

FACULTY HANDBOOK, CHAPTER 1

The Statute of Instruction

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Revisions to the Statute of Instruction

Last updated February 23, 2021 by Chair of Committee on Conference with Trustees Susan Lehman and Dean for Faculty Development Christa Craven

ARTICLE I - NATURE OF THE STATUTE

SECTION 1 - DEFINITION

The Statute of Instruction is a statement of the duties and rights of the Faculty as defined and adopted by the Board of Trustees after consultation with Faculty. It shall be binding on both Faculty and Board of Trustees until modified by the Board, and shall be part of the contractual relationship between the College and the faculty member.

SECTION 2 - REVISION

Action to revise this Statute may be initiated by the Board of Trustees, by the Faculty, or by the Joint Committee on Conference. It shall be the general policy of the Board of Trustees to alter this Statute only after the proposed change has been presented to the Faculty for their vote and considered by the Joint Committee on Conference. When the proposed change is offered to the Board of Trustees for their action, the results of the faculty vote upon the proposal shall also be reported. Normally, the proposed change shall be acted upon at the next regular meeting of the Board of Trustees immediately following the one at which it was formally presented for consideration. An affirmative vote of at least two-thirds of the members of the Board present at that meeting shall be required to enact the alteration.

Once a change to the Statute has been formally approved by the Faculty and the Board of Trustees in the manner outlined above, the alteration of the written document shall be carried out by a joint effort of the chair of the Committee on Conference with Trustees and the Dean for Faculty Development.

SECTION 3 - PUBLICITY

A copy of this Statute shall be furnished to each new member of the Faculty.

ARTICLE II - THE FACULTY

SECTION 1 - MEMBERSHIP

- A. All persons with teaching appointments as defined in Article II, Section 7, A and B are members of the Faculty except for adjunct teaching staff, as defined in Article II, Section 1, C, and Instructors of Music excluded by Article VI, Section 2, B. All members of the Faculty will hold contracts extending over at least one full academic year, and specifying a minimum of half-time duties.
- B. The President, the Provost, the Dean for Curriculum and Academic Engagement, the Dean for Faculty Development, the Registrar, the Librarian of the College, and the

Librarians as defined in Article IV, Section 9, C, 1 are members of the Faculty by virtue of their offices and are eligible to vote and to be members of Faculty committees. These Administrative Officers and Librarians, unless holding an appointment in an academic department, are excluded from holding academic rank and from the provisions of Article II, Section 7.

- C. Persons holding teaching contracts for less than one academic year, or whose contracts are for less than half-time teaching duties, will be designated adjunct teaching staff. They will not be entitled to vote at faculty meetings (although they may attend), to serve on regular faculty committees, to acquire tenure, or to apply for research or study leave. Eligibility for other benefits will be a matter for individual negotiation.

- D. Upon the recommendation of the Department of Physical Education and the Teaching Staff and Tenure Committee, the President will designate persons who are members of the Department and also coaches of intercollegiate sports as faculty members governed by the provisions of Article II, Section 7 or as staff members with adjunct teaching duties excluded from the provision of Article II, Section 7. In the latter case, the individuals will be evaluated by the Department of Physical Education and the Teaching Staff and Tenure Committee according to criteria specified in their contracts and shall have the right to serve on faculty committees and to vote in faculty meetings. In both cases, the positions and job descriptions will be approved by the Provost. Individuals will be designated as being in one category or the other at the time of their initial appointment to the College or, in the case of individuals who are members of the Department as of August 25, 1984, at the time of their next reappointment to the College.

SECTION 2 - DELIMITATION OF FUNCTIONS

- A. The Faculty shall have the power to legislate with respect to admissions policies, curriculum, educational policies, and other matters relating to the teaching and welfare of the College.
- B. No important change affecting the educational, social or religious life of the College shall be made without conference with and the consent of the Board of Trustees. The judgment of the President shall be sufficient to determine when such conference and consent are necessary.
 - 1. No educational legislation requiring any major increase in the academic budget shall go into effect without the consent of the Board of Trustees.

SECTION 3 - MEETINGS OF THE FACULTY AND SUFFRAGE

- A. The Faculty shall hold regular, legislative meetings on the first Monday of each month when the College is in its regular academic year.
- B. The Faculty shall hold special, legislative meetings when either the President, the Dean for Faculty Development, the Educational Policy Committee, or 50 members of the Faculty call for such a meeting.
- C. The Faculty shall nominate and elect a member of the faculty for a two-year term to preside at meetings of the Faculty.
- D. Robert's Rules of Order shall be the standard for the conduct of faculty meetings. The quorum for faculty meetings is a majority of faculty not on leave and eligible to vote in faculty meetings.
- E. Items for the agenda for all legislative faculty meetings shall be given to the Dean for Faculty Development. The agenda shall be made available to every member of the Faculty at least five days prior to the date of the applicable meeting.
- F. Each member of the Faculty as defined in Article II, Section 1, A, B, and D shall have one vote on each matter that shall properly come before the Faculty for action. Professors Emeriti, Vice Presidents, Chief Officers, and such other persons as the Faculty chooses to invite may attend faculty meetings but do not have the right to vote.

SECTION 4 – MEETINGS OF CHAIRPERSONS

- A. The chairpersons of departments and interdepartmental programs, together with the Dean for Curriculum and Academic Engagement, the Dean for Faculty Development, and the Provost, shall hold regular meetings, normally on the third Monday of each month, when the College is in its regular academic year.
- B. The meetings will be devoted to the discussion of questions of general concern to departments and programs.
- C. The Librarian of the College shall be included among the chairpersons who attend such meetings.
- D. The meetings will be convened and run by rotating co-coordinators selected from among the chairpersons.

- E. Items for the agenda for all meetings of chairpersons shall be sent to the co-coordinators. The agenda shall be made available to chairpersons, the Dean for Curriculum and Academic Engagement, the Dean for Faculty Development, and the Provost.
- F. Minutes of the meetings of chairpersons shall be sent to chairpersons, the Dean for Curriculum and Academic Engagement, the Dean for Faculty Development, the Provost, and the President, and they shall be included with the agenda of the next scheduled faculty meeting.
- G. Normal business at the meetings of chairpersons shall be conducted with the participation of the Dean for Curriculum and Academic Engagement, the Dean for Faculty Development, and the Provost. Where warranted, chairpersons may move into Executive Session.
- H. Motions passed by a majority vote of chairpersons will be sent by the co-coordinators to the appropriate person or group.

SECTION 5 - CONFERENCE SYSTEM

- A. The principle of conference between the Faculty and the Board of Trustees having been adopted, a committee composed of the members of the Trustees' Committee on Faculty Relations, together with the members of the Faculty's Committee on Conference with Trustees (see Article III, Section 2, B), shall be known as the Joint Committee on Conference.
- B. This Joint Committee on Conference normally will meet during the Board's regular schedule of on-campus meetings. Additional meetings may be called by either the chairperson of the Committee on Faculty Relations or the chairperson of the Committee on Conference with Trustees.

SECTION 6 - SUBDIVISIONS OF THE FACULTY

A. DEPARTMENTAL ORGANIZATION

1. SELECTION OF A CHAIRPERSON

New departmental chairpersons shall be members of the teaching faculty and shall be designated by the President for a specific term, the term normally not to exceed four years. The Committee on Teaching Staff and Tenure shall recommend the

chairperson to the President, following an advisory ballot of all members of that department. Normally a chairperson shall be apprised of the appointment no later than March 15.

2. DUTIES OF CHAIRPERSONS

- a. The chairperson shall be the executive officer of the department, and shall be responsible to the department, to the Faculty and to the President for the proper functioning of the department.
- b. After consultation with the assembled members of the department and with the Provost, the chairperson shall recommend to the President suitable candidates for the Faculty.
- c. After consultation with the assembled members of the department, the Dean for Curriculum and Academic Engagement, and the Committee on Educational Policy, the chairperson shall determine and plan the departmental curriculum.
- d. After consultation with the assembled members of the department, the chairperson shall submit to the Provost a job description for each position approved within a department. Upon the approval of the job description by the Provost, the chairperson shall initiate the search by appointing a search committee chair, who may be the department chairperson themselves. (see Guidelines for Faculty Hires in Selected Policies and Procedures of the Faculty Handbook)
- e. The chairperson shall represent the department at the meetings of chairpersons of departments and interdepartmental programs.

B. INTERDEPARTMENTAL ORGANIZATION

1. Interdepartmental programs are under the general supervision of the Educational Policy Committee. The appropriate administrative organization for each program shall be determined by that committee.
2. Each of these programs shall have a chairperson, who shall normally be selected by procedures similar to those employed in the selection of departmental chairpersons. (See Article II, Section 6, A, 1)

3. The chairperson shall represent the program at the meetings of chairpersons of departments and interdepartmental programs.

SECTION 7 - CONDITIONS OF EMPLOYMENT

A. INITIAL APPOINTMENTS

1. GENERAL PRINCIPLES

- a. All teaching appointments shall be made by the Provost in consultation with the President.
- b. Qualifications to be considered in making appointments shall be scholarship, teaching ability, research, and general value to the College.
- c. Appointments shall be made on the basis of merit and shall neither be made nor refused on the basis of age, sex, color, race, creed, religion, national origin, disability, veteran status, sexual orientation, gender identity and expression, or political affiliation.
- d. It shall be declared policy of the College to employ as regular members of the Faculty only individuals who are sympathetic to its mission and will serve the primary objective of academic excellence.
- e. The terms of appointment (at least of rank, tenure, salary, and agreement, if any, concerning the future) shall in each case be a matter of written contract, provided by the Office of the Provost and signed by the President. The contract shall not be considered valid until the appointee has acknowledged acceptance of the contract in writing.
- f. Unless otherwise specified by contract, the basis of all appointments shall be the two regular academic semesters per year; and salaries shall be paid in twelve monthly installments, the first of which shall be due on September 25 or the last working day before if the 25th falls on a weekend or holiday.
- g. Applications for releases from contracts for the ensuing academic year may be acted upon on behalf of the College by the President and the Committee on Teaching Staff and Tenure if received by March 15 of a given year. Any such

applications received after that date shall also be acted upon by the Executive Committee of the Board of Trustees.

