

FACULTY MEETING - CLA

March 17, 2017
HALL OF SCIENCES 4

AGENDA

CALL TO ORDER: 3:15 p.m.

Chris Taylor

FOR DISCUSSION:

Reframing of Gen Ed
Academic Structuring
Second Discussion: Revised Faculty Regulations

Lisa Brenner ----- pp. 2-6
Debra Liebowitz
Chris Taylor ----- pp. 7-34

ADJOURNMENT

Assessment Committee: For Discussion

As you heard at the last faculty meeting from Lisa Brenner, an ad hoc committee has been working this semester to assess our Gen Ed program. Lisa, Alan Rosan, Patrick McGuinn and Rita Keane, in consultation with Deb Liebowitz, have developed the following two page document that serves as a conceptual framing of Gen Ed, from which we will develop learning goals (that can be assessed). We would like to share this document with faculty now so that we can elicit feedback throughout the process. Please note that our approach to assessing student learning focuses on evaluating what students gain through the formal educational program at Drew. The reframing seeks to articulate what an ideal student should look like upon graduation.

The question we would like our colleagues to consider: as you read this conceptual framing of our Gen Ed program, and consider the Gen Ed classes that you teach and that your students have taken, have we left anything crucial out? Is there anything you might add? Is it a good description of what we seek to do in Gen Ed?

Current General Education Requirement on the website:

General Education Requirements

The College's general education program serves the University's mission to offer its diverse community of learners a challenging and individualized education shaped by a deep-rooted culture of mentoring and thoughtful engagement with the world beyond its campus. Students discover their passions by exploring a rich and varied curriculum that fosters a deep understanding of the world while simultaneously immersing themselves in a specific area of interest to develop disciplinary or interdisciplinary expertise. Our commitment to experiential learning encourages students to actively engage with the academic and co-curricular communities on-campus by learning through action. Students actively engage the world beyond the gates of the university by taking what they have learned in the classroom and on campus and applying it in local and/or global academic and professional settings. Drew's proximity to New York City and our innovative international programs provide multiple opportunities for students to apply their theoretical knowledge to everyday practice and real-world contexts.

The general education curriculum is purposefully designed to give students flexibility and choice; there is no single path all Drew students will follow, though all students will gain the knowledge, skills, and collaborative capacities they need to navigate a complex world. Students shape their own education, with the support of dedicated faculty mentors who serve as academic advisers. By graduation, Drew students will be ready for a life of continued learning, community involvement, and professional leadership.

General Education Requirements

To complete the Drew Bachelor of Arts degree, a student's cumulative grade point average, both overall and in the major, must be at least 2.0. Students must also complete the following:

128 credits, of which at least 48 must be earned at Drew;

64 intermediate and upper-level credits, of which at least 32 must be at the upper level;

[a major area of study;](#)

[an off-campus experience;](#)

credits in certain course categories (see below).

Required Course Categories

With the guidance of an academic adviser, students map their own path to their Drew degree, developing and mastering the goals of the general education program along the way. Paths through the requirements are varied, and students are encouraged to explore in more depth any areas that pique their curiosity. By graduation, students will have completed a selection of courses from the following required categories:

[Drew Seminar \(4 credits\)](#)
[Breadth Courses \(20 credits\)](#)
[Writing Intensive Courses \(8 credits\)](#)
[Quantitative Literacy \(8 credits\)](#)
[Foreign Language \(0-16 credits, depending on language and placement\)](#)
[Diversity, Cultural and Global Awareness \(8 credits\)](#)

The Major

In order to achieve depth of knowledge in at least one field or discipline, each student is required to complete a disciplinary or interdisciplinary major. Students wishing to develop depth in more than one field have the option of completing a second major or a minor. Students should select their major in consultation with their advisers. Students may declare the major at any time after completion of the Drew Seminar and must declare a major by the end of their second year. A complete list of majors is [available here](#). All majors require Writing in the Major experiences to develop the writing skills and style specific to that discipline and culminate with a Capstone experience that integrates, applies and critiques the content and process of that discipline.

Special Major

A student may develop a special major rather than elect one of the existing disciplinary or interdisciplinary majors. There must be a strong educational advantage for doing so, one that cannot be served through any of the traditional majors. Choosing options such as a double major or major/minor(s) is preferred to designing a special major.

The Drew Seminar

The Drew Seminar introduces students to the intellectual life of a liberal arts education. Led by a faculty member dedicated to working with first-year students, the seminar provides a stimulating introduction to rigorous, college-level work that centers on the exploration of a particular topic or subject area, and includes development of critical thinking, information literacy, and writing and oral communication skills. Students select from a wide-range of seminar topics.

Breadth Courses

A broad grounding in diverse disciplines is a hallmark of a liberal arts education; it prepares students to grasp the richness, complexity, and connectedness among seemingly disparate bodies of knowledge, and to become more engaged and informed citizens of the world. Students should select breadth courses in consultation with their adviser, considering how those courses can complement the work of the major or open to them new fields of interest or knowledge. Breadth courses represent opportunities to investigate the riches of the curriculum and to make connections between and among different disciplines.

Students must complete four credits of breadth courses from each of the following five categories:

Natural Sciences [BNS]

Social Sciences [BSS]

Arts [BART]

Humanities [BHUM]

Interdisciplinary Studies [BINT]

Breadth courses must be chosen from at least four different subject areas. While a breadth course can be used to fulfill major or other General Education requirements as well as the Breadth requirement, no single Breadth course can be used to fulfill more than one Breadth requirement.

Writing Intensive Courses

Writing Intensive [WRIT] courses build on and expand the academic writing skills taught in the Drew Seminar. They require students to use writing as a mode of learning and as a way of entering scholarly conversations about topics presented in the course. Given the importance of writing in all liberal arts disciplines, WRIT courses are offered across the curriculum. Students will engage with writing as a process by discussing writing in class and rethinking and revising written work using feedback from the instructor and, for many WRIT courses, from peer writing fellows.

Quantitative Literacy

Quantitative literacy is a fundamental liberal arts proficiency, one that is critical to an informed and responsible citizen of today's world. Drew students develop this important skill by completing two quantitative literacy courses [QUAN] (8 credits) where quantitative skills are introduced, developed, and contextualized through applications to other disciplines. QUAN courses are offered by many departments; they are not strictly or exclusively mathematics courses. Credit awarded for a quantitative skills course as a result of a

qualifying score on an appropriate AP exam counts as completion of four credits of the quantitative requirement.

Diversity, Cultural and Global Awareness

Taken together, the language requirement and the diversity requirement detailed below prepare students to be fully engaged citizens of a complex and increasingly globalized world.

Diversity

Through two diversity courses, one U.S.-focused [DVUS] and one with an international or transnational focus [DVIT], students come to understand the historical and/or contemporary concepts used to interpret and compare cultures within the United States and abroad and learn to assess the myriad ways in which countries and cultures—both past and present—encounter, affect, and exchange with one another. Many of these courses also explore visual, aural, kinetic, and literary representations of difference as they respond to and reshape the cultures that produce them.

Diversity courses are available at all levels of study (introductory, intermediate, and advanced) and may also satisfy other general education, department or program requirements. While some diversity courses may be listed as fulfilling both U.S. and International/Transnational requirements, a student must take two different courses to fill the two categories; one course may not be double-counted for both.

Foreign Language

Competency in more than one language is essential to a liberal arts education. Studying a language in the classroom and then applying that language contextually in real-world experiences prepares students for a wide variety of professional, educational, and personal opportunities. It also broadens one's perspective and encourages appreciation of the perspectives of others with whom we share our world. Drew offers language instruction in eight languages: Arabic, Chinese, French, German, Italian, Latin, Russian and Spanish. Students at Drew are required to achieve a level of language competency equivalent to the first three semesters of foreign language training at the college level.

Students may be exempted from Drew's language requirement under one of the following circumstances:

- if their application to Drew requires them to submit a TOEFL score;
- by providing documentation to the Office of Academic Services that they attended school taught in a language other than English up through at least the 6th grade;
- by demonstrating proficiency equal to Drew's language requirement on a Drew placement test;
- by demonstrating proficiency equal to Drew's language requirement on a placement test administered through the Office of Academic Services in a language not offered at Drew;
- by scoring 680 or higher on an appropriate SAT II exam;
- by scoring a 4 or 5 on an appropriate Advanced Placement (AP) exam;
- by scoring a 5 or higher in an appropriate IB language course (SL or HL).

All students planning to continue a language they have studied in high school must take a language placement test to determine their placement and the appropriate language course(s) that they will need to take to fulfill this requirement.

