cards
- Keys
- Parking and Traffic
- Solicitation
- Use of College Facilities
- Use of Facilities Property
- Vehicle Use Procedures for Fleet and Personal Vehicles

Other information and resources can be found at departmental websites. Commonly used resources include:

- [Tuesday](http://www.luther.edu/tuesday/) – weekly newsletter for Luther employees that includes campus notices, campus events, publications, conferences attended, classified-type ads, etc. Tuesday is available on the web and via email sign-up at <http://www.luther.edu/tuesday/>.

- [Bulletin](http://www.luther.edu/programming/about/bulletin/) – published every Tuesday and Friday when classes are in session to provide information about on-campus events for the campus community and includes student notices and information. It is available on the web and via e-mail sign-up at <http://www.luther.edu/programming/about/bulletin/>.
- [Campus Directory](https://www.luther.edu/directory/) – The electronic campus directory containing contact information for students, faculty, staff, and emeriti at Luther College can be found at <https://www.luther.edu/directory/>. The Office of Human Resources publishes a pictorial directory of all faculty and staff each fall.
- [Telephone and Voice Mail Services](http://www.luther.edu/helpdesk/telephonevoicemail/) – Information regarding telephone and message services available to Luther employees can be found at www.luther.edu/helpdesk/telephonevoicemail/.
- [Fixit](http://www.luther.edu/facilities/fix-it/) - Luther College's system for submitting maintenance requests on campus. Go to www.luther.edu/facilities/fix-it/ to request assistance or report a maintenance issue to Facilities Services.
- [Vehicle Use Handbook](https://www.luther.edu/facilities/), Driver Application and Agreement, Vehicle Reservations – The handbook provides guidelines for safe, efficient and accessible transportation to the campus community. The handbook, driver application, and the Vehicle Reservation Request form can be found at <https://www.luther.edu/facilities/>.

605.0 SAFETY AND HEALTH POLICIES AND INFORMATION

605.1 [Campus Security and the CLERY Security Act](#)

Luther College is in willing compliance with the Clery Security Act, Public Law 101-542, and, supported by compiled statistics, believes the environment to be a low crime area, particularly when individuals use common safety precautions. A complete report is available at <https://www.luther.edu/studentlife/resources/dean/crime/>.

605.2 Children in the Workplace Guidance

Luther College values families and welcomes employees to bring their family members to campus to learn in community, attend campus events and to use campus facilities as appropriate. The college also affirms the need for a productive work environment for all employees and an excellent learning environment for its students. It is not appropriate for employees to bring their children to work in lieu of childcare options. The purpose of these guidelines is to ensure the health, safety and well-being of all children who visit the college. See the full guidance statement at www.luther.edu/hr/children-in-the-workplace/.

605.3 College Keys

Campus security is important to all college employees. If you are issued a building or office key, it should be kept in your possession; you should not loan it to anyone. The privilege of carrying a key

is not transferable. A lost key must be reported at once to the employee's supervisor and the Facilities Services office. See College Key Policy at www.luther.edu/policies.

605.4 [Emergency Procedures Guide](#) is a quick reference during emergency conditions on campus which provides emergency phone numbers and calling list, and information for situations including medical emergencies, armed subject, behavioral concerns, bomb threats, chemical spills, criminal activity, fire and explosion, hazardous odors and leaks, severe weather, suspicious mail, and utility failure. The guide can be found at <https://www.luther.edu/safety/emergency/>.

605.5 [Federal Drug Free Workplace Act](#)

Luther College highly values its students and employees and is therefore committed to maintaining a safe and healthful learning environment and workplace free from chemical substance abuse. The policy outlines ways the College will fulfill this commitment while complying with the provisions of the Drug Free Workplace Act (1988) and the Drug Free Schools and Communities Act of 1986 and Amendments of 1989. This policy will be shared annually with all students and employees by the Student **Engagement** and Human Resources offices and can be found at https://www.luther.edu/studentlife/student-handbook/?policy_id=678307.