- h. If the active service of a faculty member is terminated by mutual consent before the end of an academic year, the Board of Trustees or its Executive Committee shall make salary adjustments suitable to the special circumstances under which the services were terminated. *(See Article II, 11, f)*

2. PROCEDURES FOR EACH FACULTY RANK

(See Article II - Section 7, B, 2)

- a. Instructors shall be appointed for an initial term of one year.
- b. Assistant Professors shall be appointed for an initial term of two, three, or four years.
- c. Associate Professors shall be appointed for an initial term of two, three, or four years.
- d. Professors shall be appointed for an initial term of three or four years.
- e. To meet special situations, temporary appointments may be made in any rank. In all such cases, the temporary nature of the appointment shall be clearly indicated in the written contract covering the terms and title of appointment. Visiting appointments to whatever rank shall be specified as such. Copies of this contract shall be executed by the Secretary of the College and distributed as stated under Article II, Section 7, A, 1, e.

B. REAPPOINTMENTS AND PROMOTIONS

1. GENERAL PRINCIPLES

- a. In recommending reappointments and promotions, the President shall follow the same procedure as in making original appointments.
- b. The terms of reappointment (at least of rank, tenure, and agreement, if any, concerning the future) shall in each case be a matter of written contract, signed

by the President. The contract shall not be considered valid until the appointee has acknowledged acceptance of the contract in writing.

- c. Qualifications to be considered in reappointment and promotion shall be scholarship, teaching ability, research, and general value to the College.
- d. Reappointments and promotions shall be made on the basis of merit and shall be neither made nor refused on the basis of on the basis of age, sex, color, race, creed, religion, national origin, disability, veteran status, sexual orientation, gender identity and expression, or political affiliation.
- e. Procedures enumerated in Section 7, B, 2, a, b, c, d, for notification of future status do not apply after a faculty member attains tenure.
- f. Each faculty member shall have the right to submit materials to their permanent file. A faculty member may review all material in this file at their request in the presence of the appropriate administrative officer or designate. The only materials in the permanent personnel file which may be withheld from the faculty member are letters of recommendation from graduate institutions or other off-campus sources, such as confidential letters of recommendation, outside reviewer statements, and letters by students written for a faculty member's review.
- g. Each faculty member under review for reappointment, tenure, or promotion shall receive a copy of the written evaluation submitted to the President by the chair of their department.
- h. Both the faculty member under review for reappointment, tenure, or promotion and the chair of their department shall receive a copy of the subsequent evaluation written by the Provost on behalf of the Teaching Staff and Tenure Committee.

2. PROCEDURES FOR EACH FACULTY RANK

- a. An Instructor is eligible for promotion after the first year of service. An Instructor may be reappointed for three terms of not more than one year each. Each Instructor shall be informed in writing by the Secretary of the College not later than December 31 during the first two years of service as to the status of

employment recommended for the year following the expiration of the current appointment. An Instructor who has accepted an appointment for a third or fourth year of service shall be informed at least one year prior to the expiration of that appointment as to the status recommended by the administration for the year following the appointment. As soon as possible after final action by the Board of Trustees, a formal written contract shall be given to the faculty member by the Secretary of the College. The total period of service in the rank of Instructor shall not exceed four years.

- b. An Assistant Professor is eligible for promotion after the first year of service. Reappointments shall be for terms of two or three years except when such a term of reappointment would extend into the year in which tenure is automatically granted. Not later than April 30 of the next to last year of each term, an Assistant Professor shall be informed in writing by the Secretary of the College as to the status recommended by the administration for the year following the expiration of the current appointment. As soon as possible after final action by the Board of Trustees, a formal written contract shall be given to the faculty member by the Secretary of the College.
- c. An Associate Professor is eligible for promotion after the first year of service. Reappointment shall be for terms of two or three years except when such a term of reappointment would extend into the year in which tenure is automatically granted. Not later than April 30 of the next to last year of each term, an Associate Professor shall be informed in writing by the Secretary of the College as to the status recommended by the administration for the year following the expiration of the current appointment. As soon as possible after final action by the Board of Trustees, a formal written contract shall be given to the faculty member by the Secretary of the College.
- d. A faculty member who has come to Wooster as a Professor on an initial term appointment shall be informed in writing by the Secretary of the College as to their future status not later than May 1 of the second year of their three-year appointment or not later than May 1 of the third year of a four-year appointment. Reappointment of such a Professor shall automatically confer tenure. As soon as possible after final action by the Board of Trustees, a formal written contract shall be given to the faculty member by the Secretary of the College.

C. TENURE

1. GENERAL PRINCIPLES

- a. Full-time faculty members whose contracts are renewed shall normally receive tenure at the beginning of the seventh year of service at The College of Wooster. In exceptional circumstances and following the faculty member's consultation with the department chair, the faculty member may submit a written petition to TS&T requesting an exception to this provision.
- b. A tenure appointment is terminable only for cause as hereinafter specified and continues without further notification (see Section 8 - Dismissals).
- c. Tenure may be conferred at any time upon an Associate Professor or a Professor.
- d. Tenure is not automatically conferred by appointment to any rank. It is automatically conferred by promotion to the rank of Professor.
- e. Normally tenure will not be attained by, or conferred upon, members of the Faculty below the rank of Associate Professor. Under special circumstances relating to departmental structure and/or other technical factors, tenure may be conferred upon an Assistant Professor.
- f. Full year leaves of absences (paid or unpaid) shall not count toward the acquisition of tenure.
- g. Faculty who are granted a course reduction for parental leave may delay the tenure review for up to one year. Requests for a delay must be made in writing to the Provost within six months following the end of this leave. This option may be exercised on a maximum of two occasions.
- h. Faculty who are granted a family or medical leave in accordance with the Family and Medical Leave Act (FMLA) may delay the tenure review for up to one year. Requests for a delay must be made in writing to the Provost within six months following the end of this leave.
- i. If a member of the Faculty, not on tenure, enters mandatory military or mandatory alternative service, this faculty member remains a member of the

Faculty during this service. They may continue as a member of the Faculty for at least one year after the completion of such service. The period of service to the College shall commence not later than the August following discharge from such service. The first academic year after return, however, shall not serve to place the faculty member on tenure. Years spent in such service shall not count toward the acquisition of automatic tenure.

- j. Tenured faculty will hold at minimum the rank of Associate Professor.
- k. Every contract involving tenure shall specify the date on which tenure begins.
- l. Less than full-time Faculty advance towards tenure at a rate corresponding to the fraction of full-time employment for which their contract calls. For example, half-time Faculty shall normally receive tenure at the beginning of their fifteenth year.
- m. Any promotion in rank is accompanied by an increase in salary.

SECTION 8 - DISMISSALS

A. PRINCIPLES

1. A faculty dismissal policy should be founded on the principle of faculty self-governance that is central to academic freedom and to academic life at The College of Wooster. We, as faculty, fully participate in the hiring, retention, and promotion of our colleagues. The principle of self-governance suggests that we must also be significantly involved in dismissing a colleague who falls short of acceptable professional conduct.
2. The principle of proportionality should also apply. Dismissal is the most severe sanction a faculty can take against one of its own members. It should therefore only be entertained as an option if the alleged cause is equally severe.
3. The principle of privacy should be respected. Confidentiality throughout the dismissal process is required.
4. This policy is intended to address dismissal for cause arising from the conduct of a faculty member. It is not intended to address the College's authority to dismiss

faculty due to other circumstances, including financial exigency and change of institutional program.

B. ADEQUATE CAUSE FOR DISMISSAL

1. “Dismissal” is defined as the abrogation of the contract of a tenured member of the faculty or the termination of a term contract of a faculty member prior to the expiration date.
2. The dismissal of a tenured faculty member or a non-tenured faculty member prior to the end of their appointed term may occur if there is adequate cause, as defined below:
 - a. A faculty member exhibits a persistent pattern of teaching that is so substandard when compared to the normal activities of the faculty that it qualifies as a clear dereliction of duty. Under-performance in the area of teaching caused by non-teaching administrative responsibilities assigned by the College should not by itself constitute adequate cause.

The Dean for Faculty Development should already have made reasonable efforts to counsel the faculty member to remedy the problem. If a diagnosed medical condition is involved, the College should already have made reasonable accommodations for the faculty member to the extent required by College policy and by state and federal law.

- b. A faculty member commits an act or acts that are so egregious that they cannot be tolerated, even infrequently, among College faculty. While it would be impossible to list every act that would meet this standard, the standard for egregiousness is exemplified by such acts as assault, physical violence, rape, sexual harassment, embezzlement, extortion, dealing of illegal drugs, wanton destruction of property, and professional or ethical misconduct including plagiarism and academic fraud.
3. The thresholds for these definitions of adequate cause are meant to be extremely high, and in every case adequate cause must be related to the faculty member’s fitness to remain a member of the College community. While simple commission of the conduct described above will usually constitute adequate cause, this is not automatic. Isolated incidents of a minor or technical nature ordinarily will not constitute adequate cause. The particulars of the acts and the relevant

circumstances surrounding the acts must be weighed before adequate cause can be found. Faculty at The College of Wooster are carefully hired and offered tenure and promotion based on rigorous criteria in teaching, research, scholarship, and general value to the College. The presumption therefore is that their conduct does not merit dismissal, until clearly demonstrated otherwise.

4. Because teaching is the core responsibility of faculty members, and because a system for reviewing faculty performance in research, scholarship, and general value to the College is already in place, considerations of research, scholarship, or general value to the College shall not constitute adequate cause for dismissal, except as otherwise provided in B.2.a. and the last clause of B.2.b. above.
5. A faculty member shall not be dismissed for conduct that constitutes a legitimate exercise of academic freedom, including the expression of dissenting, controversial or unpopular opinions.