Off-Campus Experience

All students have an off-campus experience as part of their Drew undergraduate education. This experience provides students with the opportunity to practice what they've learned outside the confines of the college campus. This experience might be an internship, a full-semester domestic or international off-campus program, a teaching or language practicum, a community-based learning course, an off-campus research experience, an international summer language program, a service learning program, or a community service project. Students will choose this experience in consultation with their advisers, and it should grow out of academic work that students have completed by the time they begin the off-campus experience. Experiences may be 0-16 credits (i.e., from a non-credit bearing service experience to a semester abroad).

Students must complete at least 40 hours on-site for a 0-credit bearing experience.

At the end of the experience, students must complete a process of reflection. This takes the form of formal or informal writing and might include, in addition, group discussions and participation in colloquia or other presentations for the campus community.

Assessing student learning by evaluating outcomes from the general educational program

Reframing of Gen Ed

The curriculum of the College of Liberal Arts serves the University's mission to offer its diverse community of learners a challenging and individualized education shaped by a deep-rooted culture of mentoring and thoughtful interaction with the world beyond its campus. Students discover their passions by exploring a rich and varied curriculum that fosters a strong foundation of essential knowledge and competencies while simultaneously immersing themselves in a major area of interest to develop disciplinary or interdisciplinary expertise. A Drew education challenges students to take intellectual risks, develop curiosity and creativity, and explore complex questions. We prepare our students for lives of engaged citizenship, with the motivation and capacity to deliberate, act, and lead. Drew's relationship with its community partners, its proximity to New York City, and our innovative international programs provide multiple opportunities for students to apply their academic learning to everyday practice and real-world contexts. Through its distinctive emphasis on the reciprocity of knowledge, experience, and service, Drew prepares its students to flourish both personally and professionally as they add to the world's good by responding to the urgent challenges of our time with rigorous, independent, and imaginative thought.

Drew creates leaders equipped to address contemporary challenges by mentoring students to design an individualized course of study drawn from the following modes of inquiry:

Foundations

[Breadth Courses]

The foundations courses provide breadth in science, humanities, social science, and the arts, as well as interdisciplinary studies, with a strong basis in critical thinking and creative expression. Students focus on different modes of understanding, interpreting, and representing phenomena.

Literacies

[Dsem, Writing Intensive, Quantitative, (Technology)]

Students learn to gather and evaluate different types of information, including its reliability and biases. They learn to clearly articulate their ideas while collaborating and engaging others' ideas. They understand how technology is integrated in many fields while thinking critically about its implications.

Engagement [or Perspectives]

[Diversity, Off-campus, Language]

Students gain insight into perspectives beyond the self by interacting with people and materials from diverse backgrounds. They are challenged to move beyond familiar contexts and expand their worldview. Students connect their liberal arts education to the world outside Drew's gates, helping them to become responsible and active citizens—locally, nationally, and globally.

Application [Or Integrative Learning]

[Major, WM, Capstone]

Students develop advanced knowledge in their major field and demonstrate their ability to apply this knowledge to solve problems with rigorous, independent, and imaginative thought.

Draft Faculty Regulations

(March, 2017 Version)

I. Composition of the Faculty

The faculty of the College of Liberal Arts consists of all employees of Drew University with current full-time or part-time teaching responsibilities for students matriculated in the College of Liberal Arts who have been duly appointed by the Dean of the College. Additionally, those with long-term teaching appointments in the College, but who are on officially authorized leave from their normal teaching responsibilities, and all former members of the College faculty who have earned *emeritus* status, are members of the faculty of the College of Liberal Arts.

II. Faculty Governance

1. In accordance with the By-Laws of Drew University, each school organizes its own faculty under the chairmanship of the President of the University, and each faculty makes all rules governing its own procedures.
2. The faculty of each school, subject to the authority of the Dean, the Provost and the President, the Charter and By-laws of the University and the approval of the Board of Trustees, has jurisdiction over all academic matters, including curriculum; academic regulations; teaching procedures and requirements; admission, advisement, co-curricular academic activities, the academic discipline of students; and the recommendation for conferral of degrees on its own students.
3. The CLA Faculty Meeting is a committee of the whole and shall be the supreme decision making body for the faculty of the College of Liberal Arts in all matters under the jurisdiction of the faculty, except as that jurisdiction is delegated by the faculty to various committees of the faculty as enumerated herein.

III. Conduct of Faculty Meetings and Voting Rights

1. Schedule of Meetings

Regular meetings of the College faculty shall normally be conducted once a month during the months of September, October, November, December, February, March, April and May.

2. Rules of Procedure

The conduct of faculty meetings shall be governed by the *Standard Code of Parliamentary Procedure* (formerly known as the *Sturgis Standard Code of Parliamentary Procedure*), except as specified in these regulations. In any instance where there is a conflict between the *Standard Code* and these regulations, the latter shall take precedence.

3. The Presiding Officer

In accordance with the By-Laws of the University, the President of the University presides over meetings of the faculty, unless the President designates either the Provost or the Dean of the College to preside. Normally, the Dean of the College is designated to preside over meetings of the College faculty. The presiding officer, who shall be advised by a faculty parliamentarian,

appointed by the Dean of the College, will have final authority on questions of procedure when there is confusion over any procedural matter.

4. Voting Eligibility and Eligibility to Attend with Voice but without Vote

- a. For the purposes of voting at meetings of the faculty of the College of Liberal Arts, the voting faculty of the College shall consist only of all full-time tenured, tenure-track, non-tenure-track faculty, and administrators with faculty appointments in the College of Liberal Arts. Additional voting members of the faculty of the College shall include the following:
 - i. the President, Provost and the Dean of the College, if any or all do not already hold faculty appointments;
 - ii. the Vice President of Campus Life and Student Affairs;
 - iii. the Dean of Students; and
 - iv. all full-time faculty who hold joint appointments in the College and the Theological School or the Caspersen School of Graduate Studies, or those full-time faculty in the Theological School or Caspersen School who have regular teaching responsibilities in the College of Liberal Arts;
 - v. The Academic Director of the INTO Center;
 - vi. Other employees of the University who have been accorded the vote by past faculty action, or who are granted membership with vote, upon the recommendation of the Dean and Dean's Council, and who have been approved by a vote of the faculty; and
 - vii. Full-time members of the faculty who have maintained their faculty appointments while assuming administrative duties, either in the College or elsewhere in the University.
- b. Regular attendance at faculty meetings is expected as a part of the professional responsibility of every faculty member eligible to vote. The attendance roll shall be circulated at each faculty meeting and maintained in the Dean's Office.
- c. At the first meeting of each semester the voting members of the faculty shall approve the voting list of the faculty meeting for the semester.
- d. Persons eligible to attend faculty meetings of the College with voice but without vote shall include:
 - i. The Chair of the University's Board of Trustees and the chairs of any standing committees of the Board of Trustees
 - ii. Vice Presidents, other Deans of the University and those with a regular seat on the President's Cabinet
 - iii. *Emeritus* members of the faculty of the College

- iv. All those who hold current part-time or adjunct faculty appointments in the College, and who teach students officially matriculated in the College
- v. ESL Faculty who have been appointed to teach Pathways students and who are under the supervision of the Academic Director of the INTO Center
- vi. Members of the administration to whom, by virtue of their office, non-voting membership is specifically extended in the University By-Laws, (e.g., the University Librarian and the Registrar)
- vii. The Director or Dean of College Admissions
- viii. The University Chaplain
- ix. The Director of Athletics
 - x. The Director of Alumni Affairs
- xi. The Director of the Career Center
- xii. The Director of Financial Assistance
- xiii. The Director of the Health Center
- xiv. The Director of the Center for Counseling and Psychological Services
- xv. The Chief Information Officer (CIO)
- xvi. The Senior Director of Instructional Technology and User Services
- xvii. The University's Chief Communications Officer (CCO)
- xviii. The Director of the Center for Global Education
 - xix. The Director of the EOS Program
 - xx. The Director of Institutional Research
 - xxi. The Director and fellows of the RISE Institute
 - xxii. Librarians with faculty status
- xxiii. The President and Vice President of the CLA Student Government
- xxiv. Members of the University community who are admitted to faculty meetings upon recommendation of the Dean and Dean's Council and approved by the faculty of the College.
- xxv. The Associate Vice President of Finance and Controller of the University
- xxvi. The Editor of the *Acorn*
- xxvii. When appropriate, the presiding officer may invite students, or other relevant guests, to be present at meetings of the Faculty of the College with voice but not vote during the discussion of any item on the agenda.

