Carthage College
Faculty Handbook

As approved by Carthage Board of Trustees and Faculty, May 2023

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1. Organization of the College

Carthage College is a church-related institution of higher education. Voluntarily associated by desire and by history with the Evangelical Lutheran Church in America, the College places sovereign, governing responsibility in a self-perpetuating Board of Trustees.

Although the Trustees ratify the strategic direction of the College and monitor progress toward strategic goals, they affirm a shared governance system in which the faculty play a key role in managerial decisions. The Trustees recognize the professional expertise of the faculty and look to the faculty for guidance in all academic matters, including faculty appointments and reappointments, curricular structure and requirements, and prioritization of academic support activities and expenditures. In all of these matters, the members of the faculty play a key advisory role and carry supervisory responsibility. Representatives of the faculty and some members of the student body usually are present at regular board meetings.

1.1 President

As chief executive officer of the College, responsible to the Board of Trustees for the government and management of the College and for interpreting and carrying out the policies of the Board. The President is in charge of all administrative divisions and all instructional departments of the College, exercising such supervision and direction as will promote their effective service. The President calls faculty and Academic Senate meetings and is the Presiding Officer of those meetings unless he/she directs the Provost to discharge this responsibility. The President is the official agent of communication between the faculty and the Board of Trustees, between the students and the Board of Trustees, and between any individual or College officer and the Board of Trustees.

The President's Senior Administration is a work team that focuses on the strategic direction and management of the College. The Senior Administration comprises the senior leadership of the College and includes the President, Provost/ Executive Vice President for Operations, Executive Vice President for Administration, Vice President for Finance and Administration, Vice President for College Culture and Inclusion, Vice President for Advancement, Vice President for Enrollment, Associate Vice President for Marketing and Communications, and Athletic Director. All members advise the President regarding their areas of responsibility.

1.2 Provost

Serves as the chief academic officer of the College and is the senior executive when the President is absent. The Provost is responsible for the overall administration of academic affairs. He/she works with the President and academic administrators in recruiting new faculty members and in evaluating individual faculty members for purposes of compensation, reappointment, tenure, and promotion. The Provost manages resources for faculty development and advises the President concerning academic personnel decisions and policies. He/she has administrative responsibility for curricular design and the integrity of the curriculum. From time to time, he/she may appoint *ad hoc* committees to assist in the discharge of his/her responsibilities. The assignment and allocation of facilities, equipment, and other learning resources is done together with the Vice President for Finance and Administration. Additional responsibilities include the review and approval of operating budgets for the academic

divisions, and the overall academic accreditation and standards of the institution.

As the chief academic officer of the College, the Provost has broad responsibilities for the effective operation of the academic program. The Provost provides leadership of faculty and academic staff toward the goals and objectives of the College and is an advocate for the highest possible quality in the academic program.

Service on Faculty Committees

The Provost is an *ex officio* member of all faculty committees except the Personnel and Tenure Committee. The Provost may assign his/her *ex officio* membership on any committee.

Annually the Provost shall identify for the Personnel and Tenure Committee those faculty eligible for reappointment and tenure. The recommendations of the Personnel and Tenure Committee are given to the Provost, who forwards them to the President, together with his/her own recommendations.

Supervision of Faculty

The Provost supervises the divisional deans, who in turn supervise the department chairs and program directors of their respective divisions.

Evaluation of Faculty

The Provost shares with the faculty the responsibility of maintaining a fair system for evaluating and developing faculty effectiveness. As a part of this function, the deans and their respective faculty develop and present to the Provost for his/her approval the criteria which will be used for evaluation.

Faculty Handbook

The Provost is the editor of the faculty handbook.

1.3 Faculty

The faculty consists of the officers of instruction, the President, the Provost, and such other members of the administration as may be so designated by action of the Board. Officers of instruction are full-time faculty members on permanent or temporary appointment and those on reduced-load appointments.

The faculty shall govern and control the educational affairs of the institution under the supervision of the President and subject to approval by the Board. The faculty will:

> Make recommendations to the President and the Provost regarding the academic program.
>
> Carry primary responsibility for the curricular content of the academic program.
>
> Carry primary responsibility for setting academic standards and expectations.
>
> Set procedures for its own governance, including the selection of officers of the faculty and the establishment of committees of the faculty.
>
> Make recommendations regarding the recruitment of faculty members, and evaluate colleagues for retention, tenure, and promotion.

Faculty Ombudsperson

The Academic Senate will elect a Faculty Ombudsperson from eligible Carthage faculty. The person must be a tenured faculty member without an administrative appointment, including department chairs and program directors (the latter with supervisory roles). She or he should know the roles, activities, and functions of an ombudsperson and the limits on ombudsperson activities as described by the International Ombudsperson Association. The person must adhere to the ethical principles of the International Ombudsman Association: independence, neutrality and impartiality, confidentiality, and informality. The ombudsperson will not handle complaints or issues that HR would handle (such as sexual harassment and discrimination). At the end of the academic year, the ombudsperson will give a report to the Academic Senate.

1.4 Academic Divisions, Departments, and Programs

Divisions

The faculty is grouped in four curricular divisions, and all departments and programs are assigned to a division by the Provost. Curricular divisions propose, maintain, evaluate, and revise the curriculum of the divisions in accordance with the procedures of the Curriculum Committee. Interdisciplinary programs (designated below in italics) are placed under the aegis of the curricular division from which the majority of courses for that program are drawn.The Provost meets with the deans involved to determine which division will exercise supervisory responsibility for the major. Each department elects a student representative to its curricular division.The curricular division in which an interdisciplinary major or program is located may invite a student representative from that major to be a member of the curricular division. Student representatives vote on curricular matters only. Divisions form units for curriculum planning in the following manner:

Arts and Humanities

A. Art
B. Communication and Digital Media
C. English
D. History
E. Modern Languages
F. Music
G. Religion
H. Theatre
I. Asian Studies
J. Women's and Gender Studies

Natural and Social Sciences

A. Biology
B. Chemistry
C. Computer Science
D. Economics
E. Geospatial Science

F. Mathematics
G. Physics and Astronomy
H. Political Science
I. Psychological Science
J. Sociology
K. Broad Field Social Science
L. Criminal Justice
M. Environmental Sciences
N. International Political Economy
O. Neuroscience

Professional Studies

A. Accounting and Finance
B. Education
C. Exercise and Sports Science
D. Management and Marketing
E. Nursing
F. Social Work
G. Athletic Training

Interdisciplinary programs are placed under the aegis of the curricular division from which the majority of courses for that program are drawn. The Provost meets with the deans involved to determine which division will exercise supervisory responsibility for the major. Each department elects a student representative to its curricular division. The curricular division in which an interdisciplinary major or program is located may invite a student representative from that major to be a member of the curricular division. Student representatives vote on curricular matters only. Three programs - Global Heritage, Honors, and Intellectual Foundations - are deemed to be all-College programs, and are administered by the Office of the Provost.

Departments and Programs

Responsibilities of departments and programs include: formulating the courses and developing the major of that discipline; formulating the academic schedule; cooperating with the Adult Education Program in advising students; encouraging research and publication among faculty; assisting in preparing a budget; promoting within the College and in the larger community lectures and special events related to the discipline; cooperating with the curricular division and the divisional deans; cooperating with the Office of Admissions in the recruitment of students; sponsoring honorary or other academic societies; and, encouraging student activities which enhance the educational process outside of the classroom. Faculty should seek ways to involve students in the planning and activities of the respective departments.

Selection of Chairs/Directors

The Provost, in consultation with the divisional dean, appoints department chairs and program directors for three-year terms based upon nominations by the respective departments or programs and willingness on the part of the faculty member. Faculty members are not required to accept these responsibilities. Chairs/directors may be reappointed.

Department Chairs'/Program Directors' Duties

The chair/director is responsible to the dean and the Provost for the effective operation of the department or program. The chair/director, through meetings and personal consultations, involves all department/program members in developing course offerings, setting goals, preparing schedules, developing and implementing long-range plans, developing and implementing assessment plans, proposing budget priorities, managing expenses and annual departmental budgets, and making recommendations for new faculty.

2. Faculty Bylaws

2.1 Name

The name of this organization is the Carthage College Faculty.

2.2 Purpose

The faculty governs and controls the educational affairs of the institution according to the provisions of the charter, constitution, and bylaws of the College and under the supervision of the President and subject to approval by the Board of Trustees.

2.3 Membership

The faculty consists of the officers of instruction, the President of the College, the Provost, and such other members of the administration as may be so designated by action of the Board. Officers of instruction are full-time faculty members on permanent or temporary appointment, those on reduced-load appointments, and those who teach as adjunct instructors.

2.4 Officers

Presiding Officer

The Presiding Officer of the faculty is the President of the College, or a substitute named by him/her (usually the Provost).

Secretary

The Secretary of the faculty is selected annually by the Academic Senate under procedures recommended by the Senate and approved by the faculty. The Secretary is responsible for recording the minutes of meetings of the faculty and preparing copies of such minutes for distribution to members of the faculty.

Parliamentarian

The Parliamentarian of the faculty is nominated by the Academic Senate. Election to this office is by a plurality of those members present and voting at the first faculty meeting of the academic year, a quorum being present. The Parliamentarian must be a member of the faculty. He/she should be conversant with parliamentary procedure and the bylaws and regulations adopted by the faculty of the College. He/she should be

faithful in attendance at all business sessions. In case of necessary absences at meeting, he/she should inform the officer in charge well in advance of such meeting. The Parliamentarian assists the chair when complex problems about procedure arise or interpretations about procedure are needed, and in taking minutes relative to the specific language of motions and matters relative to procedure. The Parliamentarian calls the attention of the chair to any error in the proceedings that may affect the substantive rights of any member. The Parliamentarian should be consulted when there is to be a general revision of the bylaws.

2.5 Meetings

The full faculty will meet at least once per semester to receive reports and elect new members to the Senate and to standing committees. Meetings of the faculty may be called by the Presiding Officer at any time upon twenty-four hours notice to the membership. The 24-hour provision may be waived in cases of extremely unusual circumstances. A quorum must be present to do business.

Definition of a Quorum

Fifty percent of the membership of faculty constitutes a quorum.

2.6 Committees

Establishment of Committees

The faculty establishes standing committees in various areas that concern the faculty. In some instances, committees advise the faculty, in others they represent and act for it. In establishing committees, the faculty determines the size of the committee, its membership, the method of selection, terms of office, and specific responsibilities.

Procedures of Committees

Each standing committee, except where otherwise specified, elects from its membership a chair, a vice-chair, and a secretary at its first meeting of the academic year. The secretary of each committee keeps minutes of the committee's meetings and shares them regularly with the Provost, where they may be referred to by any faculty member. A roster of the committees and the names of their officers is kept by the Provost and the Secretary of the Faculty. All committees, standing and ad hoc, report regularly to the faculty during the academic year. Whereas committees may make reports more frequently than requested, committees must report at least once annually to the faculty. The Provost and the Secretary of the faculty notify committees when reports are due. Committees may make reports in either written or oral form. If the reports are in written form, they are distributed to all faculty and administrators prior to the faculty meeting.

Ex Officio members of committees have the same rights and responsibilities as other members.

Ad Hoc Committees

The faculty may establish *ad hoc* committees in areas where standing committees do not function or where unusual concern(s) may warrant a special committee.

Academic Senate

The faculty delegates its authority granted by the College Constitution to the Academic Senate, subject to the faculty veto, petition, and referendum provisions described below. The full faculty may veto any action taken by the Senate by a vote of 2/3 of faculty present at a full faculty meeting that meets quorum requirements. Meetings of the full faculty may be called by a majority vote of the Senate, or by written petition of at least 1/3 of the faculty. Said petition will be delivered to the President who will convene the meeting within two weeks. The Senate, by majority vote, may also refer motions to the full faculty for consideration.