C. INITIATION OF DISMISSAL PROCEEDINGS

1. Keeping in mind the high threshold for adequate cause, any member of The College of Wooster academic community (active faculty, staff, and administration and currently enrolled students) may propose that dismissal proceedings against a faculty member be initiated by bringing a formal written complaint to the Dean for Faculty Development. The following procedures then apply:
 - a. If the complaint alleges conduct that is prohibited under The College of Wooster's Anti-Sexual Harassment, Discrimination, and Sexual Misconduct Policy, it shall be referred to the appropriate officers for investigation and resolution solely in accordance with the procedures described in said policy. If the outcome of that investigation is a recommendation for dismissal, the President shall take the recommendation to the Board of Trustees for a final decision.

Any proposed changes to The College of Wooster's Anti-Sexual Harassment, Discrimination, and Sexual Misconduct Policy that involve faculty complainants or respondents shall be discussed with the Committee on Conference with Trustees, who shall decide if it is substantive enough to warrant being brought before the full faculty for further discussion. Any proposed changes that involve the role of the Board of Trustees shall be discussed with the Board.

- b. For conduct other than that prohibited under The College of Wooster's Anti-Sexual Harassment, Discrimination, and Sexual Misconduct Policy: If the complaint alleges conduct that is prohibited under The College of Wooster's Sexual Harassment and Discrimination Policies, it shall be referred to the appropriate officers for investigation and resolution solely in accordance with the procedures described in the Handbook of Selected College Policies. If the outcome of that investigation is a recommendation for dismissal, the Provost shall proceed in accordance with the dismissals policy outlined here, beginning with the formation of a Committee of Inquiry (see 2 below).
 - c. If the Dean believes that adequate cause for dismissal may exist and the complainant is someone other than the Dean, the Dean shall meet with the faculty member to inform them of the complaint and shall also inform the President and the Provost. The faculty member is informed of the complainant's identity and is given the opportunity to respond to the charges. The Dean will then consult with the members of the Teaching Staff and Tenure Committee (TS&T) on the appropriate course of action, which could include a decision not to pursue the dismissal case further. The members of TS&T have a responsibility to recuse themselves if they are directly involved in the matter, or if they feel that they cannot be fair and impartial. The Dean will ask the complainant to meet with the non-recused members of TS&T to explain why the complainant thinks adequate cause for dismissal may exist. The faculty member is given the opportunity to meet with the non-recused members of TS&T to respond to the charges. The Dean and the non-recused members of TS&T shall then decide by majority vote (with the Dean as one vote), in a secret ballot, whether or not to form a Committee of Inquiry. Any issues of procedure which may arise can be decided by a majority of the non-recused members of TS&T, provided such decisions are not contrary to any explicit provision of this policy.
 - d. If the complainant is the Dean, the complaint is submitted to the Dean for Curriculum and Academic Engagement who fulfills the Dean for Faculty Development's role, as outlined in 1: a, b, and c above and in 2 below.
2. If the Dean and the non-recused members of TS&T decided in the previous step that a Committee of Inquiry should be formed, the Dean and the non-recused members of TS&T shall select five tenured members of the faculty from those currently serving on elected committees of the faculty who were not among those consulted in the previous step to constitute this committee. Potential members of the

Committee of Inquiry have a responsibility to recuse themselves if they are directly involved in the matter or if they feel that they cannot be fair and impartial. The Dean shall inform the faculty member that the Committee of Inquiry has been formed. This committee shall make a thorough and impartial inquiry into the complaint with the purpose of verifying evidence and eliminating all evidence that is unverifiable or based on hearsay alone. It may discuss the case with the complainant. It shall invite the faculty member to respond to the allegations. It shall then vote on whether there is sufficient evidence to warrant a hearing, with a majority vote required of a decision to proceed with a hearing. The standard for such a decision should be that some credible evidence exists of adequate cause for dismissal. The committee shall then draft a confidential written statement explaining in detail why they believe the matter should or should not be pursued. If the committee decides that the case against the faculty member should be pursued, their written statement must clearly specify on what charges. This statement shall be transmitted to the President. Any issues of procedure which may arise can be decided by a majority of the members of the Committee of Inquiry, provided such decisions are not contrary to any explicit provision of this Section.

3. The President, upon reviewing the committee's statement, will issue their own confidential written statement either endorsing or rejecting the committee's conclusions and explaining why. If the President believes the matter against the faculty member should be pursued, they shall clearly specify on what charges. If either the Committee of Inquiry or the President concludes the matter should be pursued, it will be. If both agree it should not be pursued, it will not be. In any case, the written statements of both the Committee of Inquiry and the President shall be sent to the faculty member.

D. SUSPENSION OF THE FACULTY MEMBER

1. The President of the College may suspend the faculty member during the proceedings if immediate harm to the faculty member or others or grievous harm to the academic mission of the College is threatened by the faculty member's continuance.
2. Any such suspension shall be with pay and benefits.

E. POSTPONMENT OF THE HEARING

1. If the allegations against the faculty member are being contested in court, the President may postpone the Hearing for up to one year.

F. HEARING PANEL PROCEDURES

1. The Committee on Committees shall appoint five faculty members to a Hearing Panel and two faculty members to serve as alternates to that panel. The choice of members shall be on the basis of their fair-mindedness and the high regard in which they are held in the academic community. They shall not have been participants in the dismissal procedure up to this point. Each member shall affirm to the Committee on Committees that they are not directly involved in the matter and that they can be fair and impartial. The Hearing Panel and the alternates shall receive the written statements of the Committee of Inquiry and of the President.
2. The Hearing Panel members shall appoint one of their number to serve as chairperson.
3. Challenge of Hearing Panel members and alternates for cause shall be resolved by the Committee on Committees as set forth in F (1) above. After any challenges for cause have been resolved, the faculty member shall have the right to one peremptory challenge. If the faculty member exercises this right, the Committee on Committees shall replace the challenged member with one of the alternate members. If the challenged member was the chairperson, the new panel shall select a new chairperson from among themselves. If the faculty member does not exercise this right, the alternate members are excused. Any remaining alternate is excused once the committee has been constituted.
4. The Hearing Panel shall have the right to determine the rules for the hearing, subject to the following provisions:
 - a. The Hearing Panel shall review the written statements of the Committee of Inquiry and of the President and shall set a date to begin the hearing process, which should proceed as expeditiously as possible. It is within the Hearing Panel's discretion to determine how much time is adequate for the faculty member to complete their own preparations for the hearing.
 - b. The Hearing Panel shall only consider the charges against the faculty member listed in the written statements of the Committee of Inquiry and of the President.
 - c. The faculty member may have the benefit of representation by a peer counsel (i.e., a current faculty colleague who serves as advocate) throughout the hearing

process if that faculty member so chooses. Advocates may ask questions, make statements, and submit evidence during the hearing.

- d. The hearing will be private and confidential to the extent permitted by law.
- e. The burden of proof in the hearing will never rest with the faculty member. They are considered innocent of all charges unless shown otherwise.
- f. The hearing, but not the Hearing Panel's deliberations, will be audio-recorded, and the recording will become part of the record of the dismissal process. Access to the recording shall be provided only in the case of (a) internal review and/or (b) legal proceedings.
- g. The faculty member has the right not to attend the hearing proceedings or to testify at those proceedings. The exercise of either or both of these rights shall in no way diminish the Hearing Panel's ability to make any finding regarding any allegation against the faculty member. At the same time, failure to appear or testify should in no way prejudice the Hearing Panel on the validity of the allegations made against the faculty member.
- h. The Hearing Panel hears and questions the faculty member's initial defense. The faculty member at this stage may present a reasonable amount of evidence and witness testimony. The Hearing Panel determines what a reasonable amount of evidence is.
- i. The Hearing Panel may then receive additional evidence, including the testimony of witnesses, on the allegations against the faculty member and any defense raised by the faculty member. The faculty member shall have the opportunity to question all witnesses and respond to all additional evidence.
- j. The hearing process ends once the faculty member has been given an opportunity to make a closing statement (of no more than 60 minutes duration unless an exception is made by the Hearing Panel).
- k. The Hearing Panel will then confidentially confer on each particular allegation made against the faculty member to determine the validity of each.

- l. Hearsay alone (i.e., something heard from another) will not constitute adequate evidence to establish a factual claim.
- m. Adequate cause for dismissal must be established by clear and convincing evidence in the record considered as a whole. This is interpreted to mean that the evidence must persuade the hearing panel that there is a high probability that alleged facts supporting the claim of adequate cause for dismissal are true.
- n. The Hearing Panel will make a general assessment as to whether the valid allegations taken together constitute adequate cause for dismissal. A majority vote, in a secret ballot, is required for a recommendation of dismissal. Otherwise, the recommendation of the Hearing Panel is against dismissal. There are no other recommendations available to the Hearing Panel.
- o. A written summary of the Hearing Panel's specific findings on each allegation, its general findings, and its final recommendation shall be sent to the President, the faculty member, the members of the Committee of Inquiry, the Dean for Faculty Development, and the Provost.

G. PROCEDURES AFTER THE HEARING

1. If the Hearing Panel recommends dismissal, the faculty member may contest the handling of the case in accordance with The College of Wooster Faculty Grievance Procedure (Section 10 of the Statute) by delivering a written complaint to the Chair of the Faculty Grievance Committee within 15 working days after receipt of the written summary of the findings of the Hearing Panel.
2. If the Hearing Panel recommends dismissal and the faculty member has not commenced a grievance proceeding within 15 working days after receipt of the written summary of the findings of the Hearing Panel, the President shall take the recommendation to the Board of Trustees for a final decision.
3. If the Hearing Panel recommends dismissal and the faculty member has commenced a grievance proceeding on a timely basis, the Grievance Procedure shall be followed before the matter is brought to the Board of Trustees for a decision. The President shall take the written summaries of the findings of the Hearing Panel and of the Faculty Grievance Committee and the written decision of the Permanent Grievance Panel to the Board of Trustees. The Board may consult with the chairs of the Hearing Panel, the Faculty Grievance Committee, or the Permanent Grievance Panel

as it deems necessary. After considering the written decisions of the Hearing Panel, the Faculty Grievance Committee, and the Permanent Grievance Panel, the Board shall render a final decision on dismissal.