5. Faculty Meeting Voting Procedures

- a. Motions are approved by a simple majority of those voting

- b. Determination of a Quorum
- i. A quorum shall consist of 50% + 1 of the voting members of the faculty meeting. For the purposes of determining a quorum, all those voting members who are identified in III.4.a. above, and all full-time faculty of the College who are on sabbatical or other authorized leave from the university are not counted. All voting members retain their voting rights, but for the purpose of determining whether or not a quorum exists, those identified in this clause are not counted if they are not present when a quorum call is made.
 - ii. A quorum call may be made by any voting member of the meeting whenever a question is called. The presiding officer has discretion to rule on whether repetitive quorum calls are in order or are being made with the aim of obstructing the business of the meeting.
 - iii. When a quorum call has been made, the presiding officer shall suspend voting until a determination has been made as to whether or not a quorum exists by a check of the initialed attendance rosters of voting members. If it is determined that a quorum does not exist, discussion may continue, but the meeting shall take no votes until such time as a quorum of voting members exists.
- c. In all cases, a simple majority determines the outcome of a vote. Voting may take place in three ways.
1. By voice vote at the meeting
 - a. Routine questions are typically decided by voice vote. Either at the discretion of the presiding officer, or at the request of any voting member, the voice vote shall be confirmed by a show of hands.
 2. By a paper ballot at the meeting
 3. By an electronic vote following the meeting
- d. Paper ballots or electronic voting are used under the following conditions:
- i. Committee elections, or whenever the faculty is asked to designate its representatives on any University body, shall be conducted by electronic voting, which shall begin as soon as feasible following the closing of nominations. Once begun, voting shall extend at least 48 hours. The names of those elected, but not vote totals, shall be posted electronically as soon as possible after the conclusion of the election.
 - ii. Either a paper ballot or an electronic vote may be used to effect any major decision when the presiding officer so chooses to use a paper ballot at the meeting, or an electronic vote following the meeting, or when a request for a paper ballot or an electronic vote is made at the meeting by any voting member at the meeting. If a motion is made, duly seconded and approved by a majority of those voting for either a paper ballot or an electronic ballot, that method of voting shall be employed. Typically an electronic ballot is preferred for votes on major issues when there is concern that faculty members teaching classes scheduled during a faculty meeting would otherwise not be able to vote. In the case of electronic balloting, the vote shall begin as soon as feasible following the faculty meeting in which the call for an electronic ballot is made and approved, and shall last for a minimum of 48 hours from the start of voting. The results of the vote shall be announced to the faculty as soon as possible after the close of voting.
- f. The results of paper ballots and electronic votes shall be recorded in the minutes of the meeting, with the exception that the vote totals for candidates in elections are not recorded.
- g. Absentee voting at Faculty Meetings by proxy is not permitted.

6. Executive Sessions

When the faculty deems it desirable to consider items of a confidential nature, with only voting members present, it may, by a simple majority vote, resolve itself into executive session. Once an executive session has been approved, only voting members may be present at the meeting. In the event the expertise of someone not a voting member is needed during the executive session, that person may be present at the executive session with voice but no vote if a motion to that effect has been approved by a simple majority of the voting members. The request for an executive session may come at any time from the presiding officer or from any voting member of the faculty meeting.

7. Special Faculty Meetings

Special meetings of the faculty may be convened at the discretion of the presiding officer, or by the petition of 50% + 1 of the voting members of the CLA faculty not currently on sabbatical or leave of absence. Upon the receipt of a duly signed petition consisting of at least 50% + 1 of the eligible voting members of the faculty not currently on sabbatical or leave of absence, the presiding officer shall convene an official meeting of the faculty within ten business days of the receipt of the petition. The calling of a special meeting requires advance notice to the faculty of at least 48 hours.

8. Minutes

Approved minutes of faculty meetings shall be electronically stored and made available to the faculty once they have been approved by the faculty.

IV. Organization and Functioning of Faculty Committees

1. General Principles

- a. All committees are agents of the faculty, and they are established by the faculty for the effective discharge of responsibilities assigned to it under the University's By-Laws. The role of a committee is to consider, whether by referral or on its own initiative, matters that are appropriate under its assigned jurisdiction.
- b. No committee shall be empowered to make final decisions for the faculty unless it has been authorized by the faculty to act in its name.
- c. The primary function of a committee is to acquire necessary information and develop options and alternatives, which it reports to the faculty, indicating its choice among the possible options.
- d. Committees may be asked to consider and make recommendations on matters that affect the College but which are not subject to decision by its faculty. Advice may be given to other University offices and bodies, but specific recommendations shall not be made without the approval of the faculty, whose agent the committee remains. Committees may also be authorized to act on those routine matters that it is appropriate and necessary for the faculty to continuously monitor and oversee. Committees shall not be expected or required to perform administrative functions, or to act as agents of bodies other than the faculty.
- e. Committees of the College are created and disbanded by vote of the faculty as permanent committees, and they are created to assist the faculty in the accomplishment of its duties in critical areas of its responsibility. Special, Select, Steering and *ad hoc* committees, as well as Working Groups and Task Forces, are short-term bodies with clearly stated sunset provisions, which are created from time to time as needed and with clearly defined objectives. They are appointed by the Dean, with the advice of the Dean's Council, and shall terminate automatically within 24 months of their creation, unless the faculty approves an extension of time to complete the

assignment, or transforms the *ad hoc* or select committee into a permanent committee of the faculty.

- f. No committee shall be responsible to any other committee, except as otherwise provided in these regulations, though any committee may request an opinion or advice from any other committee. If any committee feels that an item has been inappropriately referred to it, its chair shall consult with the Dean and Dean's Council to determine which committee the matter should most appropriately be referred to. There shall be no permanent subcommittees. However, any committee may, if it wishes, establish temporary *ad hoc* subcommittees or task forces to advise and assist it on specific matters over which the committee has jurisdiction.

2. Committee Membership

- a. Membership on committees is either elected or appointed as specified herein for each committee. All committee assignments, whether elected or appointed, are normally for two years. Terms of service shall normally begin with the start of the fall semester. The Dean's Council shall present their selection of candidates to the Dean for appointment. With the exception of the Dean's Council, GEFAC and the COF, committee chairs shall be elected by committee members from among their number.
- b. There shall be regular rotation of committee assignments. The usual practice shall be for a faculty member to serve on any committee for no more than two successive terms, and approximately one half of the committee membership should rotate each year.
- c. Full-time faculty in their first year of employment at Drew shall ordinarily not serve on committees.
- d. When a committee is composed of both elected and appointed members, the elected members shall be chosen first.
- e. No member of the faculty shall simultaneously hold more than two memberships on permanent committees, including one chairmanship, unless otherwise allowed for in these regulations.
- f. All committees shall be chaired by voting members of the faculty, who have full-time teaching responsibility, except as otherwise specified in these regulations. If a committee is to choose a new chair, a continuing member of the committee is designated by the Dean to act as interim chair to convene the first meeting of the committee, where the first order of business shall be for the committee to elect its new chair.

3. Election Procedures when Committee Membership is by Election

- a. The Dean's Council shall endeavor to identify two candidates to put before the faculty for every open elected position. When it is not possible to identify two candidates to run for an election, the Dean's Council shall identify and place before the faculty at least one candidate.
- b. Additional nominations will be solicited from the faculty at the Faculty Meeting preceding the start of electronic voting for the position. The nomination period for an individual committee election may be extended until the next faculty meeting if a motion to do so is approved.
- c. Elections for committee memberships will be done electronically over a period of at least 48 hours, and voting shall begin as soon as feasible following the Faculty Meeting where the proposed slate is presented and additional nominations solicited.

- d. A choice of “abstain” should be included on all election ballots.
- e. When an early vacancy occurs on a committee with elected membership, a special election for a replacement member will occur at the next scheduled Faculty Meeting. The Dean’s Council will present candidates to the faculty for their consideration and will solicit further nominations from the floor of the Faculty Meeting. In cases where only one candidate is identified by the Dean’s Council, the candidate may begin attending meetings of the committee with voice but without vote prior to their election by the faculty. Elections to fill vacancies shall proceed as described above.
- f. Elections for all major committees for the next academic year shall normally be held in the fall, usually not later than the December faculty meeting, giving departments time to work a member’s teaching schedule around assignments on committees that have set meeting times or accompanying release time. Appointments for all remaining committees should normally be made by the February faculty meeting.