2.7 Parliamentary Authority

The rules contained in Robert's Rules of Order govern the faculty in all cases to which they are applicable, and in which they are not inconsistent with the bylaws or the special rules of order of the faculty.

2.8 Amendments

Amendments altering current bylaws will be accomplished by the action of a two-thirds majority of the members present and voting at a regularly scheduled meeting of the faculty, although the addition of new bylaws will be by simple majority approval, a quorum being present, and forty-eight hours advance notice of the proposed amendment having been given to the membership. The faculty will have the responsibility for making changes in the faculty governance system subject to the approval of the Board of Trustees.

3. Shared Governance

The faculty bylaws outline the responsibilities and role of the faculty within the College community. They recognize the ultimate responsibility of the Board of Trustees under the College's charter, of the President as the primary agent of the Board, and the responsibilities of other components of the College in a community which includes Trustees, the President and other officers of administration, the faculty, students, and support staff. The faculty carries out its duties in formulating policies and establishing procedures through faculty and senate meetings and its participation in standing committees. As appropriate, policies related to specific aspects of the College's academic programs are implemented through the divisions, departments of instruction, department chairs, and the Student Government.

3.1 Faculty Meetings

The time for faculty meetings is established at the beginning of each academic year by the Presiding Officer. All faculty members are required to attend. Other activities which require faculty presence will not be scheduled at that time. If the business of the faculty is not completed during the regularly scheduled meeting, a special faculty meeting will be called to complete the agenda.

An agenda will be prepared in advance for each faculty meeting. All items for the agenda will be submitted to the Presiding Officer. Copies of all reports and motions to be considered will be attached to the agenda and distributed in advance of the faculty meeting. Copies of the committee reports and motions will be available during the meeting from the Secretary of the faculty.

No action affecting matters covered by committee charges may be taken at a faculty meeting unless the faculty has been informed in writing of the motion to be acted upon at least forty-eight hours in advance of the meeting during which time the action is to be taken.

Written faculty minutes include only written committee reports and the complete text of motions that are acted upon by the faculty. Minutes of the faculty meeting will be distributed to all faculty as soon after each meeting as is practical. An official set of minutes will be maintained by the Secretary.

3.2 Academic Senate

Membership

The Academic Senate is composed of the following voting members:

A. 14 faculty elected at-large (of whom 6 must have tenure).

B. One elected faculty representative from each of AH, NSS, PS, and SOBE.

C. The President, the Chief Academic Officer (Provost), the Chief Financial Officer, and the Chief Student Affairs Officer of the College.

D. Two student representatives.

The 15 faculty members are elected by the full faculty to three-year staggered terms; each year five positions are filled according to a plurality rule, except that at least two of those positions must be filled by the tenured nominees with the most votes.

The President of the College, the Provost, the Chief Financial Officer, and the Chief Student Affairs Officer will serve by virtue of their offices.

The two student members will be selected through an open process conducted by Student Government.

One member of the Board of Trustees is invited to participate as a non-voting member.

Duties

A. Facilitate communication, collaboration, and cooperation among the faculty and other constituents of the College community.

B. Formulate actions and policies regarding the educational affairs of the College by melding the wisdom and interests of the administrative and instructional officers.

C. Ensure that the curriculum is designed with integrity, connected with student learning objectives, and reflects the College mission.

D. Support and advocate the allocation of institutional resources including faculty, facilities, and programming.

E. Bring matters related to the educational program and the well-being of the College to the attention of the Faculty and Administration.

F. Oversee all faculty committees that deal with the educational program of the College.

G. Guarantee timely and transparent reports to the faculty of all Senate business.

The Senate will, by majority vote, elect annually a President, a Vice-President, and a Secretary. The Presidentwill collaborate with the Provost to develop the agenda, facilitate Senate meetings, and represent the Senate at full faculty meetings. The Vice-Presidentwill assist the Presidentand serve as Presidentin his/her absence. The secretary of the Academic Senate will record and maintain minutes of all faculty meetings (full faculty and Academic Senate). If the secretary is not present, one will be appointed at the meeting. Minutes will then be distributed and posted as soon as is practical. At the first Academic Senate meeting of the new academic year, the minutes of the opening faculty meeting will be approved. The minutes of the May faculty will be approved at the opening faculty meeting. If an elected member of the Senate is unable to serve, the Senate will select by majority vote a replacement. This person will serve until the member is able to return, the member's term expires, or the next regular election.

The Academic Senate will meet at least once a month during the academic year and may meet more often at the discretion of the President, Provost, or Senate President. Senators may not vote *in absentia*. Fourteen Senators constitute a quorum for the conduct of business. Substantive motions before the Senate will be decided by majority vote provided quorum requirements are met. Any faculty member may have an item placed on the Academic Senate agenda by a petition containing ten faculty signatures.

The Senate may go into closed session at the discretion of the President, Provost, orSenate President. Closed sessions exclude non-members of the Senate and the student Senators. The session may be reopened by a majority vote of the Senate members in the closed session. Any member of the faculty may attend Academic Senate meetings except in closed session. The Senate may grant floor (speaking) privileges by majority vote to faculty and to other members of the College community.

3.3 Faculty Committees

Faculty committees derive their authority from the faculty and are responsible for all actions. All specific duties assigned to faculty committees are considered duties of the faculty as a whole and may be removed by the faculty from the jurisdiction of a committee and assigned to another committee or to the faculty itself. The faculty receives reports of boards and task forces not of its creation only by special permission on an ad hoc basis.

Organization

There are eight standing Faculty Committees: Budget and Compensation; Curriculum ; Elections and Nominations; Faculty Handbook Amendment; Personnel and Tenure; Quality of Life; Research, Scholarship, and Creativity; and Student Academic Review and Recommendation.

There are four standing subcommittees of the Curriculum Committee:General Education Oversight Committee, Global Heritage, First Year Foundations Committee, and Writing across the Curriculum. In addition, the Curriculum Committee can create ad hoc Curriculum Task Forces as needed.

There is one standing Academic Subcommittee of the Research, Scholarship, and Creativity Committee: Institutional Review Board.

Faculty members elected to three-year terms on a Faculty Committee or Subcommittee may serve only two consecutive three-year terms on that committee.

Membership

Except as noted in committee membership descriptions, all faculty members are eligible to serve on committees. Members are elected to serve staggered three-year terms. No faculty member may be required to serve on more than one standing committee at the same time and may not serve more than two full consecutive terms on any standing committee. Whenever a faculty member is unable to serve, the faculty may select a substitute to serve until the next regular election. One full academic year as a substitute shall be considered a full term for determining eligibility for subsequent service on that committee.

The President is an *ex officio* member of all faculty committees except the Personnel and Tenure Committee. The Provost is an *ex officio* member of all faculty committees except the Personnel and Tenure Committee. The Provost may assign his/her *ex officio* membership on any committee. Students may serve and vote on the Quality of Life and Curriculum Planning committees. Students are not eligible to hold office on any committee.

Selection

The Elections and Nominations Committee functions as the nominating committee for all open at-large Senate and committee positions. The Elections and Nominations Committee shall nominate at least two candidates for every open position for which the full faculty has electoral responsibilities.

In identifying nominees, the Elections and Nominations Committee shall take into consideration qualifications of the nominees relevant to the position, and seek, where appropriate, to promote balance among academic disciplines on faculty committees. The Elections and Nominations Committee shall consult with appropriate persons such as department chairs, programs directors, and committee chairs in considering nominations.

In September of each Academic Year the Elections and Nominations Committee shall: a) identify all seats up for election by the end of that Academic Year; and b) communicate to the full faculty those positions.

In October of each Academic Year, the Elections and Nominations Committee shall contact department chairs and divisional deans, relevant program directors, and committee chairs to solicit possible nominees for each position.

At the December meeting of the meeting of the Academic Senate, the Elections and Nominations Committee will bring forward a list of candidates from which the Academic Senate will select an official slate of nominees.

In February of each Academic year, the Elections and Nominations Committee will put out a general call for nominations for open seats. Nominators will be asked to clear with the nominees their willingness to stand prior to nominating them. Nominations will be open through the last day of the month.

At the March Academic Senate meeting, the Elections and Nominations Committee will report the full slate of nominees for each position to the Senate. The Senate Chair will report the nominees to the full faculty in the March Senate Report.

By the end of April of each Academic year, the Elections and Nominations Committee will be responsible for conducting elections to the Senate and committee positions.

3.4 Budget and Faculty Compensation

Membership

This committee is composed of four faculty members elected at-large from the full faculty serving staggered three-year terms and the Provost *(ex officio)*.

Duties

A. Reviews the College budget.

B. Recommends how money available for faculty salary increases is to be divided. Recommendations regarding such annual allocations are transmitted by the Budget and Faculty Compensation Committee to the Academic Senate and to the Faculty.

C. Recommends changes in fringe benefits.

3.5 Curriculum

The Curriculum Committee is split into two working groups: the Approval Working Group and the Oversight and Planning Working Group.

Approval Working Group

Membership

The Approval Working Group is composed of six faculty members, two from AH, two from NSS, one from PS, one from SOBE serving staggered three-year terms, the Provost or designee *(ex officio)*, and the Registrar *(ex officio)*.

Duties

a. Evaluates the courses and makes recommendations for course approvals to the faculty based on current curricular policies.

b. Evaluates new and modified majors, minors, and programs and makes recommendations for approvals to the faculty based on current curricular policies.

c. Evaluates and approves self-designed majors and minors based on current curricular policies.

Oversight and Planning Working Group

Membership

The Oversight and Planning Working Group is composed of seven faculty members, three at-large, and one from each of the four divisions (AH, NSS, PS, SOBE). Faculty members elected to the committee will serve staggered three-year terms. Ex officio members will be the Provost, Associate Provost for Planning and Assessment, the Chair of the Curriculum Committee Approvals Working Group, and the Director of Honors. Ex- officio members with voice but not vote will be the Registrar. Faculty members from this committee will be assigned as liaisons to the Academic Senate and

to each curricular subcommittee including, Global Heritage, Intellectual Foundations, and Writing Across the Curriculum.

Duties

A. Oversees the coherence of the entire curriculum with an eye to achieving institutional student learning outcomes.
B. Reviews and evaluates the current curriculum and curricular policies for continuing education, undergraduate and graduate requirements, majors, minors and programs.
C. Participates in the approval of new and revised programs by considering exceptions to policies and guidelines.
D. In consultation with the Office of the Provost, establishes guidelines and processes for curricular review.
E. Coordinates strategic planning related to the curriculum and the educational objectives of the College.
F. Recommends changes in the current curriculum and curricular policies to the faculty based on assessment data and strategic planning.
G. Establishes and monitors academic standards.

Curricular Procedures

All course proposals, proposals for new majors or minors, and changes to majors or minors require the action of the Curriculum Committee and the Academic Senate. Prior to the consideration of a new course, a new major or minor, or proposed change to a major or minor by the Curriculum Committee, the proposal must be made available to the faculty of the appropriate curricular division prior to its consideration by the division's subcommittee on curricular approval. Each divisional curriculum committee shall appoint a chair and a secretary who will, respectively, run the meetings and maintain a written record of submissions and dispositions. The voting membership of a divisional curriculum committee shall be drawn from the full time, non-administrative members of the faculty of the division. At a division meeting, faculty discuss and vote on whether to accept the subcommittee's report recommending approval; if the report is accepted, the dean reviews and approves the proposals and sends them for consideration to the Approval Working Group. If the curricular division does not approve the proposal, the department or appropriate sponsor may appeal directly to the Curriculum Committee. If the Curriculum Committee does not approve the proposal, the department or appropriate sponsor may appeal directly to the Academic Senate.