605.6 OSHA Disease Standards

Faculty and staff are not authorized to clean ANY spills of body fluids (blood, vomit, urine, feces) unless they have received blood-borne pathogen training and been offered Hepatitis B vaccine. For more detailed information, contact your Department Head or the Office of Human Resources.

605.7 Pet Policy

Animals can present a health concern in the form of allergies and disease. Animals can also pose a potential damage to the buildings and vehicles in the form of stains and odors. The only exceptions to the policy would be for service animals and educational purposes. See Pet Policy at <http://www.luther.edu/policies/last-section/>.

605.8 Smoking Policy

In accordance with the new Iowa Smokefree Air Act, effective July 1, 2008, smoking will not be permitted on any and all Luther College property. The law prohibits smoking inside all buildings (including residence halls), outside all buildings, and on any college property. Specifically, smoking is prohibited in outdoor college areas including "parking lots, athletic fields, playgrounds, tennis courts, and any other outdoor area under the control of a public or private educational facility, including inside any vehicle located on such school grounds."

606.0 STUDENT SERVICES

606.1 [Career Center](#)

The Career Center provides a comprehensive array of services intentionally designed to meet the career development needs of all students and alumni. These include, but are not limited to, individual career counseling and graduate school advising; interest inventories and assessments; internship and job search advising; mock interview services; career development workshops and seminars; and on-campus career events and off-campus regional career fairs. A complete list of programs and services can be found at the Career Center website <http://www.luther.edu/career/>.

606.2 [Counseling Service](#)

The Counseling Service helps students resolve personal issues and fosters student growth in such areas as self-understanding, self-esteem, interpersonal skills, and stress management. The goal of this office is to improve the psychological and interpersonal well-being of students and to enable them to fully utilize their learning opportunities at Luther College. Services provided include confidential individual and group counseling, crisis intervention, educational presentations, and consultation with faculty, staff, parents, and friends in regard to their concerns about students. A complete list of programs and services can be found at the Counseling Center website <http://www.luther.edu/counseling/>.

606.3 [Center for Academic Enrichment](#)

The Center for Academic Enrichment (CAE) helps students develop confidence in their abilities and achieve their academic potential. CAE provides support to all Luther College students, responding to the individual needs through a variety of services including academic skill building, free tutoring, disability services, individualized support, course notification, learning needs assessment, Writing Center and Speech and Debate Center. Further information can be found at <http://www.luther.edu/cae/>.

606.4 [TRIO Achievement Program](#)

TRIO Achievement Program (TRIO) is a federally-funded [TRIO](#) program designed to ensure academic success for Luther College students who qualify. Eligibility is based on family income and first generation status or disability status. A complete list of TRIO programs and services can be found at <http://www.luther.edu/trio/>.

700.0 SUMMER SCHOOL & SUMMER PROGRAMS GUIDELINES

700.1 The Luther campus is active during the summer with academic course offerings, undergraduate research, camps, conferences and special programs. Authority and responsibilities for summer programs are delegated by the **Provost** and the President. The Office of the **Provost** is responsible for all academic summer courses, undergraduate research, and special programs run by academic departments and faculty. The Campus Programming Office is responsible for summer camps, conferences and other events. Faculty are encouraged to consult with the appropriate office if they wish to propose a summer offering, program or event.

701.0 SUMMER SESSION COURSES

701.1 Summer teaching is neither required nor guaranteed. The schedule is constructed in light of probable student demand. Contracts for summer school are in addition to the regular contract for the academic year. Salaries are based on rank held the previous year. No additional benefits are provided.