4. Release Time Recommendations for Committee and Other Service

- a. Acknowledging that service is a regular expectation of faculty, the faculty also recognizes that in some cases the burden of service work is considerable and exceeds the normal expectations of a faculty member’s responsibility (which is the equivalent of 2 hours per week or a total of 80 hours over the nine months between late August and late May).
- b. In cases where a service obligation or a committee’s work is considerable, the faculty supports the granting of release time by the Dean in consideration of the added workload placed on faculty. As the University calculates a 4-credit course as requiring an average of 12.5 hours of work per week across a 15-week semester, in cases where the total service workload burden on faculty members averages at least seven and a half hours per week across the academic year, either one course release, or the equivalent prevailing adjunct stipend for a 4-credit course offered as an additional stipend, are appropriate compensation for the added workload burden placed on faculty. In cases where the committee’s workload expectation averages at least 4 hours per week across the academic year, either a half-course release, or the equivalent of the prevailing adjunct stipend for a 2-credit course, are appropriate compensation for the added workload burden placed on committee members.

5. General Guidelines for Permanent Committees

- a. When committees are bringing major policy decisions to the faculty for action, they shall first report their recommendations to the Dean’s Council, and solicit the Council’s feedback, and, to the extent possible, present proposals to Division meetings for further discussion prior to the Faculty Meeting at which the formal proposals are to be discussed or acted upon by the faculty.
- b. Any committee report requesting specific action or formal faculty decision shall be in writing and shall include specific wording for the motion of the proposed faculty action, and an explanation of the reasons for the requested action. Such a report shall normally be sent to voting members of the faculty at least 48 hours prior to the meeting at which the proposed motion is to be considered.
- c. Committees shall keep and post minutes, except as specifically provided below, to record deliberations and actions taken. After each set of minutes are approved, the chair shall send an electronic copy of the minutes to the Office of the Dean to be posted online.

- d. Each committee should make a written or oral report to the faculty at least once each academic year. If the report is oral it should include a brief summary in written form.
- e. If the faculty has granted to a committee the power to act in its name, the committee shall, either through the chair of the committee or the Dean of the College, advise the faculty of decisions taken under that authority. Such decisions shall not be put into effect less than five academic days after such notice has reached the faculty. If any three voting members of the faculty advise the committee and the Dean of the College that they object to a specific decision, it shall not take effect until the matter has been considered by the whole faculty at either the next regular meeting or at a duly called special meeting of the faculty. This restriction shall not apply to the decisions of the Committee on Faculty, the Committee on Academic Integrity, the Committee on Academic Standing or other committees that routinely make decisions that only affect individual faculty members or students.

V. Committees of the Faculty

1. The Dean's Council

- a. Advises the Dean of the College, and, on occasion, the President, the Provost, other senior administrative officers and/or the Board of Trustees, on curricular issues, staffing, strategic planning, shared governance, budgeting and other matters of import which may arise from time to time. It shall also propose to the faculty policies designed to implement long-range strategic plans of the College and the University. It shall consider proposals for new programs, evaluating them in light of existing strategic priorities, existing or potential student demand, the budget and staffing limitations for the College and University. It shall review and discuss the final reports of external reviews. It shall review and offer advice on recommendations about sabbatical applications and release time grants. It shall consult with and advise any University bodies concerned with budgets, planning and programs. New programs or major revisions of existing programs shall be considered and approved by the Dean's Council before faculty approval is sought.
- b. Considers all matters of concern to faculty having to do with membership, faculty responsibilities, and the quality of faculty life. It shall make recommendations on these matters to the Dean of the College, the faculty, the President, the Board of Trustees, or other appropriate University entities.
- c. Serves as the appeals board in cases where a faculty member has received a lesser sanction from the Dean due to a violation of professional conduct, and the faculty member either does not accept the finding of guilt and/or the lesser sanction imposed by the Dean.
- d. Publishes its minutes.
- e. Solicits preferences of faculty members for committee assignments and draws up ballots for committee elections based on faculty preferences and committee needs.
- f. Forwards recommendations to the faculty for changes to the College's governance structure.
- g. Advises the Dean on annual line requests. During deliberations of line requests, however, a member must recuse her or himself from any discussion of a faculty line request coming from her or his department or program by leaving the room.
- h. Advises the Dean on annual sabbatical applications or requests for a leave of absence. Members of the Council must also recuse themselves from consideration of their own sabbatical applications or leave of absence applications.

- i. The Dean's Council shall consist of:
 - a. Four tenured faculty members, one from each division, elected by the entire faculty for a two-year term;
 - b. One additional tenured faculty member, elected by the entire faculty at-large for a two-year term.
 - c. The Dean of the College, who serves as the chair of the Dean's Council, except in cases where the Council is serving as an appeals board in a case in which the Dean has imposed a lesser sanction on a faculty member, and the faculty member is appealing the Dean's ruling of guilt and/or the lesser sanction imposed by the Dean, as described in Section VIII below.
- j. Whenever possible, elections for the Dean's Council shall be held in such a way that two or three faculty members shall be in the second year of service and two or three in the first year of service in any given year.

2. The Committee on Faculty (COF)

- a. Considers all matters related to the review, promotion and tenure of full-time faculty and all matters related to academic freedom on behalf of the faculty. On or before the date required by the University By-Laws, the Committee shall consider each full-time member of the faculty who is eligible for reappointment, promotion or tenure, and report its recommendations to the Dean of the College, the President and the Academic Affairs Committee of the Board of Trustees.
- b. Consists of one member from each division and a chairperson, all elected by the entire faculty. In exceptional circumstances, if the committee's work cannot proceed due to the lack of a faculty member from a division, a second at-large member may be nominated and elected by the faculty to serve. Only full professors and those associate professors with tenure, and who have served either as department chair or have served on a permanent committee, are eligible for election to the COF. No more than two associate faculty may serve on the committee simultaneously. No current member of the Committee on Faculty may be considered for promotion by the Committee.
- c. The Dean of the College shall have *ex officio* status on the COF, and meets with the Committee with voice but without vote. In cases where the Dean of the College is an active member of a department, or in other ways intimately connected with a candidate being reviewed for promotion or tenure in a manner that would make objective judgment problematic, the Dean will recuse himself or herself and the Chair of the Committee on Faculty will make a recommendation to the President that an Associate Dean or the Dean of one of the other schools be asked to serve as an alternate for the Dean in all aspects of the promotion and/or tenure process.
- d. Committee members shall normally serve for two years. Every other year, the faculty shall elect a chairperson from nominations presented by the Committee on Faculty, which shall consider those faculty who have served on the Committee for two years within the past five years. The chair shall also serve for two years.
- e. During deliberations on contract renewals, tenure decisions or promotions, COF members shall recuse themselves from any discussion or votes on a colleague in her or his department or program, or whenever the COF member is in other ways intimately connected with a candidate under review, by leaving the room. When a recusal occurs, and the remaining members of the Committee are divided, another faculty member from the division affected, who has previously served before on the COF, will participate in the candidate's review with voice and vote if any member of the COF requests it.
- f. The minutes of the COF shall be confidential and are not posted or made public.

3. The Committee on Academic Standing

- a. Is concerned with the academic performance of students. It shall decide all matters relating to the standing and retention of students. It shall grant or deny individual student requests for modifications or exceptions to academic regulations. It shall advise the faculty regarding its academic policies and regulations.
- b. The members of the Committee on Academic Standing are appointed and shall consist of:
 - i. Four faculty members from separate divisions, one of whom shall chair the committee;
 - ii. The Dean of the College, the Associate Dean for Academic Services and the Dean of Students;
 - iii. The University Registrar, Director of Financial Aid and Director of Student Accounts shall also sit on the committee with voice but without vote.
- c. The Committee shall report to the faculty each semester on the actions that it has taken in aggregate during the preceding semester.
- d. The Committee's agenda and report of actions shall serve as its minutes.

4. The Committee on Academic Integrity

- a. Is responsible for hearing and deciding all cases where students are charged with having violated the College's policies on academic integrity.
- b. The Committee on Academic Integrity shall consist of:
 - a. Two faculty members drawn from the pool of faculty elected to serve on the committee;
 - b. The Dean of the College, who shall serve as the Chair;
 - c. One student drawn from the membership of the Student Conduct or Judicial Board
- c. The accuser and the accused student must also be present at hearings of the committee.
- d. The student accused may also bring a Drew faculty adviser of their choice to advise them during the course of the committee's hearing if they choose to. If a faculty advisor is present, the advisor may speak during hearings of the committee, but should not be present during the committee's deliberations after all testimony is taken. The accuser, the student and their faculty advisor, if one is present, should be excused from the hearing after all testimony is taken so that the committee can deliberate and decide the case.
- e. Legal counsel, parents or other non-Drew personnel are not permitted to attend or participate in any committee hearings.
- f. The committee's agenda and decisions shall serve as its minutes and shall remain confidential.