4. The Board may approve the faculty member's dismissal, may disapprove the faculty member's dismissal, may recommend to the President a lesser penalty if it believes that the conduct of the faculty member is sufficiently grave to justify such a sanction, and, in cases where the Permanent Grievance Panel has found procedural unfairness, may direct that further proceedings take place in accordance with the Statute to finally resolve the charges against the faculty member in a manner that corrects any such procedural unfairness. The final decision of the Board of Trustees shall not be subject to review.
5. If the Board of Trustees approves dismissal or recommends a lesser penalty to the President, the President is responsible for carrying out the Board's decision.
6. If the Hearing Panel does not recommend dismissal, the dismissal proceeding shall conclude without the necessity of Board of Trustees involvement, but the President may impose a lesser penalty if the President believes that the conduct of the faculty member is sufficiently grave to justify such a sanction.
7. If the charges against the faculty member do not result in dismissal or a lesser penalty, the audio recording of the hearing and the Hearing Panel's written summary shall not be retained unless otherwise required by law. If the charges result in either dismissal or a lesser penalty, the audio recording and written summary shall be retained for a period of four years, unless a longer period of time is required by law.

H. POST-DISSMISSAL

1. Any faculty member dismissed for cause shall not continue to receive pay or benefits, except as provided in paragraph H.2.
2. Any faculty member dismissed for cause shall not be eligible for health and disability benefits, except to the extent required by state law and/or federal law.

I. ADDITIONAL PROVISIONS

1. If during the course of the dismissal process any participant becomes aware of the existence of a serious risk of physical harm to person or property, including but not limited to members of the College community, that participant may notify third parties to the extent reasonably necessary to prevent or mitigate such risk of harm, notwithstanding the confidential nature of the dismissal process.

SECTION 9 - ACADEMIC FREEDOM

- A. The faculty member is entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to the subject. The intent of this statement is not to discourage what is "controversial." Controversy is at the heart of free academic inquiry. The passage serves to underscore the need for the faculty member to avoid persistently intruding material which has no relation to their subject.
- B. Each faculty member is entitled to full freedom in research and in the publication of the results of this research, subject to the adequate performance of other academic duties.
- C. The College faculty member is a citizen, a member of a learned profession and an officer of an education institution. When the faculty member speaks or writes as a citizen, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. The faculty member should remember that the public may judge their profession and institution by their statements. Therefore, a faculty member should attempt to be accurate in these statements, should exercise discretion, and should show respect for the opinions of others. The faculty member should make every effort to indicate that they speak for themselves and not for the College.

SECTION 10 - GRIEVANCE PROCEDURE

A. PRINCIPLES

1. A faculty grievance procedure should be founded on the principle of faculty self-governance that is central to academic freedom and to academic life at The College of Wooster. We, as faculty, fully participate in the hiring, retention, and promotion of our colleagues. The principle of self-governance requires that we must also be significantly involved in the settlement of our colleagues' grievances.

2. The Grievance Procedure is defined as follows: Members of the Faculty alleging that they have been aggrieved by errors, injustices, or discrimination in official actions of the College, its officers, or committees; by infringement of academic freedom; or by violation of proper procedures as outlined in this Statute; and who wish to seek redress, shall do so by using the grievance procedure outlined below.
3. The principle of privacy must be respected. Confidentiality throughout the grievance procedure is required.
4. The primary purpose of the Faculty Grievance Committee shall be to provide by a process of peer review the full opportunity for just settlement of faculty grievances, as specified below, within the College, thereby avoiding for all concerned the many problems attendant upon appeal to outside organizations or institutions. The role of the Faculty Grievance Committee is to make recommendations after considering the available evidence. The Faculty Grievance Committee's findings and conclusions represent the considered judgment of the faculty's elected representatives and are to be taken seriously by all segments of the College.

B. COMPOSITION OF THE FACULTY GRIEVANCE COMMITTEE

1. The faculty shall elect a Faculty Grievance Committee of five tenured members to include three Full Professors and two Associate Professors, at least one of whom has received tenure within the last three years. They shall be elected to two-year terms. Former members of the Teaching Staff and Tenure Committee are not eligible for service on the Faculty Grievance Committee until a full academic year has passed since their service on Teaching Staff and Tenure. The Faculty Grievance Committee selects its own chair.

C. JURISDICTION OF THE FACULTY GRIEVANCE COMMITTEE

1. The Faculty Grievance Committee shall consider, according to the procedures outlined below, grievances brought by a faculty member on their own behalf concerning:
 - a. Allegations of infringement of academic freedom.
 - b. Allegations of the violation of proper procedures as outlined in this Statute.
 - c. Allegations of errors, injustices, discrimination, or violation of proper procedures in official actions of the College, its officers, or committees. The Faculty

Grievance Committee's jurisdiction to consider a claim of errors, injustices, discrimination, or violation of proper procedures in cases of reappointment, promotion and tenure does not arise until the review process has been completed and a decision has been made according to Article II, Section 7 (Initial Appointments, Reappointments and Promotion, and Tenure) of the Statute. The Faculty Grievance Committee's jurisdiction to consider a claim of denial of full and fair consideration in cases of dismissal under Article II, Section 8 (Dismissals) does not arise until after the faculty member has received the written summary of the findings of the Hearing Panel pursuant to that policy.

- d. In cases involving denial of reappointment, tenure, or promotion of faculty, the Faculty Grievance Committee shall consider only allegations of infringement of academic freedom or allegations of errors, injustices, discrimination, or violation of proper procedures. The Faculty Grievance Committee shall not hear arguments about, and is not empowered to make recommendations concerning, the merits of the case of the aggrieved individual. That is, it shall not attempt to substitute its judgment of an individual's merits for that of the President, the Teaching Staff and Tenure Committee, or individual departments or programs. The Faculty Grievance Committee shall at most recommend a new consideration purged of error, injustice, discrimination, violation of proper procedures, and/or abridgement of academic freedom. If the Faculty Grievance Committee recommends a new consideration to the President and a new consideration is carried out, this reconsideration may nevertheless conclude by reaffirming the decision from the original review.
- e. In cases involving dismissal of faculty for cause, the Faculty Grievance Committee shall consider only whether full and fair procedures were followed and make recommendations accordingly. The Faculty Grievance Committee shall not hear arguments about, and is not empowered to make recommendations concerning, the merits of the case for the faculty member's dismissal.

D. PROCEDURES

1. Complaints shall be in writing and delivered to the Chair of the Faculty Grievance Committee within six months of the alleged grievance, with the exception of complaints involving faculty dismissals, which shall be made within 15 working days as provided in Section 8.G.1.

2. When a complaint has been received, the Faculty Grievance Committee shall meet in a timely manner to review the complaint and to decide whether the complaint falls under its jurisdiction. Faculty Grievance Committee members who should recuse themselves under the provisions set forth in 5(a) below shall not participate in this review and decision process. At the discretion of the Faculty Grievance Committee, such review may include an interview with, or other request for information from, the grievant (including an additional written statement) and/or those against whom the allegation is made. If the Faculty Grievance Committee finds that the complaint falls under its jurisdiction, the Faculty Grievance Committee shall initiate the next step in the grievance procedure. If it is determined that a complaint does not fall under the jurisdiction of the Faculty Grievance Committee, the Faculty Grievance Committee shall not consider the complaint further and shall inform, in writing, the grievant, the President of the College, and those against whom the complaint was lodged.
3. If it is determined that the Faculty Grievance Committee has jurisdiction, the Chair shall meet with the involved parties jointly or separately in an informal mediation process. The complaint will be considered resolved if the grievant withdraws the complaint in writing or the informal resolution results in a written agreement signed by all concerned parties.
4. If no informal resolution is possible, the Chair shall inform the members of the Faculty Grievance Committee of the complaint and shall inform those against whom the complaint is lodged. In all cases of reappointment, promotion, tenure and dismissal, the College shall be included among those against whom the complaint is lodged. In all cases the President, the Provost, and the Dean for Faculty Development shall be informed.
5. The grievant has the right to a formal hearing of their case. The Faculty Grievance Committee shall have the right to determine the rules for its hearing subject to the following provisions:
 - a. A member of the Faculty Grievance Committee shall recuse themselves from hearing a grievance if the member is a party to the grievance, there is a close personal relationship between that member and a party to the grievance, or the possibility of a conflict of interest exists. The Faculty Grievance Committee shall replace the recused faculty member from the faculty at large by vote of the

Committee, provided the recommended replacement consents to serve.

- b. Challenges of members for cause shall be resolved by the Committee on Committees as set forth in 5(a) above and each side shall also have the right of one peremptory challenge. After any challenge and before the next challenge is heard, the remaining members of the Faculty Grievance Committee shall replace the challenged member by vote as in 5(a) above. The body which results from this process is the Faculty Grievance Panel, which shall hear the case.
- c. In its hearing the Faculty Grievance Panel shall receive and consider evidence, including relevant testimony by the grievant and other witnesses, and any other information the Faculty Grievance Panel deems necessary to determine the merits of the grievance. The hearing should proceed as expeditiously as possible.
- d. The grievant may have the benefit of representation by peer counsel (a faculty colleague who serves as Advocate) throughout the grievance procedure. Advocates shall attend all meetings of the Faculty Grievance Panel in which evidence is taken or procedural questions are discussed. Advocates may ask questions, make statements, and submit evidence during the hearings. Advocates will not be present during the Faculty Grievance Panel's deliberations.
- e. A recording shall be made of all grievance hearings. The deliberations of the Faculty Grievance Panel shall not be recorded. Once the Faculty Grievance Panel has issued its report, any recordings shall remain the confidential property of the Faculty Grievance Committee and shall be retained for a period of four years from the date of the final report. These recordings shall be kept in a locked cabinet to which only the chair of the Faculty Grievance Committee has access. No other access to the recordings shall be granted except in relation to legal proceedings.
- f. The grievant shall in all cases be given an opportunity to testify before the Faculty Grievance Panel. If the grievant declines to testify, the Faculty Grievance Panel shall note this fact in the final report. If the grievant requests that a particular witness be called to testify, and the Faculty Grievance Panel declines the request, the reason for the denial shall be stated in the final report. If at any point the grievant chooses to withdraw the complaint, the grievance proceedings end there.