701.2 Undergraduate summer session

- a. Courses to be offered are determined through consultation with department heads, the **Provost**, and the Registrar. The goal is to offer courses that will meet student interest, traditionally have high demand, are unique to Luther and/or fulfill all-college requirements. To encourage the highest enrollments and avoid competing for the same students, the following will be taken into consideration: limiting the number of courses per discipline, potential to enroll 10 paying students per course, standardizing the list of summer course offerings to allow for consistent student advising options each year. New courses (should there be any) must have gone through the approval process by mid-November.
- b. Department heads recommend faculty to teach courses. Normally only returning faculty are eligible for employment in the summer school. Faculty may teach only one four-credit course per session. Directed readings and independent studies may be assumed at the instructor's discretion.
- c. Summer school information is prepared by the Registrar and placed on the Registrar's Office website; courses offerings are posted on my.luther.edu.
- d. Preliminary Registration may be completed by mail prior to the beginning of the summer sessions. Courses which do not have their required minimum enrollment (faculty/staff dependents excluded) by 4:00 p.m. of the earlier of the Tuesday one week before the first day of Summer Session I classes or 4:00 p.m. of the Friday preceding graduation, will be canceled at that point. Faculty under contract to teach courses which will be canceled due to insufficient enrollment will be notified immediately by the **Office of the Provost**. Students pre-registered for courses which have been canceled will be notified by the Registrar's Office. Though pre-registration is strongly encouraged, registration may take place through the first day of classes for each session. Students enroll at the Registrar's Office, settle accounts at the Financial Services and receive their I.D.'s at the Dining Services Office, prior to attending classes.

e. Students must clear independent study projects and private lessons with both a faculty advisor and the Registrar. Faculty members who are not on summer contract are not obligated to assume responsibilities for independent studies. No faculty member will receive extra compensation for their supervision unless specifically requested to undertake this supervision by the Director of Summer Sessions. Students will pay normal summer school tuition fees if credit is to be granted.

f. Departmental budgets are charged for summer course-related expenses.

701.3 Graduate courses

a. Luther's policy: the following was adopted by the faculty at its May 23, 1972 meeting:

I. Guidelines for courses offered with credit at the graduate level under these provisions of the North Central College Association:

1. Such courses shall be offered only during the Summer Sessions or as evening Extension courses during the nine-month academic year.

2. Only holders of the B.A. degree shall be eligible to take these courses for credit at the graduate level.

3. The requirements of the North Central College Association for the offering of such courses shall be complied with in full. This means that a file will be maintained for each course so offered, including a description of the course, the number of credits offered, the criteria for admission, the expectations for the amount of work students will do, the credentials of the teacher, and the library support for the course.

4. Initial approval for the offering of such a course shall be given by the Department Head, the **Provost**, and the Registrar. This approval will be subject to confirmation through the regular channels for the approval of courses: Department, Division, Curriculum Committee, Faculty.

II. The Curriculum Committee recommends that all courses, including Summer School and Extension courses be subject to the procedures for approval which now apply to courses offered during the regular semester and the January Term.

Proposals which come too late for the regular procedures may be approved by the Department Head, the **Provost** and the Registrar for a single term only. To be repeated, the offering must be approved by the faculty.

b. The guidelines from the NCACS are as follows:

An institution which seeks to offer a limited number of courses at a degree level beyond that at which it is accredited must meet the following conditions:

1. It must submit to the Office of the Director of the Commission on Institutions of Higher Education a statement of intent indicating its plans to offer a limited number of courses at the higher degree level.
2. It must submit materials documenting the nature of the work. Included in this material should be the rationale for offering credit for the course, a comprehensive description of the course content, number of credits to be awarded, criteria for admission to the course, expectations regarding student performance in the course, and a discussion of the faculty, library, and other resources appropriate to the nature of the work.
3. It must include in its catalogue and other publications a clear statement that only a limited number of courses is available; that a degree program at a higher level is not offered; that the credit earned, upon evaluation, may or may not be applicable toward a higher degree should the institution introduce such a program at a later date.
4. It must not publish intentions of introducing in the near future a degree program at a higher level. Work offered for credit under this policy will be reviewed during the next regularly scheduled evaluation of the institution or at an earlier date if deemed appropriate by the Executive Board.

c. This policy is further clarified by NCACS:

The number of courses offered under this procedure should not exceed five. The primary portion should remain constant. The intent of the policy is not for a different set of five courses to be offered in a series of summers, but rather to permit an institution accredited at the bachelor's degree level to offer a few graduate level courses.

d. Implementation. Modeled on the successful computer and education short courses, a core of one- and two-hour offerings is being developed. These courses, determined by a "needs assessment" done in the public school systems, will be designed primarily to meet the needs of local elementary and secondary teachers. They will include all disciplines but will be managed by the Education Department.

e. Registration: Same as for regular Summer Sessions.