5. The Committee on Academic Policy and Curriculum (CAPC)

- a. Exclusive power to create and change academic policy resides in the faculty, as stipulated in the University's By-Laws. The faculty of the College exercises this responsibility through its elected representatives on the Committee on Academic Policy and Curriculum (CAPC), which brings policy proposals forward to the full faculty of the College, after consultation with the Dean's Council, for the faculty's consideration and vote.
- b. CAPC shall: be concerned with the current instructional operation of the College, in order that curricula, requirements for majors, assessment and other programmatic matters are consistent with educational policies and academic standards approved by the faculty. Subject to the limitations and procedures specified in the academic regulations of the College, CAPC is empowered to approve courses and requirements for majors as proposed by departments. It may not approve creation or discontinuance of majors or programs, or make academic policy, but it may make recommendations to the faculty and the Dean's Council on such proposals. It shall also receive and act upon requests for special majors;
- c. Arrange for adequate and regular consultation with and input from departments and divisions concerning those issues which are of concern to them regarding curricular matters, including assessment issues, the cross listing of courses and courses required in other programs;
- d. Oversee the development of articulation agreements, which it will review with the Dean's Council and bring to the full faculty for approval.
- e. Its membership shall include:
 - i. five full-time faculty members, either tenure-track or non-tenure-track, who have taught full-time at Drew for at least three years, one from each division and one additional at-large faculty member;
 - ii. the Associate Dean of the College for Curriculum and Faculty Development;
 - iii. the Registrar, who sits on CAPC with voice but not vote;
- f. A chairperson shall be elected by the committee from among its full-time faculty members each year.
- g. Whenever possible, elections shall be held in such a way that two or three faculty members shall be in the first year of service and two or three faculty members shall be in the second year of service.
- h. The committee shall keep and post regular minutes.

6. The Academic Computing Advisory Committee (ACAC)

- a. The Academic Computing Advisory Committee is a University committee which offers faculty insight on all aspects of Academic technology and computing at Drew.
- b. CLA membership on ACAC shall consist of four divisional representatives appointed by the Dean.

7. Civic Engagement Faculty Advisory Committee (CEFAC)

- a. The Civic Engagement Faculty Advisory Committee oversees and advises the Director of the Center for Civic Engagement (CCE) on the development, promotion and implementation of new and existing civic engagement courses, programs, and partnerships.
- b. The committee also provides oversight and regular review of existing programs;
- c. Oversees assessment strategies for Community-Based Learning (CBL) courses;
- d. Oversees alignment of the CCE's work with national trends in civic engagement and the liberal arts; and
- e. Oversees alignment of the CCE's work with University goals by increasing engagement with low income and minority communities and increasing opportunities for faculty mentorship of students through experiential learning.
- f. The membership of the Civic Engagement Faculty Advisory Committee shall include:
 - i. Four appointed divisional representatives, who shall elect a chair from among themselves; and
 - ii. The Director of the Center for Civic Engagement, who serves with voice but not vote.

8. The Compensation Monitoring Committee

- a. The Compensation Monitoring Committee is a University body that monitors Drew's compensation in relation to peer and aspirant institutions, and advises the President and the Annual Planning and Budgeting Council on matters related to compensation.
- b. The College is represented on the committee by two faculty members appointed by the Dean.

9. Educational Opportunity Scholars (EOS) Faculty Advisory Board

- a. The EOS Faculty Advisory Board shall work closely with the Director of the EOS Program on all matters related to the academic curriculum and educational support services designed and developed for students admitted to Drew through the EOS Program, including the EOS Summer Program. The Board also reviews all academic policies and procedures designed for the EOS Program and secures appropriate approval, as needed, before implementation.
- b. The members of the EOS Faculty Advisory Board shall be appointed and include:
 - i. The Director of the EOS Program, who reports to the Dean of the College, who serves with voice but no vote;
 - ii. The Associate Dean for Academic Services, who serves in an *ex officio* capacity with voice but no vote;
 - iii. An appointed representative from each of the four divisions of the College, who choose a Chair from among themselves.

10. The Faculty Advisory Committee on Admissions and Financial Aid

- a. The Faculty Advisory Committee on Admissions and Financial Aid advises the Vice President for Enrollment Management and the Director or Dean of Admissions on all matters related to admissions and financial aid policy and strategy for the College.
- b. The College is represented on the committee by four divisional representatives appointed by the Dean.

11. The Honors Faculty Advisory Committee (HFAC)

- a. Advises the Director of the Baldwin Honors programs and the faculty concerning curricular changes, new courses, and programing for the Baldwin Honors Program.
- b. Rules on petitions related to specialized honors theses.
- c. Coordinates and promotes prestigious fellowship applications including, but not limited to: the Beinecke, Boren, Carnegie Junior Fellowship, Cooke, Fulbright, Goldwater, Marshall, Rhodes, Ruthbert, and Scoville.
- d. Members are appointed by Dean on the recommendation of the Dean's Council and include:
 - i. Director of the Baldwin Honors Program, who serves as chair;
 - ii. Associate Director of the Baldwin Honors Program, who also serves as a division representative;
 - iii. One faculty member from each of the other divisions of the College not represented by the Director and Associate Director; and
 - iv. The Associate Dean for Curriculum

12. The Global Education Faculty Advisory Committee (GEFAC)

- a. Oversees all international and off-campus programs directed by the Center for Global Education and advises the Center's Director;
- b. Consults with advisory groups associated with specific off-campus programs;
- c. Develops, promotes, and oversees the implementation of new international and off-campus programs;
- d. Advises the faculty on the creation of new off-campus programs, or on significant changes to existing off-campus programs;
- e. Oversees the operations of the Center for Global Education;
- f. Conducts the annual solicitation of faculty proposals for ShortTRECs and selects the viable proposals;

- g. Reviews of the list of students selected for ShortTREC's and hears student appeals concerning the selection process;
- h. Reviews all off-campus and international programs on a regular cycle and reports to the faculty; and
- i. Reviews and revises the Approved List of off-campus and international programs offered by other institutions.
- j. Reviews and makes recommendations on the revision of policies related to off-campus programs.
- k. The Global Education Faculty Advisory Committee shall consist of:
 - One faculty member from each division of the College appointed by the Dean;
 - The Dean shall appoint one of the divisional members as chair.
 - The Associate Dean for Curriculum who serves *ex officio* with voice but no vote
 - The Director of the Center for Global Education who serves *ex officio* with voice but no vote
- l. GEFAC shall keep and post minutes of its deliberations and decisions.

13. The Health Professions Advisory Committee

- a. The Health Professions Committee oversees and provides support, interview practice, and advice about careers and the application process to students interested in pursuing careers in the health professions. The Committee also prepares letters of recommendation for medical schools based on all the application materials and credentials of students applying for graduate studies in the health professions.
- b. The Health Professions Advisory Committee shall consist of:
 - i. Three faculty members appointed by the Dean
 - ii. The Pre-Medical Advisor

14. The Human Rights Committee

- a. The Human Rights Committee is a University committee that oversees Drew University's policies and procedures to ensure that the University's commitment to a learning, living and workplace environment that are free of all forms of discrimination and harassment is achieved and protected. The committee oversees monitors the success of the University's compliance with Titles VI and VII of the Civil Rights Act of 1964, the Civil Rights Act of 1991, the Age Discrimination in Employment Act, the Rehabilitation Act of 1973, the Americans with Disabilities Act, and other federal and State anti-discrimination laws, including Title IX and VAWA (Violence Against Women Act).
- b. The Committee also reviews and approves proposed actions by the Title IX Coordinator in specific cases, such as the scope of no contact orders.
- c. The College is represented by four divisional representatives who are elected by the faculty.

15. Institutional Animal Care and Use Committee (IACUC)

- a. The Institutional Animal Care and Use Committee is the University body that oversees research and teaching activities involving non-human animals, as described in the Public Health Service *Policy on Humane Care and Use of Laboratory Animals* and the *Guide for the Care and Use of Laboratory Animals*.
- b. Membership on the IACUC consists of at least five individuals and shall include members of the faculty as appointed by the Provost or Chief Academic Officer.

16. Institutional Review Board (IRB)

- a. The Institutional Review Board is the University body that oversees research conducted at Drew University on living human subjects covered by the *Code of Federal Regulations*, Title 45, Part 46, which ensures that all ethical and legal protections for human subjects are observed.
- b. Two College faculty members appointed by the Provost or Chief Academic Officer shall serve on the IRB. When the Chair of the IRB is a member of the College faculty, the Provost or Chief Academic Officer shall appoint three members to serve on the IRB.