- g. In all cases of reappointment, promotion, tenure and dismissal, the Dean for Faculty Development and the Provost shall be permitted to appear on behalf of the College. The Provost will normally appear as the sole representative of the Teaching Staff and Tenure Committee.
 - h. The formal hearings and deliberations shall be confidential. All parties are expected to be honest and frank during the entire procedure.
6. At all steps of the process, the chair of the Faculty Grievance Panel may seek guidance limited to issues of jurisdiction and procedure from persons the chair deems appropriate under the circumstances. In seeking such guidance, the chair shall use their best efforts not to compromise the confidentiality of the proceedings.
 7. The Faculty Grievance Panel shall make factual findings on the basis of the evidence presented at this formal hearing. It shall reach conclusions about each issue raised by the grievance that is within the specified limits of the Faculty Grievance Committee's jurisdiction and make recommendations for disposition of the complaint. The Faculty Grievance Panel shall report, confidentially, in writing, its findings and recommendations to the grievant, the President of the College, and to all parties against whom the complaint was lodged. If the complaint involves multiple individuals, only the individually relevant portions of the report shall be communicated to each of them.
 8. Upon receipt of the Faculty Grievance Panel's report, any party may request a final opportunity to testify before the Faculty Grievance Panel on any aspect of the report. This request and the reasons for it must be made in writing to the chair of the Faculty Grievance Panel within one week of the date of the report. The Faculty Grievance Panel shall determine whether or not to grant such a request. The Faculty Grievance Panel may request and receive any other information it deems appropriate in response to the supplemental testimony, including further testimony from other witnesses. The Faculty Grievance Panel may let stand or amend its report as it deems appropriate. If the recommendation in the report is amended, any other party shall then have one week to request their own opportunity to offer supplemental testimony in the manner described above. The Faculty Grievance Panel shall determine when its recommendation shall stand as final without further amendment.

9. The President shall decide how the Faculty Grievance Panel's findings and recommendations shall be acted upon. The Faculty Grievance Panel, the grievant, and the parties against whom the grievance was filed shall be informed in writing by the President of the action or actions taken. If the President does not follow the Faculty Grievance Panel's recommendations, the President shall inform the Faculty Grievance Panel, the grievant, and the parties against whom the grievance was filed in writing of the reason for the decision. The President shall then refer the grievance to the Permanent Grievance Panel.
10. The Permanent Grievance Panel shall consist of the Chair of the Faculty Relations Committee of the Board of Trustees, the Chair of the Conference with Trustees Committee of the Faculty, and the most senior member of the faculty on the Conference with the Trustees Committee other than the chair. (The number of years of employment as a faculty member and the date at which the initial contract was signed shall determine seniority.)
11. If a member of the Permanent Grievance Panel has a conflict of interest or schedule, then a substitute shall be designated in the following manner: If that member is a Trustee, a substitute shall be appointed from the Faculty Relations Committee by the Chairman of the Board. If that member is a faculty member, the next most senior member on the Conference with Trustees Committee shall serve.
12. After reviewing all of the materials in the case and within 20 working days or as soon thereafter as possible, the Permanent Grievance Panel shall render a decision in writing to be sent to the grievant, the President, and the parties against whom the Grievance was filed.
13. The decision of the Permanent Grievance Panel, based on a majority vote, shall be final, except in the case of dismissal proceedings governed by Section 8 of the Statute.

SECTION 11 - ACADEMIC SERVICE

- A. After consultation with the department chairperson and the Teaching Staff and Tenure Committee, the Provost has the responsibility to oversee the teaching load of each department. In doing so the Provost shall take into consideration such factors as (1) the curricular goals for the department, (2) the types and requirements of the courses to be taught for the coming academic year, (3) the number of I.S. students, (4) the number of sections of First-Year Seminar, (5) the number of students taught the year before, (6) extra-departmental responsibilities, and (7) the number of leaves granted to members of the department.

Subject to review by the Provost, the department chairperson shall then have the responsibility to set the load for each individual member of their department in terms of college, departmental, and individual needs. The normal range of course units taught per faculty member in any academic year shall be from five to six. Any combination of registrations equaling ten of Independent Study and 400 tutorial shall equal one course unit. The departmental program shall be evaluated by the chairperson and the Provost each year in preparation for setting the load for the coming year. The intention shall be to apportion equitably among the departments and Faculty the teaching load of the College in a manner consistent with the special situation of each department and consistent with the needs of the College.

- B. Unless otherwise provided by contract, service shall be for two academic semesters per year, normally beginning with the opening convocation of the Fall Semester and continuing through commencement.
- C. Necessary absence from duty for an extended period shall be arranged with the Provost. Reasons for such absence shall include (but shall not be limited to) pregnancy, childbirth, family emergency, and jury duty. In cases of necessary absence, the faculty member's department shall arrange to carry their work if possible.
- D. If a member of the Faculty is incapacitated by illness or other reason, the member's department shall arrange to carry their work if possible. If the absence is prolonged, the Dean for Curriculum and Academic Engagement will consult with the Dean for Faculty Development and make a recommendation to the Provost if a substitution is needed. If pregnancy, childbirth, or related medical condition results in incapacity, procedures for sick leave shall apply.

- E. If a faculty member dies while in active service, the provisions of the insurance policies affecting that person shall immediately apply.
- F. If a faculty member is dismissed while in active service, it shall be assumed that they have earned one-ninth of their salary for each month between August 25 of the current academic year and the date of their dismissal. (See II, 7, A, 1, h)

SECTION 12 - LEAVES OF ABSENCE

A. PAID LEAVES

1. PRINCIPLES

The purpose of the program of paid leaves is to maintain and improve the quality of education available to students at The College of Wooster by encouraging professional growth and scholarly research of high quality among members of the Faculty. Faculty members on leave are encouraged to engage with communities outside The College of Wooster, take advantage of different cultural associations and professional opportunities, and return to teaching at the College with fresh perspectives and renewed enthusiasm.

2. TYPE OF LEAVES

a. Study Leaves

The primary purpose of a study leave is to support professional growth by faculty members through defined plans of study, and thus to enhance their teaching and afford students the opportunity to study under the inspiration and guidance of faculty members who are actively engaged with scholarship in their fields. For example, a study leave may be appropriate for a faculty member who is significantly redesigning a course, developing a new course, or learning a new area of study and/or methodology that would be directly related to their course offerings.

b. Research Leaves

The primary purpose of a research leave is to support creative scholarship of a quality which could result in publication, exhibition or performance by faculty members in order to maintain programs of productive scholarship at Wooster, and thus to enhance their teaching and afford students the opportunity to study

under the inspiration and guidance of faculty members who are actively extending the bounds of knowledge in their own fields.

3. ELIGIBILITY

a. Study Leaves

1. Professors and Associate Professors. A Professor or Associate Professor shall be eligible for a study leave of 2 consecutive semesters after 12 consecutive semesters of teaching at Wooster, or for a study leave of 1 semester after 6 consecutive semesters of teaching at Wooster.
2. Assistant Professors and Instructors. An assistant professor or instructor shall be eligible for a study leave of 2 consecutive semesters after 12 consecutive semesters of teaching at Wooster, or for a study leave of 1 semester after 6 consecutive semesters of teaching at Wooster.

b. Research Leaves

1. Professors and Associate Professors. A professor or associate professor shall be eligible for a research leave of 2 consecutive semesters after 8 consecutive semesters of teaching at Wooster, or for a research leave of 1 semester after 5 consecutive semesters of teaching at Wooster.
2. Assistant Professors and Instructors. An assistant professor or instructor shall be eligible for a research leave of 2 consecutive semesters after 10 consecutive semesters of teaching at Wooster, or for a research leave of 1 semester after 6 consecutive semesters of teaching at Wooster.

c. Definitions and Qualifications

In the foregoing statements of eligibility, teaching is understood to be full time. Except for adjunct faculty members, faculty members with contracts specifying less than full-time teaching duties are eligible for leave on the same schedule as full-time Faculty, with salary, however, corresponding to the fraction of full-time employment as specified in their contracts. Under exceptional circumstances, the Leaves Committee may waive the requirement that the years of teaching contributing to eligibility be consecutive. Neither teaching nor other assigned duties during the summer interim shall contribute to eligibility for a paid leave.

Leave proposals are governed by the regulations for the rank in which the faculty member is serving at the time of application. Promotion to a higher rank sub-

sequent to the time of application shall not alter the regulations concerning eligibility, application or review, evaluation, and recommendation of leaves.

4. APPLICATION

a. Proposal

Eligibility for a leave shall not imply automatic award. A faculty member desiring a leave shall submit an application describing in detail the leave program proposed and in such format as may be prescribed by the Leaves Committee.

b. Duration

If the application is for a year's leave, the project shall be of such scope that it could not be completed during one semester and the immediately preceding or succeeding summer interim; if the application is for one semester, the project shall be of such scope that it could not be completed during a summer interim.

c. Filing Date

The application for a leave shall be submitted by April 1, seventeen months prior to the beginning of the academic year of the proposed leave.