Since the decision to grant (or not grant) new types of degrees in specific programs potentially affects all divisions of the College, the development of a new degree program in a specific discipline must be authorized by the Academic Senate before it is submitted by the Curriculum Committee. Prior to authorizing the development of a proposal the Academic Senate will consider the potential impacts on the various divisions of the College, review the staffing and other budgetary implications of the proposal, and determine whether the proposal is consistent with the mission, vision, and values of the College. The authorization will generally precede full development of the content of a new degree program and, for that reason, authorization by the Academic

Senate signals the College's endorsement of the specific proposal in concept only. Authorization does not imply final approval of a new degree program, but simply permission and encouragement to proceed with development of a fully articulated degree program. Authorization by the Academic Senate is a precondition for submission of a proposed new degree program to the Curriculum Committee.

Upon receipt of an authorized proposal by the Curriculum Committee, the Committee shall examine the academic content of the proposal, including, but not limited to, the proposal degree program's academic rigor, conformity to content norms within the discipline, and clarity of objectives. The purview of the Curriculum Committee is limited to the academic content of the proposal and does not include the issues that the Academic Senate is required to consider in the authorization of a proposal. Upon completion of its work, the Curriculum Committee shall report its findings and recommendations to the Academic Senate. Upon receipt of the Curriculum Committee's report, the Academic Senate shall take up the matter and, after due consideration, take one of the following actions: (1) approve the proposal and forward it to the full faculty for a vote; (2) request specific further development of the proposal; or (3) reject the proposal. This process applies to each proposed new degree or major. For example, a B.F.A. in Art would require separate authorization and approval from a B.F.A. in Theater.

The Approval Working Group will review new courses, programs, and major proposals in accordance with the standards established by the Oversight and Planning Working Group, subject to the approval of the Academic Senate on behalf of the Faculty. Questions over the interpretation of standards may be resolved by the Approval Working Group in consultation with the Office of the Provost, subject to appeal to the Oversight and Planning Working Group. If an exception to a rule, whether a policy or guideline, is requested for a given proposal, the two Working Groups will work together to jointly approve the program. The Oversight and Planning Working Group will focus on detailing and approving an exception and/or creating new guidelines or proposing changes to the policy. The Approval Working Group will focus on approval of the program under the exception and/or new guidelines or proposed policy.

3.6 Curriculum Subcommittees

General Education Oversight Committee

The General Education Oversight Committee (GEOC) is responsible for the broad integration of the three components of the general education curriculum (Explorations, Abilities, and Perspectives) and for considering and supporting the connections between them.

Membership

The GEOC will have nine faculty members; one elected at-large, two elected by each division (AH, NSS, PS, SOBE). Members will serve three-year terms, with a limit of two consecutive terms. The nine members of the GEOC will divide themselves into three three-person subgroups, one each for Explorations, Abilities, and Perspectives. The Director of Writing Development will serve as an ex officio member.

Duties

A. Implement and oversee of the Reflection Framework and the individual Course Requirements, including considering and approving appropriate designations for individual courses. Each subcommittee will meet in advance of the full GEOC meeting to review all requests for designations in their area.
B. Subcommittees reach out to the appropriate people (proposed instructors, departments, and/or experts in the field) for further communication if there is a need for additional information and/or clarification regarding individual proposals (before ful GEO meets).
C. Subcommittee reports to the full committee on the course proposals in their area. In general, they will explicitly recommend either approval or denial; on occasion, they may identify specific issues that merit discussion by the full committee. The full committee will then vote on all designation requests.
D. Oversee and support the work of the First Year Foundations Committee.
E. Consider requests for one course to carry multiple designations, and for approving Wellness designations.

Global Heritage

Membership

This committee is composed of four faculty members elected at-large from the full faculty serving staggered three-year terms and a Faculty Director *(ex officio).*

Duties

A. Engage in long-range planning related to the Global Heritage curriculum.
B. Receive suggestions for improvement of Global Heritage courses and make recommendations for improvements to the Curriculum and Planning Committee (CPC).
C. Set the criteria for a course to meet the Global Heritage requirement based on the Carthage curriculum approved by the Faculty.
D. Determine if a course satisfies the criteria to be a Global Heritage course before this course is approved by the Curriculum and Planning Committee as meeting this requirement.
E. Work with the Carthage College Assessment Committee to create and conduct annual program assessments and report the results to the CPC.
F. Help to plan and implement proposed faculty development activities.

First Year Foundations Committee

Membership

This committee is composed of five faculty members and a Faculty Director *(ex officio).* Two faculty members are elected at-large serving staggered three-year terms and three faculty members are elected from instructors teaching Intellectual Foundations within

the last three years or who are scheduled to teach Intellectual Foundations the following year (elected by this same group) serving staggered three-year terms.

Duties

A. Engage in long-range planning related to the Intellectual Foundations curriculum.

B. Receive suggestions for improvement of the courses and make recommendations for improvements to the CPC.

C. Select texts and themes.

D. Help to plan and implement the proposed faculty development activities.

E. Work with the Carthage College Assessment Committee to create and conduct annual program assessments, and report the results to the CPC.

F. Work with the Writing Across the Curriculum Committee to ensure program courses satisfy Writing Intensive requirements.

Writing Across the Curriculum

Membership

This committee is composed of four faculty members elected at-large from the full faculty serving staggered three-year terms. The Director of the Writing Center, the Registrar, and the Senior Associate Provost serve as ex officio members.

Duties

A. Engage in long-range planning related to the Writing Across the Curriculum program.
B. Receive suggestions for improvement of writing intensive courses and make recommendations for improvements to the Curriculum Committee.
C. Set the criteria for a course to meet the Writing Intensive requirement based on the Carthage curriculum approved by the Faculty.
D. Determine if a course satisfies the criteria to be a Writing Intensive course before this course is approved by the Curriculum Committee as meeting this requirement.
E. Work with the Carthage College Assessment Committee to create and conduct annual program assessments and report the results to the Curriculum Committee.
F. Help to plan and implement proposed faculty development activities.
G. Work with the Intellectual Foundations Committee to ensure the Intellectual Foundation course(s) satisfy Writing Intensive requirements.

3.7 Elections and Nominations

Membership

This committee is composed of five faculty members: one from each division AH, NSS, PS, and SOBE, serving staggered three-year terms, and one from the Academic Senate serving a one from the Academic Senate serving a one-year term (selected by the Academic Senate at the first meeting of each Academic Year.

Duties

A. Nominate faculty members for election for at-large positions as outlined in the Faculty Handbook under section 3.3.3.

B. Conduct elections for at-large committee vacancies as outlined in the Faculty Handbook under section 3.3.3.

3.8 Faculty Handbook

Membership

This committee is composed of six faculty members and the Provost *(ex officio)*. Three faculty members are elected at-large by the full faculty and serve staggered three-year terms. The remaining three faculty members include the Chair of the Academic Senate, the Vice Chair of the Academic Senate, and the Secretary of the Academic Senate.

Duties

A. Revise and update the Faculty Handbook according to changes in College policy adopted by the President and Provost and changes in faculty governance adopted by the Faculty which have also been approved by the President, Provost, and the Board of Trustees.

B. Notify the Faculty of all changes to the Handbook in partnership with the Provost.

C. Recommend revisions in faculty governance to the Faculty for approval.

3.9 Personnel and Tenure

Membership

This committee is composed of seven faculty members , one at-large, two from AH, Two from NSS, One from PS, one from SOBE serving staggered three-year terms. All tenured officers of instruction, whether full-time or reduced-load, are eligible for membership. One member rotating off the committee each year is chosen at random to be an alternate for the following year and can be called upon by the chair of the committee to fill a quorum when necessary. In the event that no member rotates off, the Academic Senate selects an alternate from among faculty with Personnel and Tenure Committee experience.

Duties

A. Recommend changes in policies and procedures to enhance the credibility of the decision making process.

B. Recuse any individual member of the committee from discussing or acting upon any matters related to that member's personnel, tenure, or leave decisions, or those of his/her family members.

C. Ensure confidentiality both in matters of discussion and action.

D. Make recommendations to the Provost for or against reappointment, promotion, or tenure for those persons certified by the Provost to be eligible for consideration. Should the Committee disagree with the candidate's eligibility for consideration, the Provost shall meet with the Committee to explain his/her position. Should there still be a disagreement on eligibility for consideration, the position of the Provost shall stand and the Committee shall vote for or against reappointment, promotion, or tenure for the candidate.

E. Make recommendations to the Provost for or against the removal of a tenured faculty member.

F. Receive applications and makes recommendations for sabbatical leaves and leaves of absence to the Provost.

Procedures

A. A quorum consists of all seven members of the committee.

B. All personnel motions shall be placed on the floor of the committee in a positive form.

C. All personnel motions must receive a minimum of five votes for approval.

D. The committee may request the presence of other faculty members to provide information. Invited guests shall not be present for deliberations after a motion is placed on the floor.

E. The Provost has the privilege of appearing before the Committee to present information he/she deems pertinent. The Provost will not be present for deliberations after a motion is placed on the floor.

F. Results of all personnel actions, including the tally of votes and a statement of factors contributing to the committee's decision, are included in the report of that decision to the person involved, the Provost, and the President. All tenure recommendations and all failures to approve recommendations will include an explanatory statement detailing the reasons for votes cast or abstentions.

G. The candidate is responsible for ensuring the completeness of their file. Candidates should direct questions regarding specific requirements of the file to the chair of the committee.

3.10 Quality of Life

Membership

This committee is composed of four faculty members elected at-large from the full faculty serving staggered three-year terms and three student members chosen by

Student Government. In addition, the Campus Pastor and the Chief Student Affairs Officer (or their representatives) are *ex officio* members of this committee.

Duties

A. Make recommendations for improving the living and learning environment for the College community, including campus life, commuter life, religious life, campus grounds, buildings, and facilities, intercollegiate and intramural athletics, campus organizations, student publications, transportation, and parking.

B. Holistically plan and advocate to improve facilities and programs for all students, staff, and faculty at Carthage.

3.11 Research, Scholarship, and Creativity

Membership

This committee is composed of five faculty members elected at-large from the full faculty serving staggered three-year terms), two students (selected by Student Government), the Provost (*ex officio)*, and the Research, Scholarship, and Creativity Coordinator (*ex officio)*.

Duties

A. Allocate student conference travel grants and faculty research and development grants.

B. Organize Carthage's "Celebration of Scholars."

C. Advocate for student research experiences and internships.

Subcommittee: Institutional Review Board

Membership

This committee is composed of at least five faculty representing disciplines generating research proposals plus one off-campus community members. As per federal guidelines the committee will have gender balance, include at least one member whose primary concerns are in a scientific area and at least one member whose primary concerns are in a nonscientific area. Membership is flexible and terms do not expire.

Duties

The IRB utilizes federal guidelines to review and approve proposed research (survey, interview, or other data collection) at Carthage.

Research includes:

A. Studies of humans performed by Carthage community members.
B. Studies using members of the Carthage community as participants.

Proposals submitted for review are screened by the IRB Chair/Administrator. Proposals are designated as "exempt": minimal risk to participants, no signed informed consent forms required; limited review, which means that, using an expedited mechanism, a

review determines that there are “adequate privacy and confidentiality protections in the study”; “expedited”: low risk to participants, informed consent used; or “full review”: all board members review and discuss the proposal, which includes the use of special populations. IRB forms and instructions are available via the College Website.

The IRB assesses each proposal from the perspective of the participants and ensures that the research meets ethical standards, preserves confidentiality and that safeguards exist to address any perceived risk.