17. The University Faculty Agenda Committee

- a. The University Faculty Agenda Committee meets occasionally under the Provost or Chief Academic Officer to set the agenda for meetings of the University Faculty Meeting.
- b. The College is represented on the University Faculty Agenda Committee by three faculty members appointed by the Dean.

18. The University Faculty Committee on Faculty

- a. The University Faculty Committee on Faculty meets occasionally when called by the Provost or Chief Academic Officer to review and ensure that the Committee on Faculty handbooks of the three schools are in accord with the University's Faculty Personnel Policy.
- b. The committee also addresses issues of academic freedom at the institutional level.
- c. The committee may also consider issues related to the structure of the faculty at the University.
- d. The committee is convened by the Provost or Chief Academic Officer, who also presides.
- e. The College is represented by two full-professors currently serving on the COF who are in the second year of their term on the COF.

19. The University Faculty Grievance Committee

- a. The University Faculty Grievance Committee is convened to determine whether an injury alleged by the grievant was a result of an error in the institution's policies, procedures, or their administration, and to determine an equitable redress for the grievant if error is established.

- b. The College is represented by four divisional representatives with tenure elected by the faculty. Four alternates with tenure are also elected by the faculty, and serve in the event that an elected representative is unable to serve.

20. The University Faculty Professional Conduct Committee

- a. The University Faculty Professional Conduct Committee considers cases where the President has issued a statement of grounds for the suspension or termination of a faculty member for cause and the faculty member has not reached a mutually acceptable agreement with the University.
- b. The College is represented on the committee by four divisional representatives with tenure elected by the faculty. Four alternates with tenure are also elected by the faculty, and serve in the event that an elected representative is unable to serve.

21. The University Library Committee

- a. The University Library Committee advises the Library administration on its services, policies and projects.
- b. The College is represented on the committee by four divisional representatives appointed by the Dean.

22. The University Senate

- a. The University Senate is a body representative of the University faculties, student bodies, University staff and administrative officers. It is a consultative and recommending body dealing with all matters concerning the University as a whole. The Senate's agenda may be drawn from matters brought to it by the President, the Board of Trustees, by the separate faculties, by the University Faculty, by student governments, by the University staff or by members of the Senate itself. The Senate may make recommendations to the University Faculty, the several faculties or any other component of the University.
- b. The College is represented on the Senate by four divisional representatives appointed by the Dean.

VII. Professional Rights, Responsibilities and Conduct of Faculty

In keeping with its primary mission as an institution of higher learning, Drew University is committed to the search for knowledge and to academic freedom. Faculty enjoy the freedom to pursue the advancement of knowledge and to organize the teaching of their disciplines in whatever manner they feel is both pedagogically most effective and in line with expectations and standards within their respective academic disciplines. They have:

- the right to free inquiry and the exchange of ideas;

- the right to present whatever materials in their teaching they feel are appropriate, and to present those materials in whatever manner they feel is necessary and appropriate to the pedagogical objectives of their courses, without fear of retribution because others may deem the materials offensive or controversial;
- freedom of expression;
- participation in the shared governance of the University as set forth in the By-Laws of Drew University;
- jurisdiction over academic matters, including course content and manner of instruction, requirements for matriculation and the granting of degrees;
- review of candidates for appointment and promotion; and
- the right to due process and judgment by their peers in cases where their professional conduct is under review.

The professional and ethical responsibilities of faculty are well-established through standards and statements of best practice within the academy. These ethical principles are clearly and concisely expressed in the AAUP *Statement on Professional Ethics* (as first adopted in 1966 and revised in 1987, 2009 and thereafter):

<http://www.aaup.org/report/statement-professional-ethics>.

The AAUP *Statement on Professional Ethics*, and its subsequent revisions, form the basis of our shared understanding of the professional and ethical responsibilities of faculty at Drew University. While this statement of the professional and ethical responsibilities of faculty is not intended to be exhaustive, it does provide a broad framework of expectations. Examples of unacceptable conduct noted in the five sections below are for illustrative purposes, and are not intended as an exhaustive list of unacceptable conduct. Similar breaches of accepted standards of professional conduct are, therefore, equally subject to disciplinary action as set forth below in Section VIII below.

As reflected in tenure and promotion guidelines outlined in the *University Faculty Handbook*, the professional responsibilities of full-time faculty fall into four primary areas: (1) teaching; (2) scholarship; and (3) service to the institution and to the profession. In addition, (4) all faculty members are expected to act in a collegial manner, act with integrity and maintain the highest ethical standards in all areas of their professional responsibility.

The AAUP *Statement on Professional Ethics* divides into an individual faculty member's responsibilities in relation: to scholarship; to teaching and students; to the University; to colleagues; and to the community.

1. Scholarship

“Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the

truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.” (AAUP Statement on Professional Ethics)

Examples of inappropriate conduct in this area include:

- a. Failure to remain current and active in their fields of scholarly competence;
- b. Failure to maintain the highest standards of scholarship and academic integrity in their work; and
- c. Allowing subsidiary engagements or financial inducements to compromise their professional judgments or intellectual honesty.

2. Relationship with Students

“As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student’s true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.” (AAUP Statement on Professional Ethics)

Examples of inappropriate conduct in this area include:

- a. Failure to treat each student with equity, fairness, impartiality and respect;
- b. Failure to meet the responsibilities of instruction, including:
 - i. arbitrary denial of access to instruction;
 - ii. failure to provide students with a syllabus or a similar clear explanation of the expectations of the course;
 - iii. significant intrusion of material unrelated to the course;
 - iv. significant failure, without legitimate reason, to hold class, to keep office hours, or to hold examinations as scheduled;

- v. evaluation of student work by criteria not directly reflective of course performance;
 - vi. undue and unexcused delay in evaluating student work, or not providing students with regular feedback on their work prior to the withdrawal date and throughout the course;
 - vii. excessive unexcused absence without providing make-up sessions to compensate students for classes missed.
- c. Not observing University and federal guidelines on the protection of students' confidentiality;
 - d. Harassment or intimidation of, or discrimination against any student on the basis of their political or other ideas, their age, race, class, ethnicity, sex, sexual orientation, gender, gender orientation or identity, citizenship, national origin, religion, ancestry, marital status, physical attributes, physical or mental disabilities, medical condition, or service in the uniformed services of the United States or any other country;
 - e. Use of the position or powers of a faculty member to coerce the actions, judgment or conscience of a student, or to cause harm to a student;
 - f. Entering into romantic or sexual relationships with any student currently matriculated in the College, unless the faculty member and student are already legally married to each other prior to the student's matriculation in the College.

3. Relationship to Colleagues

“As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.” (AAUP Statement on Professional Ethics)

Examples of inappropriate conduct in this area include:

- a. Significant failure to interact with faculty and staff colleagues in a respectful, professional and collegial manner;
- b. Making evaluations of the professional competence of faculty members by criteria not directly reflective of professional performance;
- c. Denigrating or disparaging colleagues to students;

- d. Discrimination, including harassment, against faculty or staff colleagues on political or ideological grounds, or for reasons of their race, color, class, age, religion, sex, sexual orientation, gender, gender expression, gender identity, physical attributes, ethnic origin, national origin, citizenship, ancestry, marital status, pregnancy, physical or mental disability, medical condition or service in the uniformed services of the United States, or other nations, or for other arbitrary or personal reasons; and
- e. Breach of established rules governing confidentiality in personnel procedures, or in other matters where assurance of confidentiality has appropriately been requested and assured by the faculty member.

4. Relationship to the University

“As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.” (AAUP Statement on Professional Ethics)

Examples of inappropriate conduct in this area include:

- a. Intentional disruption of functions or activities sponsored or authorized by the University;
- b. Incitement of others to disobey University rules when such incitement constitutes a clear and present danger that violence or abuse against persons or property will occur, or that the University’s central functions will be significantly impaired;
- c. Serious and repeated failure to adhere to academic policies and procedures of the University;
- d. Repeated and chronic failure to participate in the life of the University, and the responsibilities of shared governance, through the performance of service;
- e. Unauthorized use of University resources, funds or facilities for personal, commercial, political, or religious purposes;
- f. Forcible detention, threats of physical harm to, intimidation or harassment of another member of the University community in a manner that interferes with that person’s performance of University activities;
- g. Violation of University policies, including the pertinent guidelines, applying to nondiscrimination against employees;

- h. Serious violation of University policies governing the professional conduct of faculty, including but not limited to policies applying to research, outside professional activities, conflicts of commitment, violence in the workplace, and whistleblower protections.

