

# Ursinus College Faculty Handbook

2002-03

**Ursinus College**

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## FOREWORD

This edition of the *Ursinus College Faculty Handbook* makes available the policies, procedures, and regulations which have been developed over the years as an aid to the Faculty and to administrative officers who are called upon to interpret College policy, functions, privileges, and requirements.

In addition to this handbook, faculty members should be aware of the *Ursinus College Catalog* and the *Ursinus College Student Handbook*. These publications, along with the *Constitution and By-Laws of Ursinus College*, contain information about College policies and regulations.

The *Ursinus College Faculty Handbook* has been prepared by many hands. It is edited annually by the office of the Dean of the College. Substantive changes from the previous edition have been approved by the Faculty, the Board of Trustees, or the appropriate administrative officers of the College. Although every effort has been made to avoid errors and to make the handbook accurate, errors of omission, inaccuracies and ambiguities may exist. Such errors should be brought to the attention of the Dean of the College.

Judith T. Levy

August 2002

### **Statement On Federal Discrimination Act**

Ursinus College does not discriminate on grounds of race, color, national origin, gender, sexual orientation, religion, age or disability in the administration of its educational programs or activities or with respect to employment. Inquiries should be directed to President John Strassburger, Equal Opportunity Coordinator, Corson Hall, (610) 409-3000.

Ursinus College complies fully with the Family Educational Rights and Privacy Act of 1974. The guidelines adopted by the College and a copy of the Act are available for inspection in the Office of Academic Affairs during regular business hours.

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## **I. HISTORY AND MISSION**

### **A. History**

The beginning of educational work on what is now the campus of Ursinus College dates back to the construction two centuries ago of a primitive log schoolhouse. The ancient building was razed in 1832 when Todd's School was built in the town of Perkiomen Bridge, now Collegeville. In 1848 Freeland Seminary was opened on an adjacent tract. During the following two decades hundreds of young men were educated there.

In 1867 members of the German Reformed Church, actuated by a desire to serve the interests of higher education and of evangelical Christian religion, laid plans to establish a college where, to quote their words, young men could be "liberally educated under the benign influence of Christianity." They chose as the name of the College that of the distinguished sixteenth-century scholar and reformer, Zacharias Ursinus of the University of Heidelberg, Germany. In 1869 the legislature of Pennsylvania granted a charter to Ursinus College. The buildings of Freeland Seminary were acquired, and instruction was begun on September 6, 1870. Women were formally admitted to the College for the first time in 1881.

Coincident with the founding of the College was the establishment of a preparatory department as a successor to Freeland Seminary. The preparatory school was called Ursinus Academy and was operated as such until 1910, when it was discontinued.

### **B. College Principles, Traditions and Mission**

#### **1. Principles and Traditions**

Although independent of church control, Ursinus College is voluntarily related to the United Church of Christ through its Council for Higher Education. The College has been church-related since its founding in 1869 by pastors and lay members of the German Reformed Church.

The inclusive spirit of the Reformed Church led to unions with the Evangelical Synod of North America to form the Evangelical and Reformed Church in 1934 and with the Congregational Christian Churches in 1957 to form what is now the United Church of Christ.

This broad and open religious tradition stresses the importance of intellectual development and strongly affirms higher education. By virtue of its association with the church through the decades, Ursinus has always given priority to the development of high ethical standards, personal values, and an understanding of others. Today the Christian principles and traditions of the College continue to reinforce its educational mission. They help to inform the College community, which is composed of persons of many religious persuasions, in the search for an understanding of peace, justice, and the need for human cooperation.

## **2. Educational Mission**

The mission of Ursinus College is to enable students to become independent, responsible and thoughtful individuals through a program of liberal education. That education prepares them to live creatively and usefully and to provide leadership for their society in an interdependent world.

Liberal education is provided through an academic program that empowers the intellect, awakens moral sensitivity, and challenges students to improve society. Students gain intellectual curiosity, the capacity to think analytically, critically, and creatively, and the skill to express thoughts with logic, clarity, and grace. Further, they develop a deepened sense of human history and an understanding of who they are as persons, what they ought to do as citizens, and how they best can appreciate the diversity and ambiguity of contemporary experience.