Subcommittee: Institutional Animal Care and Use Committee (IACUC)

Membership

It is federally mandated that IACUC will consist of no less-than five members and shall include at least:

- One Doctor of Veterinary Medicine, with training or experience in laboratory animal science and medicine, who has direct or delegated program authority and responsibility for activities involving animals at the institution.
- One practicing scientist experienced with research involving animals.
- One member whose primary concerns are in a nonscientific area (for example, ethicist, lawyer, member of the clergy).
- One individual who is not affiliated with the institution in any way other than as a member of the IACUC, and is not a member of the immediate family of a person who is affiliated with the institution.

Membership terms are three years without limit to how many terms can be served. Members are appointed by the Provost.

Duties

The IACUC will use federal guidelines to review and approve proposed animal research (survey, interview, or other data collection) at Carthage. Activities which require IACUC approval include:

- Research, teaching and/or testing with vertebrate animals or higher invertebrates owned or leased by Carthage community members, regardless of funding source.
- Clinical trials involving non-Carthage owned or leased animals.
- Research, teaching and/or testing using vertebrate animals in collaboration with another institution or organization, including commercial entities.
- Field research activities using free-living vertebrate wildlife if studies involve more than unobtrusive observation.
- Any activity involving higher level invertebrates in the Class Cephalopoda.

Proposals submitted for review are screened by the IACUC Chair/Administrator. Proposals designated as “exempt” include: teaching, research, or testing which involves cadavers or tissue from dead animals unless the tissue comes from animals specifically purchased and euthanized for the activity; activities ordered and/or performed by the Attending

Veterinarian or designee that involve only standard veterinary or emergency procedures necessary to ensure animal welfare; activities involving retrieval or use of animal-related data from records; research, teaching and/or testing involving embryonated eggs PRIOR to hatching (for zebrafish, this is considered ≤3 days post-fertilization, use of embryonic avian eggs prior to hatching requires, at minimum, IACUC notification); any activity involving lower-level invertebrate species (e.g. brine shrimp, fruit flies, nematodes, mosquitos, etc.); non-research, non-teaching, or non-testing activities involving privately owned animals; removal of vertebrate vermin.

All committee members review and discuss new proposals. IACUC forms and instructions are available at the Carthage IACUC application site. The IACUC assesses each proposal and ensures that the investigators have completed the required training, and that the activities meet ethical standards, preserves confidentiality, and that safeguards exist to minimize animal pain or discomfort/distress.

Function

For ongoing activities at Carthage which require IACUC approval, the following list outlines the federally mandated functions of the IACUC:

- Review at least once every six months the program for humane care and use of animals.
- Inspect at least once every six months all of the institution's animal facilities using the required semi-annual inspection form.
- Prepare reports of IACUC evaluations and submit reports to the institutional office. The reports must distinguish minor deficiencies from significant deficiencies. If deficiencies are noted, the report must contain a reasonable and specific plan for corrective action.
- Review concerns involving the care and use of animals at Carthage
- Make recommendations to the institutional official regarding any aspect of the institution's animal program, facilities, or personnel training.
- Review and approve, require modifications in (to secure approval) or withhold approval of activities related to the care and use of animals.
- Review and approve, require modifications in (to secure approval), or withhold approval of proposed significant changes regarding the use of animals in ongoing activities.
- Be authorized to suspend an activity involving animals.

3.12 Student Academic Review and Recommendation

Membership

This committee is composed of five faculty members one elected at-large and one from each of the divisions (AH, NSS, PS, and SOBE) serving staggered three-year terms. The Provost and the Dean of Students serve as *ex officio* members of this committee.

Duties

A. Act on behalf of the faculty on all matters pertaining to academic standing.

3.13 Diversity, Equity, and Inclusion

Membership

The committee is composed of four faculty members (5 total members). Four faculty members will come from the four divisions of the college; specifically, Arts and Humanities, Natural and Social Sciences, Professional Studies, and Business and Economics. Each division will elect one member to represent them on this committee. The Vice President of College Culture for Inclusion or their designee, will be an ex-officio member of the DEI standing committee (voting only to break a tie). All committee members must have taken or agree to take a diversity assessment, as approved by the DEI standing committee, by the end of the first year of their three-year tenure. Voting committee members serve three-year terms.

Duties

Collaborates with various Carthage departments, student organizations and programs to make recommendations and provide resources that improve student experiences.

Engages administration and faculty to improve faculty recruitment, hiring, promotion, tenure, retention, and professional development processes, as it pertains to DEI.

Forms ad-hoc sub-committees, as needed, to collaborate with staff and faculty and thereby address persistent and emergent challenges and initiatives that require additional expertise.

4 Personnel Policies and Procedures

The College's dedication to the pursuit of excellence in teaching and scholarship forms its academic personnel policies, from hiring to the granting of tenure and promotion. All personnel decisions reflect institutional purposes and priorities.

4.1 Academic Freedom and Tenure

Academic freedom is essential to the life of the College. Wherever the freedom of inquiry or the liberty of artistic expression is compromised, the life of the College is in jeopardy.

Academic freedom allows the faculty member to search for truth, to criticize existing beliefs and institutions, and disseminate results within the limits of professional competence. Faculty members enjoy all the rights of academic freedom; they also are responsible for preserving those rights for all members of the community. Academic freedom ensures that faculty members are free to support a controversial idea or a colleague whose responsible pursuit of truth runs against the tide of established belief.

Academic tenure exists for the sole purpose of protecting academic freedom. An appointment with tenure is an appointment without a limit of time that cannot be terminated for reasons associated with academic freedom. Although the College declares that its policies are independent of those of any other agency and cannot be bound by the interpretation of its policies suggested by such an agency, it supports the general principles of academic freedom enunciated in the American Association of

University Professors Statement (1940) of Principles of Academic Freedom and Tenure. In fact, many of the policies and procedures specified in this Handbook are similar to those recommended by the American Association of University Professors (AAUP) and other organizations.

4.2 Academic Honesty

Academic honesty is a necessary corollary to academic freedom; the two concepts each presuppose the other. The goals and objectives of Carthage College have been claimed within the implicit context of academic honesty. Therefore, Carthage College expects academic honesty from all its members and maintains college-wide honesty guidelines and penalties which must be supported by the whole academic community. Faculty should consult the Community Code for specific policies and procedures.

4.3 Hiring

All faculty members are hired with a contractual level and a level of academic standing (in most cases a rank). Appointments to the faculty are made at one of five levels: tenured, tenure-track, annual/multiple year, limited, and *ad hoc.*

Tenured Appointment

There may be instances when the Provost and the President deem it appropriate to grant tenure to a faculty member when he or she is hired. Tenured appointments may be made when the candidate has significant previous academic or other experiences that can be recognized as requisites for earning tenure at this or another academic institution.

Tenure-Track Appointment

A. An appointment is made for a term of up to three years and may be renewed;

B. If the appointment is for one year, notification of non-reappointment will be made by March 1;

C. If the appointment is for two years, notification of non-reappointment will be made by December 15 of the second year;

D. For appointments beyond two years, notification of non-reappointment will be made by August 15 of the final year of appointment;

E. An appointment is for full academic load, except under special conditions;

F. Compensation is paid over twelve months;

G. Full benefits are available.

Annual/Multiple Year Appointment

A. An appointment is made for the full academic year(s).

B. The College is under no obligation for employment beyond the term of the appointment.

C. Should the College encounter significant financial stress it may terminate a multiyear appointment with one full year notice.

D. If the appointment is for one year, notification of renewal will be made by the end

of the academic year.

E. If the appointment is for two years, notification of renewal will be made by the end of the fall term of the second year.

F. For appointments beyond two years, notification of renewal will be made prior to August 16 of the final year.

G. An appointment is for a full academic load, except under special conditions.

H. The appointee is expected to perform all faculty duties.

I. Compensation is paid over twelve months.

J. Full benefits are available.

Limited Appointment

A. Appointment may be made for no more than one academic year.

B. The college is under no obligation for employment beyond the term of the appointment.

C. An appointment is made for no more than twelve credit hours simultaneously in any term or combination of terms.

D. Appointee also may be assigned other faculty duties.

E. Compensation is paid over the term of the appointment.

F. No benefits are available.

G. The appointee may qualify for part-time Carthage Education Assistance.

Ad Hoc Appointment

A. An appointment is at need or on an *ad hoc* basis.

B. The College is under no obligation for employment beyond the term of the appointment.

C. An appointment is made for no more than eight credit hours simultaneously in any term or combination of terms.

D. Compensation for semester-length courses is paid at the midpoint and end of the term. Compensation for 7-week courses is paid at the end of the term.

E. No benefits are available.

F. The appointee may qualify for part-time Carthage Education Assistance.

Reduced-Load Appointment

The status of reduced load is intended for tenured, tenure track, and annual multiple-year faculty who wish to carry less than a full teaching load. The minimum reduced teaching load is twelve credits during an academic year. An individual's status is determined by the Provost in consultation with the appropriate dean and department chair. Faculty may request reduced-load status from the Provost upon recommendation of the appropriate dean and department chair. Reduced-load appointments may be granted for a period not to exceed one academic year and may be renewed. Faculty members on reduced-load appointments return to full-time status at the end of the reduced-load appointment. Tenured faculty who are granted reduced-load status retain

tenure. Untenured reduced-load faculty may request an extension of the probationary period toward tenure. Untenured faculty who are appointed to reduced load status for a designated period of time may count the years served in that status toward the fulfillment of the tenure probationary period only in proportion to their actual teaching load. However, in no case will the probationary period be less than five years of full-time teaching at the College. Further, faculty members must have resumed their full-time appointment prior to being considered for tenure. The rights, responsibilities, and privileges of faculty with reduced-load status are the same as for full-time faculty, except that they receive salary and benefits proportional to their teaching load.

Reduced-Load Appointment for Childbearing or Childrearing

Reduced-Load Appointment for up to one semester per child is available for faculty members who are new parents, including adoptions, for childbearing and/or child rearing, including adoption. The leave must take place within one year of the event and consists of no teaching or other faculty responsibilities during the semester of leave. Faculty members on childbearing/ childrearing reduced-load appointments return to full-time status at the end of the reduced-load appointment.

The faculty member will be paid 85% of their annual salary and 85% of their retirement benefit for the year in which this reduced load appointment takes place (August 16th -August 15th) no matter which semester, fall or spring, they take the leave. Should the College provide an employee raise during the time of the leave, the increase will be calculated upon the faculty members un-reduced salary, and then the 85% calculated upon the new salary for the remainder of the time on leave. The faculty member will retain full medical benefits during their reduced load appointment. Faculty members must have been employed full time at the College for at least one year to take this leave. When both parents are faculty members at the College, both may take advantage of this benefit for each child birth or adoption. As an alternate benefit, faculty members who bear or adopt children while the College is in session are able to choose to utilize the 42 calendar day benefit as described in the Employee Handbook, but they may not take both benefits provided by the College in the same academic year.

Contract faculty members who take the leave have their contracts remain unchanged. Tenured faculty members who take advantage of this leave retain tenure. Untenured faculty members who take advantage of this leave may request an extension of the probationary period toward tenure or they may choose to have the time on leave count toward their probationary period. As with all untenured faculty members, they are encouraged to be in regular communication with their department chair and dean on these matters. Deans and department chairs will work with faculty members on this leave to rearrange their J-Term teaching rotation during the year of the leave. Faculty members on this leave will not be required to serve on committees but may choose to do so if they wish. Faculty members accessing this leave policy contact the Director of Human Resources to complete FMLA paperwork. The process is finalized with a letter from the Provost Office explaining the timing of the leave, including the start and end dates for the alteration in compensation, teaching, and other faculty work.

Phased Retirement Program

This program allows a full-time faculty member (who meet all of the qualifications listed below) to transition to retirement through a reduced teaching load (defined as no less than 12 credit hours per academic year).

The objective of this program is to assist and support long-term faculty as they near retirement, and to assist the institution through the transition and renewal of the professoriate.

Eligibility

A. This program is only available to full-time faculty with a minimum of twenty years of continuous full-time service at Carthage.
B. To qualify, the individual must be 62 years of age or older.