5. Relationship to the Community

“As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.” (AAUP Statement on Professional Ethics)

Examples of inappropriate conduct include:

- a. Intentional misrepresentation of personal views as an official statement of position of the University;
- b. Commission of a criminal act, which clearly demonstrates unfitness to continue as a member of the faculty.

VIII. Procedures for Addressing Inappropriate and Unprofessional Behavior

1. When a member of the faculty believes that a colleague may be acting in an unprofessional manner, they shall inform the Dean of their concerns and provide whatever evidence they have of the unprofessional behavior.
2. When the Dean is informed of a concern, or has other evidence that a faculty member may be acting, or has acted, in an unprofessional manner, the Dean shall inform the faculty member of the concern.
3. If, after meeting informally with the faculty member, the issue is not resolved to the satisfaction of the Dean, the Dean shall initiate an informal fact-finding inquiry, if additional information is needed.
4. If the fact-finding process convinces the Dean that no further action is necessary, the matter will be closed and the faculty member informed that the matter is closed.
5. If the Dean’s fact-finding suggests further action is necessary, the matter shall proceed in the manner outlined below, which ensures that a faculty member’s right to due process and judgment by their peers in cases where their professional

conduct is under review is protected.

6. In cases where the Dean believes that the charges may involve a violation of the University's Human Rights or Sexual Harassment policies, the case shall immediately be referred to the University's Title IX Officer for evaluation and, if appropriate, investigation.
7. If the University's Title IX Coordinator determines that the case does not involve a violation of the University's Human Rights Policy or the University's Sexual Harassment Policy, the matter shall be referred back to the Dean for further action as specified in the procedures outlined below.
8. In cases that do not involve potential violations of the University's Human Rights or Sexual Harassment policies, but are of such a serious nature that they might lead to either termination of the faculty member or suspension of service, the case shall be referred to the President and the University Faculty Committee on Professional Conduct for their evaluation, and, if appropriate, action.
9. If the President and University Faculty Committee on Professional Conduct determine that neither termination of the faculty member nor suspension of service are likely outcomes in the case, the matter shall be referred back to the Dean.
10. In cases where the Dean determines that the faculty member has acted unprofessionally in a manner that justifies a lesser sanction than either dismissal or suspension of service, the Dean shall propose a lesser sanction (as outlined in VIII.11.m. below) to the faculty member. If the faculty member accepts the sanction, it shall be imposed and documented fully in the faculty member's personnel file and the matter closed.
11. If the faculty member does not accept either the Dean's finding or the proposed sanction, the accused faculty member shall appeal the matter to the Dean's Council via a letter to the Dean. In this case the following procedures shall be followed:
 - a. The Dean shall be recused from meetings where the Dean's Council is hearing an appeal from a faculty member, except as the Council may need to question the Dean as a witness about details of the case. The Dean's Council shall meet within two weeks of notification that the accused faculty member is appealing the Dean's decision and/or proposed sanction, unless the University is on break, or during the summer months; in which case the Council shall be convened as soon as practical.
 - b. The Council shall elect from among themselves one member to serve as Chair of the Council for the purpose of hearing the appeal.
 - c. If any member of the Dean's Council has a conflict of interest in the case and cannot hear the appeal, they shall inform the Dean of the conflict of interest, and the Dean will then appoint a recent member of the Dean's Council, from the same division as the recused member, to serve in their place.
 - d. The Dean shall designate an appropriate tenured member of the faculty, or an administrator with a tenured faculty position, to present the case against the accused faculty member and outline the lesser sanction that the Dean has proposed in the case to the Dean's Council.

- e. The accused faculty member will have the right to present his or her own case, including any additional evidence they feel the Dean's Council needs to consider. The accused faculty member will also have the right to call and examine witnesses of their choice, and to cross-examine witnesses called by the Dean's representative, or by the Council itself.
- f. The Dean's designated representative shall also have the authority to call and examine witnesses and to cross-examine any witnesses in the case called by the accused faculty member or by the Council itself.
- g. The Council shall examine the evidence, ask any questions it has, and may call additional witnesses as it feels may be necessary to ascertain the full facts of the case.
- h. The accused faculty member may be accompanied at any hearings of the Dean's Council in the matter of the appeal by counsel of their choice. Counsel shall not participate in the hearing, other than to advise and consult with the accused. The University will not have any obligation to compensate counsel retained by the accused faculty member.
- i. Once the Dean's Council has heard all testimony and asked all questions in the matter, the members of the Council shall retire to deliberate privately, with only the five members of the Dean's Council present.
- j. When the Dean's Council has reached its decision in the case, it shall make its findings known to both the Dean and to the accused faculty member in writing.
- k. The final decision and any penalties imposed by the Dean's Council are not subject to appeal. However, the accused faculty member retains the right to appeal to the University Faculty Grievance Committee in cases where a demonstrable procedural error has both occurred and has caused real and substantive injury to the accused.
- l. If the final decision is appealed to the University Faculty Grievance Committee, any CLA representatives on the University Faculty Grievance Committee who also served on the Dean's Council that is the subject of the appeal, shall recuse themselves, so as to ensure that the same individuals who served on the Dean's Council hearing the appeal does not also hear the appeal of the case to the University Faculty Grievance Committee.
- m. Possible lesser sanctions imposed by the Dean and/or the Dean's Council include, but are not limited to, the following: permanent or temporary letters of reprimand, which become part of a faculty member's personnel file; temporary suspension of eligibility for conference travel funds, release time grants, faculty development and/or research funds; suspension or delay in eligibility to apply for sabbatical leave; delays in consideration for promotion and determination of the faculty member's ineligibility for *emeritus* status.
- n. In cases where a faculty member has been found guilty of repeated instances of unprofessional conduct, the Dean may, at his or her determination, refer the matter directly to the President and the University Faculty's Professional Conduct Committee for review and possible action without first submitting the matter to the Dean's Council for their review.

IX. DIVISIONS AND DEPARTMENTS OF INSTRUCTION

Divisions of the College: Their Nature and Function

1. The division is an educational and quasi-administrative unit intended to provide for the coordination and closer working together of departments whose fields of study are related.
2. The organization of the divisions shall be determined by the faculty. Changes in divisional organization may be made by the faculty after consideration of such proposals by the Dean's Council.
3. The Dean's Council representative from each division shall serve as chair of that division.
4. The division shall have the following specific responsibilities:
 - a. Provide an opportunity for faculty in the division to discuss amongst themselves important policy and major curricular changes coming before the Faculty Meeting.
 - b. To forward to the Dean's Council any proposals the division considers desirable and that need the approval of the full faculty to become effective.
6. Division chairs shall:
 - a. call division meetings on a regular basis (normally at least three times per semester) or when needed;
 - b. set and circulate the agenda for division meetings in advance of those meetings;
 - c. chair division meetings;
 - d. represent the discussions of the division before the faculty at the Faculty Meeting;
 - e. participate actively on the Dean's Council.
7. The division shall also perform those advisory and informative functions which shall facilitate its basic purpose, including the following:
 - a. requesting information for and assisting in the preparation of reports to faculty committees, the faculty of the College as a whole, or for the University's administrative officials.
 - b. assisting the Dean in maintaining equitable teaching loads and teaching schedules.
 - c. advising on schedules, allocation of space, and budgetary issues.
8. Considering and making recommendations concerning any other matter which it deems important to the effective achievement of the educational purposes, either of its curricular area or of the College as a whole. Such consideration may be initiated either by the division itself or at the recommendation of any of its constituent departments.
9. Although a division may not, by itself, approve and implement a policy or programmatic proposal or recommendation initiated by a department or individual faculty member, the division is expected to discuss such proposed policy and programmatic changes and provide CAPC and the Faculty Meeting with the benefit of the division's deliberations and perspectives.
10. Departments included in divisions are as follows:

- a. Division I: Biology, Chemistry, Mathematics and Computer Science and Physics
- b. Division II: Anthropology, Economics, Political Science and International Relations, Psychology and Sociology
- c. Division III: Classics, French and Italian, German-Russian-Chinese, History, Philosophy, Comparative Religion and Spanish
- d. Division IV: Art, Art History, English, Music, Theatre and Dance

X. Departments and Programs

1. Departments are the organizational units for representing and administering the specific subject matter areas of the College curriculum. A department usually corresponds to one or more major or related fields of academic study. It may, however, serve simply as an appropriate administrative structure when policy or budgetary limitations prevent the offering of an undergraduate major in the subject(s) it represents.
2. The department functions primarily as an administrative unit offering and supervising instruction in its subject matter area. To do this effectively a department must have an administrative head or the chair, normally a member of the department with tenure, although the Dean or may designate otherwise in special cases.
3. The department chair shall be appointed by the Dean for a three-year term. Normally the chair shall rotate after three years, unless there is good reason that the same person be reappointed. The decision on the appointment of a chair shall be made by the Dean, in consultation with the members of the department concerned and the Dean's Council. The Dean retains the right to remove a chair who is not performing their duties at anytime.
4. The specific responsibilities of the department shall include the following:
 - a. offering the specific approved courses in its curriculum.
 - b. working closely with the Associate Dean of the College to establish a schedule of classes that is spread reasonably across the established time blocks for classes.
 - c. proposing and communicating to the division, and to CAPC, any changes in curricular offerings or major and/or minor requirements that it deems advisable.
 - d. serving as the administrator in departmental budgetary matters.
 - e. advising students majoring in the particular field or fields of study covered by the department.
 - f. discussing with the Dean and/or appropriate Associate Deans educational matters affecting the quality of instruction in its subject areas.
 - e. The specific responsibilities of the department chair shall include:
 - i. facilitating the conduct of all departmental activities.
 - ii. directing discussions of curricular planning and revision in consultation with all members of the department.