701.4 Summer contracts

- a. Summer session faculty have separate contracts with the College. These contracts are issued by the Office of the **Provost** with the approval of the President. Payment is made on the 25th of the month(s) during which the course or program takes place.

b. Fulfillment of contracts to teach summer courses will be contingent upon a minimum of eight students enrolled in the course. No provision will be made for alternate service. A faculty member may choose to teach a class of five, six or seven students for proportionately reduced compensation; the decision to accept such reduced compensation is made at the time the contract is signed, and is not revocable. The student enrollment for the purpose of calculating salary will be determined at the end of the second day of classes. A course will be canceled if fewer than five full-paying students enroll in the course.

c. Luther faculty and staff receive compensation through the regular payroll, with appropriate deductions and without additional benefits. All compensation is subject to federal and state tax deduction and FICA. This is an IRS regulation.

d. Salaries for summer sessions for Summer **2021**:

Faculty

Professor	\$1,715 per credit hour
Associate	\$1,565 per credit hour
Assistant	\$1,390 per credit hour
Instructor	\$1,245 per credit hour

Salaries are based on the rank at time of service, not on promotions effective the following September.

702.0 SUMMER SPECIAL PROGRAMS

702.1 General

702.1.1 All questions relating to the initiation of summer programs, and establishment of priorities for space and housing, the creation of budgets for programs, etc., are vested in the **Provost**, who may in turn delegate these responsibilities to others (see 700.1). Matters which fall outside of the definition of routine may be referred to the **Provost** or to the President for final decision.

702.2 Special programs budget planning

- a. Directors should consult with the **Provost** to discuss program, budget, staff, dates. The following should be considered in calculating total charges to students or to funding agency:
 1. tuition (if credit is to be given)
 2. room and board
 3. fees
 4. salaries
 - a. professional

- b. paraprofessional (If compensation is to be in part or wholly in the form of room and board, these costs must be shown and deducted, at the rate approved by the Board of Regents.)
 - 5. publicity
 - 6. supplies, equipment
 - 7. scholarships and any other support awarded to participants
 - 8. indirect costs
 - a. sports facilities
 - b. library
 - c. student services
- b. Scholarships are coordinated with the **Provost** and the Office of Financial Services.
- c. Directors of programs for high school students should plan for adequate dorm counseling. For high school camps the recommended ratio is ten students per counselor.

702.3 Salaries

- a. For faculty and staff on nine-month contract:
 - i. summer earnings may not exceed 2/9 of the base salary for the preceding academic year.
 - ii. Earnings for a given summer month or equivalent time period may not exceed 1/9 of the base salary for the preceding academic year.
 - iii. Any exception to (i) or (ii) will require written authorization from the President.
- b. For staff on annual contract (twelve-month, including one month vacation) there will be no additional compensation for summer services. Exceptions to this policy will require written authorization from the President.
- c. All short-term staff and summer student employee contracts are issued by the Director of Human Resources.
- d. Compensation for program directors will be based on length and size of program, scope of responsibilities and attributes of participants, and is negotiated with the **Provost** prior to the preparation of program budgets.
- e. Salaries for programs funded by external agencies (NSF, ED etc.) must be negotiated with the **Provost**. Salaries for such funded programs may vary from college funded programs depending on the constraints imposed by the funding agency. Persons submitting requests for summer programs should consult with the **Provost** prior to submission of proposals.