Terms and Conditions

A. Phased retirement under this program may be for a period of at least one academic year but not greater than two academic years.
B. Upon entering the program, eligible faculty members give up tenure, terminate full-time employment, and contract with the institution for a period of part-time employment.
C. Enrollment and eligibility in the program must be approved by the Provost—who will forward an approval letter to the Vice President for Administration and Business.
D. Participation in this program is voluntary, and nothing in this program precludes a participating faculty member from terminating his/her phased retirement at any time upon the mutual agreement of the parties.
E. Upon entering the Phased Retirement Program, eligible faculty members terminate their full-time faculty status and contract for a period of part-time teaching load (defined as a minimum of 12 credits and a maximum of 16 credits per academic year). A full-time teaching load will be defined as 24 credits per academic year.

Benefits Under the Plan

A. Base salary will be reduced based on the percentage of actual teaching load for the academic year (i.e. if the faculty member is teaching 12 credits, the annual salary will be calculated on a 50% basis).
B. During the period of phased retirement, the faculty member can choose to participate in the Carthage Health Care Plan. Premiums paid by the faculty member will be consistent with the employer/employee premium amount (currently 60% Carthage/40% employee), but the faculty member will not be eligible for any additional premium subsidies, based on salary level.
C. During the period of phased retirement, the College will continue to pay into the 403 (b) Carthage Retirement Plan. The College contribution will be based on the reduced phased retirement base salary.

4.4 Faculty Appointments

Persons appointed to the faculty are hired at a designated levels. Each faculty member

on full-time assignment is appointed to one of the following ranks: Assistant Professor, Associate Professor, or Professor. Part-time faculty members are appointed as either an Adjunct Faculty Member or an Adjunct Assistant Professor.

To be eligible for appointment to a particular rank the officer of instruction must meet the following *minimum* qualifications:

Adjunct Faculty Member - a master's degree in an appropriate discipline.

Adjunct Assistant Professor - a master's degree in an appropriate discipline and who has been granted a limited contract.

Assistant Professor - a terminal degree in an appropriate discipline; or a master's degree in an appropriate discipline and at least three years of full-time teaching of acknowledged competence in higher education, or at least three years of other relevant full-time professional experience, or a combination thereof, and demonstrated ability and intent to do additional successful graduate work.

Associate Professor - a terminal degree in an appropriate discipline and at least five years of full-time teaching of acknowledged competence in higher education, or at least five years of other relevant full-time professional experience, or a combination thereof.

Professor – a terminal degree in an appropriate discipline and at least ten years of full-time teaching of acknowledged competence in higher education, or at least ten years of other full-time relevant professional experience, or a combination thereof, or a reputation for scholarly or artistic production of exceptionally high quality measure by national critical acclaim in the individual's profession.

Appointment to a particular rank is made by the Provost. When warranted, the Provost may make exceptions to the minimum requirements.

Under particular and extenuating circumstances, a faculty member who was hired as a contract employee may be converted to a tenure-track appointment.

Faculty appointments normally extend for the nine months of the academic year, beginning August 16th and extending through Commencement. Remuneration of faculty members for the academic year is payable in twenty-four semi-monthly installments. Faculty members who teach in the summer term receive additional compensation for their services.

4.5 Terminal Degrees

The Terminal Degree for each academic discipline is listed below:

Subject Area	Terminal Degree
Art	
1. Studio	M.F.A.
2. Other than Studio	Ph.D.
Biology	Ph.D.
Business Administration	Ph.D., D.M., D.B.A., (M.B.A. or C.P.A.plus appropriate executive experience for teaching)
Chemistry	Ph.D.
Communication and Digital Media	
1. Graphic Design or Video	M.F.A.
2. Other than Graphic Design/Video	Ph.D.
Economics	Ph.D.
Education	Ph.D. or Ed.D.
English	Ph.D.
Geospatial Science	Ph.D.
History	Ph.D.
Library	M.S.L.S. plus master's in subject area or appropriate experience
Mathematics	Ph.D.
Modern Language	Ph.D.
Music	
1. Performance Area	Mus.M., M.F.A., or D.M.A.
2. Other than Performance Area	Ph.D. or D.M.A.
Neuroscience	Ph.D
Nursing	Ph.D., D.N.P. or Ed.D
Philosophy	Ph.D.
Physical Education	Master’s Degree
Political Science	Ph.D.
Psychology	Ph.D. or Psy.D
Physics and Astronomy	Ph.D.
Religion	Ph.D. or Th.D.
Social Work	Ph.D, Ed.D., or D.S.W.
Sociology	Ph.D.
Theatre	
1. Performance Production Area	M.F.A.

2. Other than Performance Production Area	Ph.D.

4.6 Benefits

Official summary plan descriptions for all College benefit programs are available in the Business Office. More detailed information can be found in the Employee Handbook.

When benefit changes are made, new summary booklets are distributed to members of the faculty.

Benefits include Retirement Plan, Health-Care Plan, Group Life Insurance, Short Term Disability, Long Term Disability, and Tuition Assistance.

Fringe benefits are made available to employees by the College, but their existence does not imply any contractual right for the continuation of these benefits. Carthage reserves the right to add, delete, or modify a fringe benefit at any time, without consultation or seeking the approval of currently participating employees.

4.7 Salary Increases

Individual salary increases are recommended by the Provost to the President after consultation with deans. Salary increases include recognition of merit and promotion. Evidence of less than satisfactory teaching effectiveness or scholarly development is forwarded to the President by the Provost, who may recommend to the President one of the following actions: a partial increment, a freeze in salary; or a percentage reduction in salary.

4.8 Faculty Responsibilities

The work of a faculty member includes teaching, scholarship and professional activities, and involvement in the College and larger community. Excellence in performing these responsibilities is the primary criterion for reappointment, tenure, promotion, and level of compensation.

Teaching

Effective teaching is the principal activity in which the faculty is engaged. The primary goals of teaching are to inspire and challenge students to become learned and thoughtful in new areas of study and in their chosen disciplines. To accomplish these goals, faculty members are expected to stay current in their chosen fields of study and with new pedagogical approaches.

Certain activities on the part of faculty members are essential. These include, but are not limited to: developing a course description and syllabus for each class; preparing regularly for class; maintaining office hours; verifying class rosters with the Registrar; identifying students with low grades and/or poor attendance; submitting final grades to the Registrar; and advising students.

Effective student advising is a primary faculty responsibility. Students are assigned faculty advisors in their second year, or when they declare a major. First-year students are assigned a professional advisor from the Advising Center. Faculty advisors serve as resources and mentors to the students they advise. The faculty advisor monitors his/her advisee's progress in meeting the requirements of the College and the major program in which the student is enrolled, making sure the student understands the educational principles underlying the requirements of the College. Advisors receive

information about each advisee from the Registrar, and are expected to monitor each student's progress and discuss these records with the student as a part of the planning of each semester's work.

The standard teaching load for full-time faculty members is twelve credit hours or their equivalent each term. In addition, faculty members teach two out of every three January Terms. Equivalencies may be granted to faculty for the performance of responsibilities which are not considered part of the usual responsibilities of a faculty member when these responsibilities require the expenditure of a significant amount of time.

Full time faculty members assuming responsibility for another faculty member's course for one week or more shall be compensated on a pro-rata basis of the prevailing overload rate. The department chair of the absent faculty member is responsible for completing the necessary documentation to ensure timely payment to the appropriate faculty member.

Scholarship and Professional Activities

Faculty scholarship and professional activities are essential to the teaching mission of College. Scholarship improves teaching effectiveness by encouraging faculty members to keep up-to-date on trends and ideas, to reevaluate existing ideas and theories, and to think seriously, on a professional level, about concepts and issues that are part of the breadth of knowledge to which students are exposed. Departments work with divisional deans and the Provost to establish scholarship guidelines for faculty in their department. Scholarship is viewed broadly within the contexts of the Scholarship of Discovery, the Scholarship of Integration, the Scholarship of Teaching, and the Scholarship of Application and Engagement. Faculty are encouraged to engage in scholarly activities that result in scholarship. Scholarship requires an external product that could include publication, public presentation of work at a conference or event, report to a public or private organization, or performance to a public audience.

Service: Involvement in the College and Larger Community

Service on College, faculty, divisional, and departmental committees is a significant responsibility of faculty members. They are required to attend division and departmental meetings, faculty meetings, and meetings of committees on which they serve. Faculty attendance at the New Student Convocation, Honors Convocation, Baccalaureate, and Commencement is also required. Attendance at Chapel, service as an advisor to student organizations, attendance at athletic events, performances, recitals, lectures, Parents Weekend, Homecoming events, and participation in recruiting activities are also important contributions to the College community, and may be requested on specific occasions by the Provost. In addition, it is recognized that faculty members fulfill service responsibilities through participation in community and non-profit organizations outside the College community.

Academic Advising

Students have a team of advisors. They are initially assigned a Student Success Advisor from the Center for Student Success and a Career Specialist from the Aspire Center. These advisors stay with them for their full time at Carthage. In the spring of their first year, after they have declared a major, they are assigned a faculty advisor from their major field of study.

Faculty advisors aid students with planning and navigating their academic path through Carthage, choosing classes each semester, working with them on academic issues that arise, and connecting them with departmental activities and useful resources.

Advising Student Organizations

Each recognized student organization is required to have at least one faculty or staff advisor. Advisors should be present at all official meetings of the organizations, and meet regularly with the organization's president. The advisor should have first-hand understanding of the group's operations, and advise accordingly. While it is not the role of the advisor to run the organization, the advisor should play an influential role in keeping the group goal-oriented, on task; and performing within the guidelines of the College, local, state and federal regulations.

Advisors should be present at all on-campus functions sponsored by their student organization. No events should be scheduled without the knowledge and approval of the advisor. Events must be scheduled on the master calendar in the Todd Wehr Center to avoid duplication of events and double-bookings. All off-campus events should be cleared by the advisor to ensure all areas of concern have been addressed by the organization.

Advisors are expected to be familiar with College policies related to organizational operations. Most policies are covered in the *Community Code* and should be reviewed with the organization. Student organizations are required to follow the Posting Notices and Advertisement Policy in the *Community Code* when promoting activities or events. The Communications Office should be consulted to review and approve news releases as well as promotional materials using the Carthage name or logo for posters, fyers, apparel, social media, and web pages. The Office of Advancement should be consulted when conducting off-campus community fund raising.

Advisors may be required to sign certain documents in the name of the organization. In so doing, advisors ensure group compliance with these policies.

Students wishing to form a new organization should meet with the Director of Student Involvement for discussion of the planned group and review the Official Recognition of Organizations Policy in the *Community Code*. Any questions regarding advising or student organizations should be directed to the Director of Student Activities or Director of Student Involvement through the Office of the Dean of Students.

4.9 Faculty Effectiveness

Evaluation is essential to the improvement of the academic community, the development of the academic program, and the strengthening of the quality of instruction. The Provost and the faculty share the responsibility for the evaluation of professional performance and instructional effectiveness. The College provides recognition and rewards, such as promotions, salary increases, and opportunities for development, which are commensurate with the results of the evaluation process. The Provost is responsible for the implementation of the evaluation process. Review of faculty performance involves a process of information gathering. The information compiled about faculty members is used by department and divisional deans to develop letters of assessment, by the Personnel and Tenure Committee to reach its recommendation, and by the Provost to make personnel decisions. The information compiled, along with other materials, also is used to identify opportunities for faculty development.

Evaluative methods and materials are used with the primary intent of making sure that those who must be evaluated for reappointment, promotion, and tenure are evaluated in a way which is consistent, clear, and fair. Evaluative methods and materials are also used in relation to compensation decisions with the intent of identifying those few faculty members who fall outside the norm of general salary policy.