- iii. preparing the annual schedule of course offerings for the department in close consultation with the Associate Dean of the College.
- iv. responding on behalf of the department to requests for information from the Dean's Office in a timely manner.
- v. ensuring that electronic versions of all course syllabi, and calculations of student work per credit hour, for courses taught in the department are collected; evaluated and submitted to the Dean's Office each semester.
- vi. overseeing the progress of regular assessment within the department in consultation with the Dean's Office.
- vii. submitting line and budget requests on behalf of the department.
- viii. alerting the Dean or Associate Deans in a timely manner when there are significant problems in the department.
- ix. scheduling and leading regular meetings of the department to conduct departmental business.
- x. consulting in an appropriate and collegial manner with all colleagues in the department on major curricular and personnel matters.
- xi. consulting with the members of the department and presenting departmental opinions on personnel and other matters to the Dean of the College.
- xii. keeping colleagues in the department apprised of important information on College or University business transmitted by the President, the Provost, the Dean, Associate Deans or the Dean's Council.
- xiii. arranging for each student majoring in the departmental subject area(s) to have a member of the department assigned as his or her academic adviser.
- xiv. to hear student concerns about grading if the student has been unable to resolve the matter with the faculty member concerned first.
- xv. to represent or designate representation of the department on interdisciplinary committees.
- xvi. careful management and oversight of the department's budget.
- xvii. mentoring junior colleagues and observing their classroom teaching at least once per semester, or assigning another senior faculty member to do so.
- xviii. training, assisting, observing, evaluating and supervising the work of adjuncts teaching in the department.
- xix. commenting in a timely manner on the annual reports of each junior member of the department, and at least once every three years for senior members of the department. The chair's evaluation shall specifically include comments on:
 - a) teaching ability: e.g., methods, effectiveness, ability to motivate, clarity of presentation, testing procedures, demonstrated knowledge of the subject, etc.

- b) relations with students: openness to consultation, respect for and from the students.
 - c) collegiality and service: indicating the commitment and effectiveness of colleagues as engaged members of the department, as well as their service on committees and their other service contributions to the department, the College and/or the University.
 - d) progress on scholarship, noting such matters as publications, accomplishments in the scholarship of praxis, research conducted with students, public lectures or papers delivered at professional meetings, concerts, exhibitions, performances, works in progress, etc.
- xx. The department chair shall discuss their written evaluation with the individual faculty colleague, who shall sign or initial the annual report indicating that the conversation has occurred. The individual faculty member shall then add whatever additional comments the faculty member feels are appropriate before submitting the completed annual report to the Dean's Office.

XI. Classroom Control and Operations

1. Each instructor has control of the classroom and retains the right, within the confines of federal and state law, to exclude from class any student who is obstructing the effective functioning of the class.
2. A student excluded from the classroom may appeal the exclusion to the Committee on Academic Standing. If the Committee determines that the exclusion of the student is unjustified, it has the authority to overrule the faculty member's decision to exclude the student.
3. As each faculty member has jurisdiction over their classes, faculty members shall, within the guidelines and policies established by the faculty, determine for each of their classes the specific attendance regulations that are pedagogically appropriate to that class. Each faculty member shall clearly indicate the attendance regulations in effect for that course on the course syllabus.

XII. Examinations and Grading

1. Written hourly examinations shall not be given in the last five class days of the semester or during the reading period. Exceptions to this rule must receive the approval of the Dean in consultation with the Curriculum and Academic Policy Committee.
2. Final examinations are proctored by faculty members, who are expected to give their full attention to the examination. Faculty members may, however, exchange proctoring assignments among themselves.
3. Semester final examinations may not be administered to individuals at times other than those scheduled for the class as a whole. Exceptions to this rule due to extraordinary circumstances may only be approved by the Associate Dean for Academic Services.
4. Changes in the examination schedule after it has been published are made only on educational grounds with the approval of the Registrar.
5. Final course grades are normally expected in the Registrar's Office within 48 hours of the end of work in a course or after the final exam is given.

6. Failure to submit grades in a timely manner is unacceptable professional conduct. The Dean may refer repeated or extreme cases of non-compliance to a Professional Conduct Review Board for their review and recommendation.
7. A grade that has been filed with the Registrar may be changed by the instructor in the course for which the grade is given only with the approval of the Committee on Academic Standing.

Sturgis Standard Code of Parliamentary Procedure

Summary:

Basic Rules of Precedence:

1. When a motion is being considered, any motion of higher precedence may be proposed, but no motion of lower precedence may be proposed.
2. Motions are considered and voted on in reverse order to their proposal. The motion last proposed is considered and disposed of first:

Common Motions in Order of Precedence:

LANGUAGE		Interrupt Speaker?	Second Needed?	Motion Debatable?	Vote Needed?
Privileged Motions: Motions of urgency entitled to immediate consideration.					
1. *Adjourn the meeting.	I move that we adjourn.	NO	YES	YES**	MAJORITY
2. *Recess the meeting.	I move that we recess until...	NO	YES	YES**	MAJORITY
3. Questions of Privilege (Noise, temperature, etc.)	I raise the question of privilege....	YES	NO	NO	Decided by presiding officer
Subsidiary Motion: Motions which alter the main motion, or delay or hasten its consideration.					
4. Postpone temporarily	I move we table the motion..	NO	YES	NO	MAJORITY
5. Close debate	I move to close debate and vote immediately.	NO	YES	NO	TWO THIRDS
6. *Limit or extend debate	I move that the debate on this question be limited to...	NO	YES	YES**	TWO THIRDS
7. *Postpone to a certain time	I move we postpone this matter until...	NO	YES	YES**	MAJORITY
8. *Refer to committee	I move we refer this matter to committee.	NO	YES	YES**	MAJORITY
9. *Amend	I move that we amend this motion by...	NO	YES	YES**	MAJORITY
Main Motions: Motions bringing substantive proposals before the assembly for consideration and action.					
10. * Main motions and restorative main motions	I move that....	NO	YES	YES	MAJORITY

The following motions can be offered whenever they are needed and have no order of precedence. They should be handled as soon as they arise.

LANGUAGE		Interrupt Speaker?	Second Needed?	Motion Debatable?	Vote Needed?
Incidental Motions: Motions that arise incidentally out of the business at hand. They relate to matters incidental to the conduct of the meeting.					
1. Appeal a decision of the chair	I appeal the chair's decision.	YES	YES	YES	MAJORITY
2. Suspend the rules	I move to suspend the rules and...	NO	YES	NO	TWO THIRDS
3. Point of Order	I rise to a point of order	YES	NO	NO	Decided by presiding officer
4. Raise a question relating to procedure.	I rise to a parliamentary inquiry.	YES	NO	NO	Decided by presiding officer
5. Withdrawal of a motion	I move to withdraw my motion.	YES	NO	NO	MAJORITY
6. Separate a multi-part question for voting purposes	I move division on the question.	NO	NO	NO	MAJORITY

*Can be amended

**Debatable if no other motion is pending.

Note: General Consent is a way of saving time by avoiding votes on routine or non controversial matters. After a motions has been moved and seconded the presiding officer may ask if there are any objections. If anyone objects, a vote must be taken on the action. If there are no objections, the matter has been decided by general consent. The presiding officer may also propose actions by general consent without any motion. If anyone immediately objects, the question must be stated and voted on in the usual way