The faculty is the cornerstone of our academic program. Faculty members are dedicated to teaching and learning and set high standards for themselves and for students. They choose to be active scholars because they are involved teachers, seeking to transmit their enthusiasm for learning to their students.

The faculty joins with the professional staff in an educational program that extends outside of the classroom. As a predominantly residential community, the College fosters a shared life and provides an opportunity for the comprehensive personal development of all students. By taking active part in the varied programs of the campus, students have the opportunity to develop their intellectual, creative and physical talents and to strengthen their personal values in the context of the principles and traditions of Ursinus.

The College seeks students of varied backgrounds who actively search for meaning and purpose in their lives. It nurtures a sense of community by engaging students and faculty together in an unfinished conversation about liberal learning--how it is grounded in the fundamentals of human experience, broadens the mind, enhances compassion, and prepares us for a life of service.

The College adapts this mission of liberal education for full-time residential students to the special circumstances and program needs of part-time, non-resident students who enroll in the Ursinus College Continuing Education program. By serving nearby communities through this program, the College plays a responsible part in the life of its region and shares its educational resources more widely.

### **3. Statement on Human Diversity at Ursinus College**

Ursinus College is committed to the celebration of and respect for human diversity. We believe that human beings derive meaning and purpose through their membership in groups as well as through their common humanity and their uniqueness as individuals. Intellectual and personal growth are enhanced by understanding and appreciating the similarities and differences among groups and individuals.

The celebration of, and respect for, human diversity at Ursinus is based on the following:

- The principles of freedom and the quality of individuals as expressed in the Declaration of Independence and the Constitution of the United States.
- The practical goal of preparing students to make significant contributions in an emerging global community. All communities -- local, national and global -- are stronger and richer to the extent that individuals within them are able to communicate and to affirm life-enhancing values. Individuals whose education has been grounded on mutual understanding and the celebration of human diversity are best prepared to contribute to the making of a just and equitable society.

This statement on human diversity should inform and guide the Ursinus College community as it establishes and implements educational and administrative policies and practices. These ideals seem especially relevant to those policies and practices that touch upon race, ethnicity, age, religion, sexual orientation and gender, and all other aspects which tend to differentiate human groups.

In making this statement on human diversity, Ursinus College at the same time acknowledges the primary importance in an educational community of the diversity of ideas expressed in the pursuit of truth by all reasonable and free minds in an atmosphere of intellectual openness.

This statement on human diversity at Ursinus College has been developed in the context of the mission statement of the College and the institutional values generated by the mission.

## II. ACADEMIC FREEDOM AND PROFESSIONAL CONCERNS

### A. Academic Freedom

Ursinus College, in all of its academic endeavors, has dedicated itself to searching for truth and gaining wisdom. Without the knowledge of truth and the morality of wisdom there can be no freedom; without freedom, both the pursuit of truth and the achievement of wisdom are impossible. The College seeks to carry on its work in an atmosphere of free, honest, and penetrating inquiry into the legacy from the past and into the complexities of the present.

Academic freedom is neither an empty term nor a mysterious concept. It implies thorough inquiry, painstaking assessment of validity when opposing viewpoints clash, and balanced judgment derived through personal and academic integrity. Freedom without limit and restraint degenerates into lawlessness and anarchy. Freedom tempered by wisdom and self-imposed restraint, however, is the bulwark of democracy, and this freedom is assured by the College to faculty and student alike.

This concept of freedom strongly emphasizes the responsibility of the faculty as scholar-teachers and as citizens. In both roles, the faculty member earns a reputation for integrity. As in research a scholar will be concerned for the validity of the findings, so in instruction a teacher will be concerned with objective, unbiased presentations and careful judgment of student progress. As a citizen of the community, the scholar-teacher will also be concerned with establishing a reputation for integrity. Limitations outside a field of special competence should be recognized and care should be taken to protect the luster of the profession and of the institution from rash actions and ill-considered statements.

The academic profession has high and noble ideals; a college professor bears unusual responsibility. It is, therefore, all the more important that faculty members maintain the highest professional, moral, and ethical standards. As eternal vigilance is the price of democracy, so is responsibility the price of freedom.