Annual Faculty Evaluation

Each faculty member sends an Annual Report of Professional Activities to the Provost each year which documents three areas of professional performance: teaching effectiveness, scholarly activity, and service.

Role of Department Chairs and Program Directors in Annual Faculty Evaluation

The Department Chairs and Program Directors have the responsibility for evaluating faculty members within their Departments and Programs.

The Department Chair/Program Director

a. visits all tenure-track and annual/multi-year faculty members at mutually agreed times, at least once per year.

b. receives copies of the compilation of student evaluations for all courses taught in the department or program each term.

c. writes a brief response to the annual report of each faculty member with a primary appointment in the department or program.

d. writes a letter of assessment for each faculty member with a primary appointment in the department or program under consideration for reappointment, tenure, or promotion. The letter must be reviewed with the faculty member and sent to the Provost by the **first Monday in October**. The faculty member may choose to write a response to the letter and send it to the Provost.

Faculty members teaching less than full loads are evaluated by their department chair or program director using a compilation of materials and student evaluations.

Role of the Divisional Dean in Annual Faculty Evaluation

The Dean has responsibility for evaluating faculty members within the Division. The Dean:

A. Requests an assessment of all tenure-track and annual/multi-year faculty members' advising, teaching, and professional competency from his/her department chair;

B. Receives copies of the compilation of student evaluations for all courses taught in that division each term;

C. Writes a letter of assessment for faculty under consideration for reappointment, tenure, or promotion, which must be reviewed with the faculty member and then is forwarded to the Provost by the **first Monday in October.** The faculty member may choose to write a response to the

letter and send it to the Provost.

Role of the Provost in Annual Faculty Evaluation

The Provost reviews the materials and informs the President of his/her recommendations regarding personnel decisions. The Provost will base his/her decision on the information made available to the Provost by the **second Monday in October**.

If a faculty member does not provide materials requested in relation to evaluation, then the faculty member bears the responsibility for whatever career and financial implications there may be. A faculty member may add to his/her file a statement regarding his/her personal position on keeping records of activities, achievements, and recognition.

Those making personnel and compensation decisions also may add statements to the person's file regarding their awareness of the person's service, achievements, and recognition.

The President and the Provost are visible and active members of the Carthage community, particularly when personnel decisions are being made. At any time in an individual's employment at Carthage, the Provost or the President may request a consultation, especially as part of the tenure review process. The Provost may also request to visit a faculty member's class as part of the personnel review process. In the same way, a faculty member may request a meeting with the Provost or President at any time.

Midpoint Evaluation for Tenure

Evaluation for tenure is divided into two parts; goals to be reached at the halfway point, and the final goals to be reached no later than the penultimate year of probationary service.

During the first term of appointment, the faculty member and department chair, consultation with the dean, determine and put in writing initial goals for the faculty member.

The Provost and the dean, in consultation with the tenure-track faculty member, determine expectations for teaching, scholarship, professional activities, and involvement in the College community which permit the faculty member to progress toward the acquisition of tenure. When necessary, a timetable for completion of the terminal degree also is established. The goals are placed in the faculty member's file.

An evaluation is made at the halfway point to determine how well the initial goals have been met, what progress there has been, and whether any exceptions should be made to the goals previously established. At this time, final goals are set for the remainder of the probationary period. Separation will take place at the midpoint if reasonable progress has not been made toward a minimal level of achievement.

An evaluation is made in the penultimate year of probationary status by the Personnel and Tenure Committee for the determination of tenure. The continuing evaluation program provides a means by which such judgments can be made. It is not intended that this system of evaluation and tenure-granting be reduced to a purely mechanistic one of checking off goals and levels of progress. Attitude, character, integrity, and overall performance also must be taken into account when such a decision is made. The mere completion of specified goals, acquisition of a terminal degree, time spent

with the College, or other professional achievements will not bring automatic granting of tenure.

4.10 Tenure

Eligibility

The Board of Trustees grants tenure to those faculty members of such proven performance and professionalism as to qualify them to become permanent members of the faculty.

The Board's decision to grant tenure is made after the candidate has served a probationary period of five years of full-time experience in teaching and research. The probationary period at the College may be diminished, at the discretion of the Provost, by a maximum of three years. Credit toward tenure may be granted for comparable full-time experience at another accredited institution of higher learning or for other pertinent, full-time professional experience.

An essential factor in granting tenure is effectiveness in teaching. The College requires candidates for tenure to hold the rank of assistant professor or above, and to possess the terminal degree in their field. In exceptional cases, tenure may be granted to a person who has demonstrated mastery of his/her academic field in other ways than possession of a terminal degree.

Procedure

In the tenure review process, the following deadlines should be observed.

Second Monday in May – the Provost compiles a list of the names of all faculty members who are candidates for tenure the following year and notifies the appropriate dean and department chair.

Second Monday in September - the department chair shares with the candidate his/her original letter of evaluation which evaluates the candidate's teaching, scholarship, and contributions to the College community. The candidate will have the opportunity to meet with the department chair before the final letter of evaluation is prepared.

Third Monday in September - the department chair's final letter of evaluation is sent to the dean, the Provost, and the candidate. The candidate may respond to this letter in writing and, if the candidate elects to do so, the candidate's response is also sent to the dean and the Provost. The department chair's original and final letters of evaluation and the candidate's response if a response was submitted become part of the candidate's personnel file.

Third Monday in September – the dean shares with the candidate his/her original letter of evaluation assessing the quality of the candidate for tenure. The candidate will have the opportunity to meet with the dean before the final letter of evaluation is prepared.

First Monday in October - the dean's final letter of evaluation is sent to the Provost and the candidate. The candidate may respond to this letter in writing and, if the candidate elects to do so, the evaluation and the candidate's response if a response was submitted become part of the candidate's personnel file. The candidate's complete personnel file is made available to the Personnel and Tenure Committee.

Fourth Thursday in October – the Personnel and Tenure Committee's original recommendations are shared with the candidate. The candidate will have the

opportunity to meet with the Personnel and Tenure Committee before the final letter of evaluation is prepared. In consideration of a candidate for tenure, the Committee will examine only:

A. Annual written evaluations by the dean.
B. A letter from the department chair that includes an explicit recommendation or non-recommendation for tenure.
C. A letter from the dean that includes an explicit recommendation or non-recommendation for tenure.
D. A current vita.
E. Annual reports of professional activities.
F. Other supporting information supplied by the candidate.
G. Compilations of all student course evaluations.

Second Monday in November - The Personnel and Tenure Committee's final letter of evaluation is sent to the Provost and the candidate. The candidate may respond to this letter in writing and, if the candidate elects to do so, the candidate's response is also sent to the Provost.

Second Monday in December – After consultation with the President, the Provost forwards his/her final recommendation to the candidate. The candidate may respond to the Provost's letter in writing and, if the candidate elects to do so, the candidate's response is also included in the materials sent to the Board.

Prior to the Winter Board Meeting, the Provost forwards the recommendations received, together with his/her own and any responses from the candidates to the Board of Trustees.

At the Winter Board Meeting, the Trustees make the decision granting or denying tenure. The Provost will inform the candidate of the Board's decision within two weeks of when it is made.

It should be recognized that tenure is not acquired automatically upon satisfactory completion of a given numbers of years of service, but upon an affirmative decision of the Board of Trustees.

4.11 Promotion

Eligibility

The Board of Trustees grants promotions on the basis of a faculty member's teaching effectiveness, scholarship, positive contributions to the College Community, and professionalism. Promotion is not determined solely by the years of service or degrees held.

Members of the faculty who are on annual/multiple-year appointments shall be eligible for promotion.

Promotion to Associate Professor

To be eligible for promotion to the rank of associate professor, the candidate must possess a terminal degree in an appropriate discipline, have completed at least five years of distinguished full-time teaching or at least five years of relevant full-time professional experience or a combination thereof, and have completed at least five

years in rank as an assistant professor at the College. Up to two years experience as an assistant professor at another institution of higher education may be counted toward the years-in-rank requirement. An assistant professor is promoted automatically to associate professor when granted tenure.

In cases of exceptional merit, the years-in-rank requirement and/or the terminal degree requirement may be waived by the Provost or President.

All candidates for promotion to associate professor need to refer to the document requirements outlined above under “Tenure.”

Promotion to Professor

To be eligible for promotion to the rank of professor, the candidate must possess a terminal degree in an appropriate discipline, have completed at least ten years of distinguished full-time teaching in higher education or at least ten years of relevant full time professional experience or a combination thereof, and have completed at least seven years in rank as an associate professor of the College. Up to three years experience as an associate professor at another institution of higher education may be counted toward the years-in-rank requirement. In cases in which the faculty member has completed at least fifteen years of distinguished service at the College, the years-in-rank requirement may be reduced to five years.

In cases of exceptional merit, the years-in-rank requirement and/or the terminal degree requirement may be waived by the Provost or the President.

All candidates for promotion to professor need to refer to the document requirements outlined above under “Tenure.”

Procedure

In decisions relating to promotion, the following deadlines shall be observed.

First Monday in February - requests for promotion may be initiated by the department chair or dean, or by the individual faculty member. Requests must be in writing, and submitted to the chair of the Personnel and Tenure Committee.

Fourth Monday in March - the Personnel and Tenure Committee’s recommendation is forwarded to the Provost and the candidate.

Prior to the Spring Board Meeting, the Provost forwards his/her recommendation, along with the recommendation of the Personnel and Tenure Committee, to the Board of Trustees and the candidate.

At the Spring Board Meeting, the Trustees make the decision granting or denying the promotion. The Provost will inform the candidate of the Board’s decision within two weeks of the spring Board meeting.

4.12 Sabbatical Leaves

Sabbatical leaves will be granted as a recognition of notable service through teaching and scholarly contribution and as an aid and inspiration to further achievement. The purpose is to contribute to the professional effectiveness of the faculty and to the value of their later service to the College. Faculty who intend to apply for a sabbatical leave must provide a coherent, well-planned proposal [as described below] to the appropriate persons and the Personnel and Tenure Committee. Such requests will also be evaluated upon the basis of the applicant’s opportunity, the staffing needs of the

College, desirability, anticipated outcomes, and contributions to the intellectual and classroom environments of the College.

All full-time and reduced-load members of the faculty are eligible for sabbatical leaves after four full years of service at the College, or after an equivalent period for a reduced load person. The period of sabbatical leave will be one year at half salary or one term at full salary. A person on sabbatical may not receive compensation from another institution or organization, but may accept a fellowship or grant-in-aid for advanced study. A one term sabbatical leave does not include the January Term. However, faculty members' teaching responsibilities usually may be arranged so that they may take their J-Term off during the year in which the sabbatical leave is granted. During the sabbatical leave all rights and benefits pertaining to rank, tenure, salary increment, retirement, insurance, tuition remission, and other benefits are retained.

Proposal Evaluation

Sabbatical leave proposals will be evaluated using the following criteria.

A. **Previous Sabbaticals:** The number of years since a candidate's last sabbatical does not influence the committee's decision to approve a sabbatical proposal, but may influence the rank of the proposal in relation to the rest of the proposals, all other factors being equal. The summary reports of previous sabbaticals will be given serious consideration. If the candidate is applying for his or her first sabbatical, the committee will consider the number of years since eligibility.

B. **Quality of the Proposal:** The quality of the proposal will affect the decisions related to selection of the sabbatical proposal. High-quality proposals have the following characteristics.

C. **Focus:** The proposal has a specific goal, which often takes the form of an end product. The nature of the end product may vary and could include a publishable manuscript, a research paper, a concert tour, an undergraduate research program, a significant acquired skill, or an art exhibit, to name a few.