5. ADMINISTRATION

a. Leaves Committee

The Leaves program shall be administered by the Leaves Committee which shall consist of the Provost, the Dean for Faculty Development, and four faculty members who have had research or study leave(s) of at least two semesters, either consecutively or separately, as granted by The College of Wooster's Research and Study Leaves Program, elected by the Faculty on nomination by the Committee on Committees. The faculty members of the Committee shall meet by the end of the first two weeks of the fall semester to select the Chair of the Committee from amongst themselves. A member of the Leaves Committee who intends to submit an application for leave to be considered by the current Leaves Committee shall resign and be replaced by action of the Committee on Committees.

b. Evaluation of Applications

Each application shall be judged acceptable or non-acceptable on the inherent merit of the proposal and its compliance with the purpose of a study or research

leave as described in this section A, 1 and 2, as well as the Leaves Request, and Preparing Leave Proposals memos, circulated annually by the Leaves Committee. In addition, if the applicant has had a previous leave or other support from the College or from outside agencies for study or research projects, the results of such previous studies or projects shall be considered as evidence of probable achievement in the proposed project. In evaluating an application, the Leaves Committee may seek clarification or minor revision from the applicant.

c. Action of the Committee in Recommending Leaves – Priorities

If for any year there are more meritorious applications than there are leaves available, the Committee shall determine which applications shall be recommended. In making the priority in such decisions, no distinction shall be made among professors, associate professors, tenure track assistant professors, and tenure track instructors, or between research leaves and study leaves. If a faculty member has failed to apply for a research or study leave for the period of their earliest eligibility and if an application in a subsequent year is meritorious, the Committee may under such circumstances as it determines give priority to such applicant in recommending the award of leave. The award of money from the Dean's fund for faculty development shall not result in preferential or prejudicial treatment in subsequently granting leave to a recipient of such an award.

d. Reapplication

An unsuccessful applicant for a leave may apply again in a subsequent year, and the new application shall be judged without preference or prejudice based on the previous application.

6. OTHER REGULATIONS GOVERNING LEAVES

a. Number of Leaves

The maximum number of leaves recommended by the Committee, counted in academic years, may not exceed ten percent of the total full-time equivalent Faculty teaching at Wooster at the beginning of the second semester of the year of application.

b. Location of Leaves

It is expected that the applicant will make a case for the most appropriate leave location based on the goals of the proposed research or study.

c. Change of Plans

If, after being notified that a leave has been granted, the recipient desires to change either the type of leave, its location, or the nature of the work proposed, the change shall be submitted to the Leaves Committee for approval.

d. Compensation

Each leave awarded shall be at full salary except as indicated in Section A, 3, c, and as follows. A faculty member who wishes to perform any directed and remunerated service during the leave shall submit a statement showing how this service is necessary for successful conclusion of the leave and the amount of remuneration to be received; that amount shall be deducted from the faculty member's salary for the period of leave. Ordinarily grants in aid and fellowships awarded by educational and scientific foundations are not to be regarded as remuneration for services rendered.

e. Return to The College of Wooster

A faculty member who accepts a leave is obligated to return to teach thereafter on the Wooster Faculty for a period equivalent to that of the leave.

f. Leaves and Tenure

A one-semester leave counts towards the acquisition of tenure, while a one-year leave does not. In all cases, the obligatory service following the leave shall count toward tenure in the application of the seven-year rule.

g. Report

Within the first semester of teaching following the period of leave, each recipient shall file with the Dean for Faculty Development a detailed report describing the use of the leave and how its objectives were attained. In the case of a research leave, the report should indicate the likelihood of publication, exhibition, or performance resulting from the leave; such results are not essential criteria of successful research leaves, but they are considered important indicators of accomplishment.

h. Delayed Applications

In those cases where a faculty member has been requested by the Dean for Faculty Development to delay a leave beyond the time of earliest eligibility, the Leaves Committee may give priority to this applicant in a subsequent application;

in such cases there shall be no time penalty in eligibility for the leave following the delayed leave.

i. Departmental Scheduling

Normally, in a department with fewer than six full time members, no more than one faculty member shall be on leave at one time. Departments shall arrange schedules of courses which, by omitting certain courses or by combining sections, will permit members to be on leave without the employment of replacements. This shall be done only if it does not increase the teaching load of the remaining members beyond the standard, and questions in regard to teaching load shall be decided by the Provost and the Committee on Teaching Staff and Tenure.

j. Participation in Faculty Governance

Faculty on research or study leaves or the equivalent will not attend faculty meetings or serve on committees during the period of the leave. They may, however, during the period of the leave, stand for election for committee service in the year following the leave.

B. UNPAID LEAVES

1. GENERAL PRINCIPLES

Unpaid leaves normally may be granted for periods up to one year with the possibility of renewal for an additional year. In exceptional cases, such an unpaid leave may be granted to an instructor. It will be within the discretion of the Leaves Committee to determine and stipulate in writing to an applicant for an unpaid leave what the effect of the leave will be on the subsequent eligibility for any study or research leave.

a. Leaves for Academic Reasons

A faculty member at any rank beyond that of instructor may apply through the Provost for a leave without salary for purposes such as the completion of an advanced degree, a special form of remunerated service which is of professional or academic significance, an unusual research project and the like. Subject to the maintenance of good academic standards in the College and in the department affected, the Provost and the Teaching Staff and Tenure Committee will consider each such application on its particular merits.

b. Leaves for Personal Reasons

A faculty member at any rank beyond that of instructor may apply through the Provost for a leave without salary for personal reasons, including child rearing, family illness, temporary appointments at other positions and mandatory military or mandatory alternative service. Subject to the maintenance of good academic standards in the College and in the departments affected, the Provost and the Committee on Teaching Staff and Tenure will attempt to deal with each such application on its particular merits.

SECTION 13 – SALARY SCALE

Subject to the approval of the Board of Trustees, the Administration shall establish an annual schedule of salaries, including minimum and maximum, for each faculty rank. This schedule, including median salary figures, shall be summarized in a document that includes past and present salary figures and projections for future years where feasible. This document shall be made available annually to all faculty members.

The Provost shall forward recommendations for individual faculty salaries to the President of the College, after seeking the advice of the Dean for Faculty Development, a faculty member's department chairperson, and the Teaching Staff and Tenure Committee. The following criteria are to be used for the establishment of salaries: teaching ability; scholarship and research; service to the institution; rank and time in rank; prior teaching experience; and academic training.

SECTION 14 – SUPPLEMENTAL BENEFITS

The College of Wooster maintains a program of supplemental benefits for its Faculty. For less than full-time Faculty, supplemental benefits are negotiated with each individual. This program includes participation in the Teacher's Insurance and Annuity Association plan for retirement pensions, life insurance program, disability, health and hospitalization programs, and other miscellaneous benefits. Detailed information describing these plans shall be on file in the offices of the Provost and Human Resources. All proposals for changes in the status of any of these programs shall be communicated in writing to the Committee on Conference with Trustees for its deliberation and reported to the Faculty for its consideration.

SECTION 15 - RETIREMENT

- A. By reason of Section 4 of the Age Discrimination in Employment Act of 1967, there shall be no mandatory retirement date for any member of the faculty.

If by reason of a change of law, whether legislative, judicial or otherwise, mandatory retirement is permitted, the mandatory retirement date for a member of the faculty shall be the later of August 25 following their 65th birthday or August 25, following the latest birthday provided for in such change of law. Any active service beyond that age shall be confirmed annually by the Executive Committee of the Board of Trustees upon recommendation of the President after consultation with the Committee on Teaching Staff and Tenure, and for a period of one academic year only, beginning on August 25 next following.

The normal retirement date for a faculty member shall be August 25, following their 65th birthday; provided that no faculty member shall be required to retire prior to the mandatory retirement date set forth in the preceding paragraphs of this Section 15, A.

- B. By reason of Section 4 of the Age Discrimination in Employment Act of 1967, there is no mandatory retirement date for the President and all administrative officers.

If by reason of a change of law, whether legislative, judicial or otherwise, mandatory retirement is permitted, the mandatory retirement date for all administrative officers other than the President shall be the later of August 25 following their 65th birthday or August 25, following the latest birthday provided for in such change of law. Any active service beyond that age shall be confirmed annually by the Executive Committee of the Board of Trustees upon recommendation of the President, and for the Provost and Dean for Faculty Development, after consultation with the Committee on Teaching Staff and Tenure, and for a period of one academic year only, beginning on August 25 next following.

Any mandatory and normal retirement date for the President shall be provided for in the Bylaws of The College of Wooster.

Normal retirement date for all administrative officers other than the President shall be August 25, following their 65th birthday; provided that no administrative officer shall be required to retire prior to the mandatory retirement date set forth in the preceding paragraphs of this Section 15, B.

- C. The College maintains a program of continued supplemental benefits for personnel who have retired. These provisions take effect upon date of retirement. Detailed information describing these plans shall be on file in the offices of the Provost and Human Resources. All changes in the status of any of these programs shall be

announced in writing to all members of the Faculty.

- D. Any faculty member or administrative officer may elect to retire on August 25, following their 60th birthday with full participation in the program of supplemental benefits indicated in Section C above.

ARTICLE III - FACULTY COMMITTEES

SECTION 1 – GENERAL PRINCIPLES

- A. All faculty committees, elected or appointed by the Faculty, are responsible to the Faculty and derive their legislative and/or advisory powers from the Faculty as a whole, and shall submit to the Faculty periodic reports.
- B. All members of the teaching Faculty as defined in Article II, Section 1, are eligible for membership on all committees except the Teaching Staff and Tenure Committee and the Faculty Grievance Committee, which shall be limited to persons on tenure.
- C. The members of the Committee on Committees, the Committee on Conference with Trustees, the Educational Policy Committee, the Strategic Planning and Priorities Advisory Committee, and the Teaching Staff and Tenure Committee shall meet together early in each term with the President or their designate presiding in order to share information on the financial condition of the College, staffing needs, and anticipated curricular changes, and such other matters as the President deems appropriate.
- D. No faculty member may be elected to serve concurrently on more than one of the elected committees and any faculty member who is serving on one of these committees normally will not serve on other College committees.

SECTION 2 - ELECTED COMMITTEES

A. COMMITTEE ON COMMITTEES

1. Membership

Dean for Faculty Development; and four (4) faculty members, members to be elected each year for two years, as needed to fill vacancies. At the first meeting of this committee in the fall of each year, this committee shall elect one of its members to serve as chairperson for the year.