D. **Groundwork:** Some initial background work is expected prior to the submission of a sabbatical proposal. Although many details cannot be dealt with until the proposal is formally approved, tentative commitments and preparations greatly strengthen a proposal. For instance, if travel is part of the proposal, tentative letters of commitment from possible destinations are significant in documenting the feasibility of the proposal.

E. **Qualifications:** A sabbatical proposal should convince the committee that the candidate has the necessary qualifications and abilities to complete the task(s) outlined in the proposal. When appropriate, supporting letters from individuals outside of the college can be influential.

F. **Contribution to Professional Effectiveness:** Proposals should clearly demonstrate that approval of this sabbatical would benefit the individual and Carthage in ways such as improved teaching, publication of a manuscript or paper, improvement of an existing program, implementation of a new program, significant positive publicity, or in other ways relevant to professional effectiveness.

G. **Support from Faculty Colleagues:** Letters from the appropriate dean and department chair are expected. Letters from other faculty colleagues also strengthen proposals.

Decisions to grant sabbaticals will be evaluated upon the basis of the applicant's opportunity, the staffing needs of the College, desirability, resultant productivity, and contributions to the intellectual and classroom environments of the College.

Procedure

Applications for sabbatical leaves should conform to the following procedures:

The applicant submits a letter of intent (not a detailed leave plan) to the Provost the

first Monday in May in the academic year prior to the formal application.

The applicant submits a detailed prospectus outlining his/her plans for the leave to the Provost **by the first Monday in October** of the year preceding the proposed leave period. The applicant's request should receive the support of his/her department and dean.

By the second Monday in December The Personnel and Tenure Committee will make its recommendation to the Provost.

Prior to the Winter Board Meeting, the Provost forwards his/her recommendation, along with the recommendation of the Personnel and Tenure Committee, to the Board of Trustees and the candidate.

At the Winter Board Meeting, the Trustees make the decision granting or denying the leave. The Provost will inform the candidate of the Board's decision within two weeks of the Winter Board meeting.

By the **first Monday in March** of the year preceding the proposed leave period, applicants to whom sabbatical leaves are granted must make a final decision concerning their acceptance of the leave.

Those granted a leave are expected to file a full report with the Provost that will be considered for later leaves, for promotion in rank, and for salary increases.

It is required that the faculty member will return to the College for the period of at least one year following the year in which the sabbatical leave is taken, with the details to be specified in the leave contract between the faculty member and the College.

4.13 Leaves of Absence

Leaves of absence are available, and should be used for personal reasons or professional enhancement and enrichment of faculty members. Leaves of absence may be granted for a period of one (1) academic year and may be renewed.

One intent is to encourage members of the faculty to seek outside fellowship and grants, and for that purpose to make themselves competitive by national standards. When a faculty member succeeds in such competitions, the College normally will grant a leave of absence. Requests for a leave of absence should be sent to the Provost. Such requests will be evaluated upon the basis of the applicant's opportunity, the staffing needs of the College, desirability, resultant productivity, and contributions to the intellectual and classroom environments of the College. It is understood that no compensation is paid by the college during a Leave of Absence. Health Care Insurance carried by and through the College will be continued, but the faculty member will be required to pay the full premium.

4.14 Emeritus Status

The Board of Trustees grants emeritus status to retired or retiring faculty members on the basis of merit. Normally, appointments are made at the time a faculty member retires from the College.

Eligibility

The following criteria serve as guidelines for appointment to emeritus status:

A. The faculty member must be retired from active teaching at the College.

B. The faculty member must have accrued 15 years of full-time service.

C. The faculty member must be tenured and hold the rank of Professor or Associate professor.

D. The faculty member may not hold emeritus status from any other institution.

Procedure

Requests for appointment to emeritus status must come from the retiring faculty member's Department and dean. Requests must be in writing, and submitted to the Provost. The Trustees grant emeritus status upon the recommendations of the President and the Provost.

Privileges of Emeritus Status

Emeritus status includes a number of privileges. Emeritus professors:

A. Are considered members of the Carthage community and are so listed in the College catalog.

B. Are included with listings of the American Association of Emeriti.

C. Receive invitations to participate in academic processions.

D. May attend faculty meetings albeit without vote.

E. Receive admission to all College events on the same basis as active faculty.

F. Receive subscriptions to the College publications;receive the same services and discounts available to active faculty at the College bookstore and in dining facilities.

G. Receive tuition remission for self and spouse.

H. Receive library privileges on the same basis as active faculty.

4.15 Conversion of Contract Faculty Lines to Tenure-track

A. The position being converted is one the College wants to make a tenured position based on the needs of the College or strategic plans of the College.

B. The candidate possesses the necessary qualifications and experience as well as a terminal degree appropriate for the position.

C. The College will open a national search for the tenure-track position and the candidate will compete in the pool of candidates.

D. The candidate must resign their current contract faculty position to be eligible for the tenure track search.

E. The contract faculty line the candidate currently holds will terminate, and the

new tenure track line replaces it.

4.16 Promotion of Contract Faculty from Assistant to Associate Professor

Faculty who are on multi-year contracts may apply for promotion from Assistant Professor to Associate Professor. Promotions will be considered under the following conditions:

A. The contract faculty member must complete at least five years in rank as an assistant professor at the College and successfully complete the contract renewal process with the Promotion and Tenure Committee and the Provost to be eligible for promotion. Successful completion includes formal re-appointment by the College. Only after re-appointment can a faculty member begin the process of building toward promotion over the coming 3 years through the midpoint evaluation process.

B. Candidate must possess the same terminal degree required for promotion on tenure track.

C. The contract faculty member may make a formal written request for promotion to the Provost's office. Upon receipt of the request, the Provost's office will consider the request and may schedule a midpoint evaluation.

D. A candidate must have recommendations from the department chair and divisional dean.

E. The department chair and divisional dean may recommend a candidate for promotion without an application from a candidate.

F. If a midpoint evaluation is scheduled, the contract faculty member will complete a midpoint evaluation similar to the tenure track process that includes serious self-evaluation, goal setting, and a date when the candidate is eligible for promotion.

G. The candidate is evaluated by the Promotion and Tenure committee and the Provost based on goals set during the midpoint evaluation consistent with departmental and College standards for promotion based on their teaching, scholarship, service.

4.17 Termination

Resignation

A faculty member who chooses to resign his/her position should notify the Provost by the **first Monday in March.**

Separation of Faculty on Limited or *Ad Hoc* Appointments

The College is under no obligation for employment beyond the term of the appointment for faculty members on limited-term or part-time appointments. A faculty member on limited or *ad hoc* appointment may be dismissed at any time for unprofessional conduct.

Separation of Untenured Faculty on Tenure-Track or Annual Appointments

Non-reappointment

Written notification of non-reappointment is given:

A. By the end of the first academic year if the appointment expires at the end of that year. If a one-year appointment terminates during an academic year, notice of non-reappointment is given at least three months in advance of termination.
B. **By the end of the fall term** of the second year of service.
C. Prior to August 16 of the final year of a two or more year appointment.

Dismissal prior to expiration of appointment

Serious disregard of duties, professional incompetence, moral turpitude on the part of the individual, or conviction of a criminal offense constitutes grounds for dismissal prior to the expiration of appointment. The College reserves the right to dismiss or suspend the faculty member, with or without pay, depending on the offense.

Removal of Tenured Faculty

Grounds for removal of a tenured faculty member include serious disregard to duties, professional incompetence, and moral turpitude on the part of the individual, conviction of a *serious* criminal offense, financial exigency, or discontinuance of a program or department.

The removal of a tenured faculty member will conform to the following procedure:

A. At this point, the faculty member may use the grievance procedure contained in this document.
B. The Provost submits the name of the faculty member involved and the grounds for removal to the President.
C. The President's recommendation is forwarded to the Board of Trustees, together with the recommendations of the Provost and the Personnel and Tenure Committee.
D. The Board of Trustees votes on the removal of the tenured faculty member.

The above procedure is based on the principles and practice approved by the American Association of University Professors in Louis Joughlin (ed.) *Academic Freedom and Tenure: A Handbook of the American Association of University Professors.* (1967, p. 38)

Financial Exigency and Discontinuation of a Program or Department

The termination of employment of a tenured faculty member may also occur as a result of financial exigency or discontinuation of a program or department. The fact of financial exigency will be determined by the Board of Trustees. The need for discontinuation of a program or department shall be determined by the Board of

Trustees on the basis of a report by an advisory committee composed of:

A. Representatives from the department or program involved (these representatives will not have a vote in this committee's deliberations).
B. The six (6) divisional representatives on the Curriculum Planning Committee.
C. The Provost.
D. The President of the College.
E. Four (4) representatives from the Board of Trustees.

This committee shall be especially sensitive to the official position of the faculty regarding the impact of the proposed discontinuation on the goals and mission of the College.

In the event of the need to reduce the number of faculty for reasons of financial exigency or in the event of the discontinuation or reduction of a department program, the President and the Provost, in consultation with the Academic Senate, will establish procedures for determining issues such as:

A. Which positions shall be eliminated.
B. Severance pay.
C. Opportunities for reassignment.
D. Early retirement.

4.18 Reconsideration and Grievance Procedures

It is the expectation that the majority of the issues can be settled by informal discussion between individuals involved. If informal efforts do not resolve the issue, the process of reconsideration may be used.

Reconsideration

For the well-being of the College and for the protection of faculty members all personnel decisions should be well-considered, well-founded and fair; therefore, there should be ample opportunities for the reconsideration and appeal of recommendations and decisions.

Furthermore, it is in the best interests of the College and the faculty members that personnel matters be resolved satisfactorily within the community. Therefore, before using the formal grievance process faculty members have the right to request and receive reconsideration of a recommendation or decision made by any of the following: Department Chair, Dean, Personnel and Tenure Committee, Provost, or President. This informal process is initiated by a written request and includes a face-to face meeting with the person or committee which has made the recommendation or decision. Within three (3) working days of receiving the original recommendation or decision, the faculty member may request reconsideration. Within seven (7) days of receiving the request, such reconsideration must be completed. This reconsideration should occur prior to a recommendation being sent by the person or committee to the next level. All letters containing original and reconsidered recommendations or decisions shall be forwarded, with copies to the faculty member.

Grievance for Tenure and Termination

Failing to receive satisfaction through the informal reconsideration process, a tenured

or tenure track faculty member may request a formal review of a recommendation by the Provost on tenure or the President on termination. The faculty member requesting formal review must present a written request for review to the Provost and the Chair of the Academic Senate within eight (8) days of the Provost's recommendation on tenure or the President's recommendation on termination. The request for review must include all reasons and supporting evidence the faculty member deems relevant. Within three (3) days of receipt of the written statement, the Academic Senate appoints a Grievance Committee consisting of five (5) tenured faculty members selected randomly to consider the grievance. The Committee may consider both issues of substance and procedure. The Committee shall have the opportunity to interview in confidence the Department Chair, the Dean, members of the Personnel and Tenure Committee, the Provost and the President. The faculty member shall be afforded the opportunity to present his/her case in person and with counsel, if he/she so desires. Within forty (40) days of its appointment, the Committee shall notify the faculty member, Provost and the President regarding its decision and its recommendation.

After considering the recommendation of the Grievance Committee, the Provost or President will make his/her final decision and recommendation and inform the faculty member. The Provost or President shall also forward his/her recommendation or decision to the Board of Trustees, along with the report and recommendation of the Grievance Committee.

The faculty member shall have the right to request the Board to review the case. At its discretion, the Board decides whether to act as an entire Board, through the Executive Committee of the Board, or through a specially appointed Grievance Committee to consider the case. At its option, the Board may consider matters of substance and/or procedure and may invite those who have been involved in the process to appear. The decision of the Board shall be final. In all cases, the appropriate board committee should be notified of a faculty person's intent to grieve a decision on termination or tenure.

Other Grievances

Any faculty member who has a grievance involving the impermissible use of the factor of race, color, creed, national origin, sex, sexual orientation, or age, may present a written complaint within 180 days of the date of the grievance to the Human Relations Officer, who reviews the matter within thirty days. If the grievance is not resolved by the Human Relations Officer, the complainant may invoke the jurisdiction of a Grievance Committee appointed by the Provost. When the grievance includes a charge directed against the Human Relations Officer, the President acts in his/her place. The Grievance Committee investigates the charge and reports its recommendations to the President.

The faculty member is expected to discuss issues involving promotion, salary, sabbatical leaves, leaves of absence, teaching loads, or working conditions, with his/her dean and the Provost. If these discussions do not resolve the question, the faculty member may invoke the jurisdiction of a Grievance Committee. The faculty member presents a written complaint to the Provost, who appoints a Grievance Committee. When the grievance includes a charge directed against the Provost, the President acts in his/her place. A Grievance Committee investigates the charge and reports its recommendations to the Provost or the President.

The Provost or the President makes the final decision.

Questions about complaint procedures and grievance committees should be addressed to the Human Relations Officer or the Provost.

5. Policies Related to Teaching

5.1 Co-curricular Activities

The College sponsors co-curricular activities (such as athletics or music ensembles) and encourages student participation because these activities can be of substantial educational value. Participation in these activities will conflict occasionally with class participation, and students must be prepared to choose between the alternatives and live with the consequences of their choices. When students choose to participate in co-curricular activities, their instructors will excuse them from class, provided that the number of such absences does not become excessive.

Organizations sponsoring such activities must make every effort to minimize the amount of class time which participating students miss; the organizations also will verify the participation of individual students for the faculty whose classes are affected, and should notify the instructors of such classes in advance. The Provost has final responsibility to ensure that sponsoring organizations and the Athletic Director minimize conflicts with class time.

While the student may be excused from class attendance, responsibility for making up assignments, tests, and other course activities rests solely with the student. Furthermore, students should take the initiative to complete these assignments as the instructor indicates. The College encourages faculty members to cooperate constructively with students seeking to stay abreast of their work.

5.2 Field Trips

Field trips are an important aspect of the total educational experience in some courses, and participation by all students enrolled in the course is desirable. Faculty members are urged to be flexible in excusing students from attending their classes so that they may participate in a field trip. In the event, however, that a field trip conflicts with a regularly scheduled class and the student or the instructor in this class believes that an absence would have an adverse effect on the student's progress in the course, the student is to be excused from the field trip without penalty.

5.3 Final Examinations

The final examination plays a significant role in the measurement of student achievement. Although the College does not require a final examination be given for each course taught, faculty members who choose not to administer such an exam should do so only after they have determined that it would not be relevant to the methods and objectives of a particular course.

Faculty members who do give final examinations must conform to the final examination schedule published each term by the Office of the Registrar. This policy does not preclude any faculty member from giving an examination during the last week of scheduled classes if he/she also administers an examination during the regular scheduled final exam period.

Faculty members who give out-of-class or take-home exams must require that such exams be submitted no later than the time established in the final exam schedule for that particular class.

Faculty members may administer final examinations to individual students at times other than the scheduled hour in response to meritorious student requests.

In order that the preparation for and writing of final examinations may be significant learning experiences, and because these examinations usually affect student course grades substantially, Carthage does not require that any student take more than two final examinations in one day. In instances when the final examination schedule would require that a student take more than two finals, all of the examinations except the first and last day may be rescheduled at other times during the final examination period. Times for the rescheduled examinations will be set by the course instructors, provided that the new examination times do not conflict with previously scheduled examinations and do not require that the student take three examinations in one day.

Any exceptions to the above policy must be authorized, in writing, by the Provost

5.4 Final Grades/Incompletes

Final grades must be submitted to the Office of the Registrar no later than 48 hours after the final examination schedule for each course. The Provost requires that grades for graduating seniors be submitted by mid-week of the week before Commencement. Instructors may include “plus” or “minus” with the letter grades submitted to the Registrar’s Office. The grade ranges below will be used in determining grade point average and class rank.

A = 4.000

A- = 3.670

B+ = 3.333

B = 3.000

B- = 2.670

C+ = 2.333

C = 2.000

C- = 1.670

D+ = 1.333

D = 1.000

D- = 0.670

F = 0.000

Incomplete grades can also be given at the end of the term. An Incomplete should only be given in case of emergency, illness, or other circumstances beyond the student’s control. There are two choices for Incomplete grade submission. Faculty members may select an I from the drop-down menu for a student with the intent to submit an alternate grade when the student’s grade has been calculated or they may issue an IA, IB. from the drop-down menu. This choice indicates that if a student did not follow through on the missing work they would receive the corresponding grade associated with the Incomplete. Once work has been submitted, the professor will contact the Registrar's office with the earned grade.

Students who receive an Incomplete have four weeks into the next term in which to complete the work. The deadline date is listed in the academic calendar. Incompletes (with no associated grade) will become grades of F if the student fails to complete the remaining work in the allotted time. Students who received grades of I associated with a letter grade will then have the Incomplete replaced with that grade.

5.5 Final Grade: Appeal Procedure

The following procedure is available to any student who believes that a final term grade represents an unfair evaluation of his/her performance in the course and is published in the Community Code. The student is encouraged first to discuss the problem with the instructor. If there is no satisfactory resolution, the student should take the matter up with the faculty member's department chair. The department chair either may try to mediate the dispute or refer the matter to other members of the department and/or division. If there still is no satisfactory resolution, the student may appeal in writing to the Provost by the end of the second week following the regular term.

The Provost will meet with the student and the faculty member; he/she will review all available tests, papers, and other evaluative items and make a recommendation. If this does not resolve the matter, the student may request the formation of an *ad hoc* Committee.

This Committee, which is created by the Provost, consists of four department chairs, two students, and one faculty member. If at all possible, one of the students should have been a member of the class from which the final grade is being appealed. The faculty member is to be chosen by the student bringing the appeal and should be a member of the involved department or division.

The Ad Hoc Committee will conduct its own investigation and make a final recommendation to the Provost. The Provost in turn will communicate this recommendation to the faculty member for final action.

5.6 Final Grade Changes

Grade changes for other than Incomplete or Withdrawal cannot be made without the written request of the student, and agreement of the faculty member originally assigning the grade and the Provost. Grade changes must occur within seven years from date of issuance. Once assigned, a grade cannot be lowered.

To change administratively assigned (Incomplete or Withdrawal) grades faculty members need to fill out an official grade change to be reviewed by the Provost.

5.7 January Term

Teaching in January Term is considered a normal part of the teaching load. Faculty members teach two out of every three J-terms. At least two-thirds of the faculty will teach in J-Term each year. Courses with an enrollment of fewer than seven students may be canceled by the Provost. If a J-Term course is canceled, the instructor may be given another J-Term assignment or may be assigned an extra course in the regular term.

In addition to requirements for on-campus courses, instructors of study tours will:

A. Conduct all financial transactions through the Business Office. All participants in the study tour will pay their fees to the College. The instructor must process

check requests through the Business Office, and may obtain a cash advance to cover tour expenses. A detailed accounting of expenses, with receipts, must be submitted to the Business Office at the end of the tour.

B. Provide students with a fee payment plan; all fees for trips taking place in January must be deposited in the Business Office by no later than the end of the previous fall term.

C. Accompany the students throughout the entire tour, including the return trip.

D. Provide accurate itinerary and contact information to the Provost's office before departing.

E. Carry appropriate two-way communication devices (i.e. cell phones, etc.) to contact local emergency providers and allow the College to contact trip leaders in case of emergency or problem.

For the sake of the safety and educational experience of Carthage students, children 17 and under are prohibited from accompanying faculty on study tours. Family members 18 and up are welcome to accompany faculty on study tours, as long as doing so does not interfere with the teaching of the course or the availability of the faculty member to the students.

5.8 Proctoring of Examinations

Neither administrative assistants nor students may proctor examinations. If for some reason a faculty member cannot administer an examination, he/she must arrange for a colleague to do so.

5.9 Student Fees

Any fee proposed to be collected from students for *J-term trips* and field trips, retreats, clubs, etc., must have an account set up in the Business Office, and all funds collected should be deposited in that account.

5.10 Textbooks

Most courses use one or more textbooks and/or monographs as basic material. Books are selected by the faculty member, ordered by the College Bookstore, and sold to students through the Bookstore.

Each term, the Bookstore contacts the faculty through a combination of paper forms and electronic notices. The faculty is asked to respond to the Bookstore with either a confirmation of the current information or corrections and/or changes prior to the date specified. The faculty member should send the completed order form or forward the electronic notice to the department chair, who forwards the orders to the Bookstore by the date specified. Department chairs are responsible for all book orders.

Faculty members also are expected to cooperate with the Bookstore by providing information concerning the continued use of a book from one term to the next. This information is essential to an effective "buy-back" program which can result in lower costs for students.

Another element of the textbook selection process is the HEOA (Higher Education Opportunity Act) legislation enacted by Congress in July, 2010. This legislation mandates the campus provide students with accurate textbook information within a reasonable timeframe as it corresponds with course registration each semester. The Bookstore provides the information to the students through its website once we

receive the information from the faculty.

The dates that are set for the return of textbook information to the Bookstore is chosen based on the dates for finals and buyback. These dates also allow adequate time for ordering, shipping and processing the books once they arrive at the Bookstore. Prompt faculty cooperation is essential if the College is to provide efficient service to its students.

The Bookstore will notify the faculty member if problems arise in the acquisition or delivery of a book.

6. Revision of the Faculty Handbook

The Faculty Handbook is the guiding document about how the Faculty and the Administration do business together. It addresses the roles and responsibilities of faculty and administration in the College. Changes in College policy adopted by the President or Provost are made directly to the Handbook by the Committee under the supervision of the Provost. Changes in faculty governance within the Handbook are made by completing two processes: the first process is the working-researching- drafting process, and the second process is the approval process.

6.1 First Process

A. Suggestions for changing faculty governance policies within the Handbook can come from multiple sources in the Carthage Community including, but not limited to: individual faculty members, faculty committees of the College, motions from the full faculty, motions from the Academic Senate, the Office of Student Life, the Provost, the President, the Board of Trustees, the College Attorney, other members of the administration and staff, and students.

B. Revision suggestions should be referred to the Faculty Handbook Committee and include both the suggested language for the change and the rationale for the change.

C. The Faculty Handbook Committee will review the proposed change and the suggested language.

D. The Faculty Handbook Committee may consult with appropriate College and Faculty committees or constituencies in the drafting of language for the revision. This process is likely to be iterative between the Committee and different College groups

E. If suggested language or recommendation for change is rejected by the Handbook Committee, the Committee will provide a rationale for the rejection of the idea.

F. If the change is supported by the Handbook Committee, the Committee will draft the language for the Handbook revision and ensure it has the support of the College President and Provost.

G. The Committee will also ensure the language for the revision meets legal standards by consulting with the College Attorney.

H. This first process concludes with the Handbook Committee's decision to frame a motion for consideration or a decision to not frame a motion on the suggestion.

6.2 Second Process

A. The Handbook Committee will frame a motion to be presented to the Faculty for discussion and approval. The Handbook Committee will provide a rationale for the motion.

B. If a motion changes part of the bylaws of the Faculty Handbook, it must be approved by a 2/3 majority vote of the full faculty. Otherwise, a motion can be approved by a simple majority vote of the full faculty or the Academic Senate acting upon their behalf.

C. If the Faculty rejects the motion it may be returned to the Handbook Committee for revision and reconsideration.

D. If the motion is approved it will be brought to the Board of Trustees by the Provost for their approval.

E. If the Faculty amends the motion, the amended motion needs to follow the same process for approval through the Administration and College Attorney before going to the Board of Trustees.