2. The responsibilities of this committee shall be:

- a. To conduct nominations for and elections to those faculty committees named in this Section of The Statute of Instruction.
- b. To nominate to the Faculty candidates for election to other faculty committees.
- c. To fill vacancies in faculty committees as specified in Article III, Section 4.
- d. To reexamine faculty committees every three years.
- e. To remind committees each fall of their stated responsibilities.
- f. To propose guidelines to the Faculty concerning faculty and student membership on faculty committees.

B. COMMITTEE ON CONFERENCE WITH TRUSTEES

1. Membership

Six (6) faculty members, members to be elected each year for three-year terms, as needed to fill vacancies. At the first meeting of this committee in the fall of each year, this committee shall elect one of its members to serve as chairperson for the year.

2. This committee and the Committee on Faculty Relations of the Board of Trustees shall constitute the Joint Committee on Conference. The Joint Committee on Conference normally meets at the time of regular Board meetings. Additional meetings may be called by either the chairperson of the Committee on Faculty Relations or the chair-person of the Committee on Conference with Trustees.

3. Committee Duties

- a. This committee serves as a direct means of communication between Faculty and Trustees. The concerns of both bodies may be shared through the offices of this committee.
- b. Any changes in The Statute of Instruction shall be reviewed by this committee.
- c. This committee shall receive inquiries and requests from any faculty member or members. These will be discussed and transmitted to the appropriate person or group (committee, administrator, Trustees) for action.
- d. The committee may accept assignments from the Faculty, administration, or Trustees and will either undertake the assignment itself or will see that it is handled by some other appropriate group.

C. EDUCATIONAL POLICY COMMITTEE

1. Membership

Dean for Curriculum and Academic Engagement; Provost, six (6) faculty members, members to be elected each year for three-year terms, as needed to fill vacancies, and the President (ex officio without vote). At the first meeting of this committee in the fall of each year, this committee shall elect one of its members to serve as chairperson for the year.

2. Committee Duties

- a. This committee shall share responsibility for the development and the implementation of the educational policies of the College, including the curriculum, with the President, the Provost, and the Dean for Curriculum and Academic Engagement.
- b. This committee has the right to delegate parts of its work to ongoing and/or ad hoc faculty committees which it may appoint, or to the Dean for Curriculum and Academic Engagement, so that it has time to deal with policy matters. One of these ongoing sub-committees shall have as its task the surveying of national educational trends.

D. FACULTY GRIEVANCE COMMITTEE

1. Membership

Five (5) tenured faculty members to include three (3) Full Professors and two (2) Associate Professors (at least one of whom has received tenure in the last three years) to be elected each year for two-year terms. Former members of the Teaching Staff and Tenure Committee are not eligible for service on the Faculty Grievance Committee until a full academic year has passed since their service on Teaching Staff and Tenure. The Faculty Grievance Committee selects its own chair.

2. Committee Duties:

The duties of the committee are outlined in Section 10 of The Statute of Instruction.

E. STRATEGIC PLANNING AND PRIORITIES ADVISORY COMMITTEE

1. Membership

President (non-voting); Provost (non-voting); Vice President for Finance and Business (non-voting); the administrator appointed by the President to lead strategic planning (non-voting); Vice President for Development (non-voting); Vice President for Enrollment (non-voting); Vice President of Student Affairs and Dean of Students (non-voting); Chief Diversity, Equity, and Inclusion Officer (non-voting); two (2) staff members to be elected each year for three-year terms, as needed to fill vacancies (voting); and six (6) faculty members, to be elected each year for three-year terms, as needed to fill vacancies (voting). One faculty member shall be elected from each of the three academic divisions of the College. Three faculty members shall be elected from the full faculty.

2. Officers of the Committee

The President shall convene the first meeting of the Committee of the academic year.

At the first meeting of an academic year, the elected faculty members of the Committee shall select amongst themselves one to be the Chair of the Committee.

The Vice Chair of the Committee shall be appointed by the President, and shall normally be the administrator with lead responsibility for strategic planning.

The Vice Chair shall provide support for the Committee, including coordinating necessary information.

The Chair shall set the agenda in collaboration with the Vice Chair.

3. Committee Responsibility and Duties:

The responsibility of this committee shall be to advise and counsel the President on strategic planning and the determination of resource allocation, to consult with campus constituencies on strategic planning and priorities, and to regularly apprise the faculty of issues under discussion. Its duties include the following.

- a. The committee shall review the College’s strategic plan and annual priorities; monitor annual progress toward accomplishing the goals established by the strategic plan and annual priorities as established by the College’s administration and Board of Trustees; and make recommendations to the President regarding issues of strategic or financial importance.
 - b. The committee shall review the annual operating and capital budgets to assess the extent to which budget allocations align with institutional priorities. The Committee shall examine incomes and expenditures in past budgets and make recommendations for projected budgets.
 - c. The Committee shall consult with other faculty committees and campus constituencies regarding policy decisions that have strategic impact.
 - d. The Committee shall serve as a consulting or advisory group for the President and Cabinet on important planning priorities and financial matters as they arise.
 - e. The Committee shall regularly report on committee discussions and actions to the campus community, including sharing meeting minutes and making reports at faculty meetings.
4. All budgets for the administrative and academic departments and other College departments and programs, shall be open to this committee.

F. TEACHING STAFF AND TENURE COMMITTEE

1. Membership

Provost; and six (6) tenured faculty members, members to be elected each year for three-year terms, as needed to fill vacancies.

2. Officers of the Committee

At the first meeting of the academic year, the elected faculty members of the

Committee shall select amongst themselves one to be the Chair of the Committee for that year. If the faculty members are unable to select a Chair, the Provost will cast a vote in the selection from the eligible candidates. The Chair shall have voting privileges.

The Provost shall be a voting member of the Committee and shall convene the first meeting of the Committee of the academic year. The Office of the Provost shall provide support for the Committee including setting the agenda for the meeting in consultation with the Committee Chair and providing information as requested by the Committee.

3. The responsibility of this committee shall be the making of recommendations to the President on promotions, and on all decisions about contracts and about tenure for individuals.
4. When a member of this committee is considered for promotion, a special committee appointed by the Provost and consisting of the Provost, and two former members of the Teaching Staff and Tenure Committee who are full professors, shall make a recommendation to the President.
5. This committee, in conjunction with the Dean for Faculty Development, and the appropriate departmental chairperson (who shall consult at least with the tenured members of the department), shall evaluate each tenure track and tenured faculty member, as well as librarians, biennially for purposes of determination of salary. Faculty will be evaluated for purposes of promotion and retention as described in Article II, Section 7, of the Statute of Instruction.
6. Before making any recommendation to the Academic Mission Committee of the Board of Trustees in Executive Session for a promotion or grant of permanent tenure to a member of the Faculty, the President shall consult the chairperson of the department concerned and the Committee on Teaching Staff and Tenure. If the President's recommendation does not have the unanimous consent of the Committee on Teaching Staff and Tenure, and the approval of the department chairperson, this fact shall be reported to the Academic Mission Committee. Dissenting opinions, giving reasons for the dissent, shall, on the request of the dissenter, be read (anonymously if so requested) by the President to the Academic Mission Committee.

SECTION 3 – OTHER FACULTY COMMITTEES

Other faculty committees shall be established by the Faculty as it deems necessary. Election to these committees will be according to procedures set down in Section 4 following.

SECTION 4 – ELECTIONS AND VACANCIES

Committees of the Faculty shall be elected using a method adopted by the Faculty at its regular meetings. Any proposal for changes in the procedures for electing committees of the Faculty and for filling vacancies shall be recommended by the Committee on Committees and determined by majority vote of the Faculty no later than the November meeting for that academic year.

SECTION 5 – STUDENT REPRESENTATION

- A. Student members (see Article III, Section 2, A, 2f) shall have full voting privileges on faculty committees.
- B. Selection of students to faculty committees shall be carried out in such ways as the student body shall determine, subject to such requirements for eligibility as the Committee on Committees shall determine.
- C. The Committee on Committees, in consultation with representatives of the student body, shall determine the number of positions for student membership on faculty committees, but students shall not serve on the Teaching Staff and Tenure Committee, the Committee on Conference with Trustees, the Faculty Grievance Committee, or the Committee on Committees.

ARTICLE IV – SENIOR ADMINISTRATIVE POSITIONS OF THE COLLEGE

SECTION 1 – THE PRESIDENT

A. AUTHORITY IN RELATION TO THE FACULTY

1. The President shall, in cooperation with the Faculty, determine the educational policies of the College.
2. The President shall be an official medium of communication between the Board of Trustees and the Faculty or any individual college officer, instructor or administrator.
3. The President shall recommend to the Board of Trustees all promotions in the teaching staff.
4. The President shall execute all contracts of appointment with all College faculty.

B. SPECIAL AUTHORITIES

1. In case of question or doubt about whether a person should speak on campus the President shall be the ultimate authority.
2. Any case involving the penalties of suspension or expulsion of students is subject to review by the President.

SECTION 2 - PROVOST

- A. The Provost shall be nominated to the Board of Trustees by the President after a majority advisory vote by ballot by the whole Faculty.
- B. Functions
 1. In case of disability of the President, the Provost shall assume the President's duties pending action by the Executive Committee of the Board of Trustees. In the event of a contemplated extended absence of the President, the latter shall notify the Provost, who shall thereupon, at the President's request, assume the duties of the President, pending action by the Executive Committee of the Board of Trustees. Should both the President and the Provost be unable to carry on their duties, the Executive Committee of the Board of Trustees shall make a temporary appointment.
 2. The Provost shall be responsible for the execution of the educational policies of the College including preparation and administration of the academic budget, and shall

be the coordinating officer of the College, reporting directly to the President.

3. The Provost shall be a Professor in an appropriate academic department of the College.
4. The Provost shall be a voting member of the Teaching Staff and Tenure Committee, the Educational Policy Committee, and the Leaves Committee, and shall be a nonvoting member of the Strategic Planning and Priorities Advisory Committee.
5. In consultation with the Dean for Curriculum and Academic Engagement and the Dean for Faculty Development, the Provost shall present an annual report to the Board of Trustees on the condition of academic affairs at the College and such other reports as the President may from time to time request.
6. The Provost shall approve faculty positions in academic departments or interdepartmental programs. At the time a position is created or when it is eliminated or reassigned, the Provost shall consult with the Educational Policy Committee. As long as a tenure-track position has an incumbent, the position shall not be reviewed by the Provost.
7. The Provost shall approve job descriptions in academic departments or interdepartmental programs. Changes in job descriptions for positions occupied by incumbents must also be approved by the Provost.

SECTION 3 – DEAN FOR CURRICULUM AND ACADEMIC ENGAGEMENT

- A. The Dean for Curriculum and Academic Engagement is a full-time administrative appointment with a three-year term. The Dean for Curriculum and Academic Engagement will be chosen from among the faculty. In order to fill the position, faculty members will be appointed by the Committee on Committees to a search committee that is chaired by the Provost. The committee will select a Dean from the pool of applicants, subject to the final approval of the President (as specified in the College Bylaws). If a Dean wishes to reapply, the same procedures will be followed as for the first appointment. The Dean for Curriculum and Academic Engagement shall report to the Provost.
- B. Functions
 1. The Dean for Curriculum and Academic Engagement shall support the faculty in the performance of its academic and advising duties.

2. The Dean for Curriculum and Academic Engagement shall cooperate with the departmental chairpersons and with individual faculty members in working out the most advantageous arrangement of classes and courses.
3. The Dean for Curriculum and Academic Engagement shall chair the Academic Standards Committee and be a member of the Educational Policy Committee.
4. Normally, the Dean for Curriculum and Academic Engagement will teach at least one course a year.
5. When a dispute arises between a faculty member and a student over grades or any other aspect of the academic program, attempts shall be made to resolve the difference at the departmental level. If these attempts fail, the Dean for Curriculum and Academic Engagement shall refer the dispute to the Committee on Academic Standards, which shall have authority to resolve it.

SECTION 4 – DEAN FOR FACULTY DEVELOPMENT

- A. The Dean for Faculty Development is a full-time administrative appointment with a three-year term. The Dean for Faculty Development will be chosen from among the faculty. In order to fill the position, faculty members will be appointed by the Committee on Committees to a search committee that is chaired by the Provost. The committee will select a Dean from the pool of applicants, subject to the final approval of the President (as specified in the College Bylaws). If a Dean wishes to reapply, the same procedures will be followed as for the first appointment. The Dean for Faculty Development shall report to the Provost.
- B. Functions
 1. The Dean for Faculty Development provides the necessary support for the development of teaching excellence among faculty.
 2. The Dean for Faculty Development promotes an environment conducive to the faculty's intellectual and professional development.
 3. The Dean for Faculty Development will serve as a liaison between the faculty and the administration.

4. The Dean for Faculty Development shall meet periodically with the Teaching Staff and Tenure Committee.
5. Normally, the Dean for Faculty Development will teach at least one course a year.

SECTION 5 - REGISTRAR

- A. The Registrar shall be selected in the same manner as members of the teaching staff. The Registrar shall report to the Provost.
- B. Functions
 1. The Registrar shall be responsible for and have charge of the registration of all students.
 2. The Registrar shall have charge of the administration of the academic testing programs, including College Entrance Examination Board Examinations for the College Board Testing Center at Wooster. The Registrar shall also have charge of Veterans and Selective Service Records.
 3. The Registrar shall have charge of the academic records of all students and shall furnish transcripts when requested.
 4. The Registrar shall report to the Faculty the number of students required to withdraw because of low scholarship.
 5. Under the direction of the Faculty, the Registrar shall prepare the official schedule of classes and examinations and shall record and report final course grades.
 6. The Registrar shall be responsible for the certification of all records required by the government concerning foreign students in cooperation with the appropriate Vice President for Student Affairs and Dean of Students' staff member.
 7. In cooperation with the chairperson of the Department of Education, the Registrar shall have charge of the certification of teachers.
 8. The Registrar shall administer the rules and regulations that the Faculty shall prescribe.

SECTION 6 – LIBRARIAN OF THE COLLEGE AND LIBRARY FACULTY

- A. The Librarian of the College shall be selected according to the general procedures governing the selection of other members of the Faculty. The Librarian of the College shall report to the Provost.
- B. Functions
 - 1. The Librarian of the College shall be the administrative officer of the library. The Librarian of the College shall be responsible to the President and to the Faculty for proper administration of the library program.
 - 2. The Librarian of the College shall assist the President in obtaining suitable candidates for the vacancies in the library faculty.
 - 3. The Provost and the Librarian of the College, in consultation with the Educational Policy Committee, shall determine the policies governing the development of the library program.
 - 4. The Librarian of the College shall represent the library faculty at the meetings of chairpersons of departments and interdepartmental programs.
- C. The Library Faculty
 - 1. The Library Faculty shall be those professionally trained librarians so designated by the Committee on Teaching Staff and Tenure. Qualifications to be considered in reappointment and promotion shall be effectiveness as a librarian, professional development and scholarship, and general value to the College. An explanation of criteria for reappointment and promotion is published in the Faculty Handbook, section 7, and is held in the Office of the Provost.
 - 2. The Library Faculty, in consultation with the departments and committees of the Faculty, and in accordance with the educational policies of the College, shall develop and implement a library program which shall include the acquisition, organization, storage, and dissemination of information through printed and other media.
 - 3. There are three ranks for Library Faculty: Librarian, Librarian II and Senior Librarian. Initial appointment would normally be at the rank of Librarian for three years. In year six, a successful review would lead to promotion to Librarian II and a seven-year contract. In year fourteen, a successful review would lead to a new seven-year contract and may lead to promotion to Senior Librarian. Upon the recommendation of the Librarian of the College, a Librarian may be considered for early promotion.

Following the promotion to Senior Librarian, Teaching Staff and Tenure Committee would continue to conduct reviews for reappointment every seventh year.

D. Leave Policy for the Librarian of the College and the Librarians with Faculty Status

1. Principle

The purpose of the program of paid leaves is to maintain and improve the quality of the library faculty by encouraging professional growth. Such leaves are granted for research and study. The types of activities pursued during such leaves will depend on the needs and interests of the individual, the Library, and the College.

2. Eligibility

Each library faculty member is eligible for a paid leave during the summer following their fourth full consecutive year of employment (and each fourth summer thereafter) excluding periods of unpaid absences that may have been granted. Those with less than full-time duties are eligible on an equal basis with other library faculty.

3. Length of Leave

Leaves are granted from Commencement until two weeks prior to the beginning of the Fall Semester. Different leave periods will be granted only in exceptional cases. Vacation time shall be taken to the extent that it can be arranged in a manner consistent with the provision of library service.

4. Application

a. Proposal

Eligibility for a leave shall not imply automatic award. A library faculty member desiring a leave shall submit an application to the Provost and after consultation with the Librarian of the College, the Provost will recommend the application to the President and the Academic Mission Committee of the Board of Trustees for approval.

b. Filing Date

The application shall be submitted by December 15 in the academic year in which the leave is anticipated.

c. Number of leaves

Normally, no more than one full leave will be awarded for any one summer.

5. Administration

The Provost shall make a recommendation to the President by January 15 concerning leaves for the following summer. Final decisions will be made by the Academic Mission Committee of the Board of Trustees by March 1. In making the recommendation, the quality of the proposal, the staffing needs of the Library, use of prior leaves, and the value to the College will be considered. There will be no replacement of library faculty during the period of leave.

6. Compensation

Each leave awarded shall be at full salary or, for less than full-time library faculty, at a salary corresponding to the fraction of full-time employment as specified in their contracts. A library faculty member who wishes to perform any directed and remunerated service during the leave shall submit a statement showing how this service is necessary for successful completion of the leave and the amount of remuneration to be received; that amount shall be deducted from the library faculty member's salary for the period of leave. Grants-in-aid and fellowships are not to be regarded as remuneration for services rendered.

7. Report

By the end of the Fall Semester, each recipient shall file with the Librarian of the College and the Provost a report describing the use of the leave and the extent to which its objectives were attained.

ARTICLE V - SUMMER SESSION

SECTION 1 - NATURE

If a summer session be held, it shall be an integral part of the College.

SECTION 2 – DIRECTOR OF THE SUMMER SESSION

- A. Before December 1 of each academic year in which a summer session is to be held, the Director of the Summer Session shall be elected for a term of one year by a procedure similar to that used in the selection and promotion of faculty and chairpersons of departments.
- B. Duties
 - 1. The Director of the Summer Session shall select and recommend faculty members for the summer session who shall be appointed according to the regular procedure for appointments.
 - 2. In making recommendations, the Director shall maintain the principle of rotation insofar as possible, both as to departments and faculty members, but no faculty member shall be required to teach during the summer session.
 - 3. The Director shall be executive officer of the summer session and shall make an annual report to the Faculty and to the Board of Trustees.

ARTICLE VI - THE DEPARTMENT OF MUSIC AND THE CONSERVATORY

SECTION 1 – THE DEPARTMENT OF MUSIC

- A. There shall be a Department of Music in the liberal arts college.
- B. The Chairperson of the Department of Music shall be the Director of the Conservatory.
- C. Faculty
 - 1. The Department of Music shall consist of all professors, associate professors, and assistant professors of music, together with full-time instructors in music, provided that at least 50% of such an instructor's students are of collegiate rank. Appointment or promotion to advanced rank in the Faculty shall be on the basis of advanced study comparable to that required in other departments of instruction.

2. Faculty members in the Department of Music shall give special attention to the cultural musical activities of the College.

D. The degree of Bachelor of Music or Bachelor of Music Education shall be given to students who have completed the work prescribed by the Faculty to the satisfaction of the Department of Music.

SECTION 2 – THE CONSERVATORY OF MUSIC

A. The Director of the Conservatory is the Chairperson of the Department of Music.

B. Faculty members in the Department of Music, part-time instructors in music, and other teachers necessary to serve non-collegiate students, shall constitute the Conservatory of Music. Teachers who are members of the Conservatory but not the Department of Music shall not have faculty standing.