The College endorses the following statement, promulgated in 1940 by the American Association of University Professors and the Association of American Colleges, which stands as a landmark in the development of American higher education:

The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his [or her] other academic

duties; but research for pecuniary concern should be based upon an understanding with the authorities of the institution.

The teacher is entitled to freedom in the classroom in discussing his [or her] subject, the institution but he [or she] should be careful not to introduce into his [or her] teaching controversial matter which has no relation to his [or her] subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment. [No such limitations are prescribed by Ursinus College.]

The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he [or she] speaks or writes as a citizen, he [or she] should be free from institutional censorship or discipline, but his [or her] special position in the community imposes special obligations. As a man [or woman] of learning and an educational officer he [or she] should remember that the public may judge his [or her] profession and his [or her] institution by his [or her] utterances. Hence he [or she] should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he [or she] is not an institutional spokesman.

## **B. Academic Tenure**

(see also section II.C.8.c.)

As a result of its commitment to academic freedom the Board of Trustees of the College has provided for the granting of tenure. Tenure ensures the freedom of faculty to teach and inquire without fear that their findings, or the findings of their students, must conform to prevailing political or intellectual fashions. Both faculty and students benefit from the atmosphere of free inquiry which the institution of academic tenure protects.

Tenure is a long-term commitment of employment to faculty who meet the College's standards of excellence, who continue to work at an appropriately high level, and who meet the ethical standards of the academic community. The awarding of tenure is not automatic, nor can tenure be earned simply by meeting certain minimum requirements. The tenure review process is an integral part of the College's pursuit of excellence, and the decision to confer tenure must have as its goal the long-term strengthening of the particular academic department and of the College as a whole.

After the expiration of a successful probationary period, tenure may be conferred by the Board of Trustees upon a qualified faculty member; tenure is terminated prior to retirement only for adequate cause or because of extraordinary financial exigency. In the interpretation of

this principle it is understood that the following statement represents acceptable academic practice:

1. The precise terms and conditions of every appointment are stated in writing and are in the possession of both the College and the professor before the appointment is made.
2. Tenure is granted to those who have the rank of assistant professor or higher after completion of a probationary period (see below II.C.8.d.). Notice is given at the time of issuing the contract for the last year of teaching in the probationary period if the College does not expect to grant tenure.
3. During the probationary period, a professor has the academic freedom of all other members of the faculty.
4. Termination for cause of a tenured appointment, or the dismissal for cause of a professor previous to the expiration of a non-tenured term appointment is not recommended by the President for final decision by the Board of Trustees until the evidence is reviewed by the Promotion and Tenure Committee. In all cases where the facts are in dispute, the accused professor is informed in writing, before the Committee hearing, of the charges against him/her and has the opportunity to present a defense to all bodies that pass judgment upon his/her case. The professor is permitted to have with him/her an adviser of his/her own choosing who may act as counsel. There is a full record of the hearing available to the parties concerned. A professor who prefers that a full written verbatim record of the hearing be made available to all parties agrees to bear one-half the cost of producing the record; otherwise, a tape recording will be made by the College and made available to all parties, with the cost borne by the College. The Hearing on charges of incompetence may include testimony of professors and other scholars, either from Ursinus College or from other institutions. Professors on tenured employment who are dismissed for reasons not involving moral turpitude and who do not continue in their duties for one year beyond the date of notification of termination receive their salaries for one semester beyond the last semester in which they perform their duties. The salaries of those who continue in their duties for one year or more beyond the date of notification of termination will end when their duties terminate.
5. Termination of a tenured continuous appointment because of financial exigency shall be demonstrably bona fide.

The granting of tenure will be initiated by a recommendation to the Dean of the College from the chairperson of the appropriate department or directly by the Dean. The library director is considered to be a department chairperson. The Dean will present all such recommendations to the Promotion and Tenure Committee. The President will submit the report of the committee, with his recommendations, to the Academic Affairs Committee of the Board, which will make recommendations to the Board of Trustees, whose necessary action will be the final determination. Board action on these matters will occur at its winter meeting.

If tenure is granted it takes effect at the beginning of the next contract. The decision of the Board will then be conveyed to the faculty member by an official letter sent immediately after the decision has been made. Such consideration as professional attitudes and effectiveness, departmental size and balance, patterns of professional specialization, compatibility with and receptivity to the general educational objectives of Ursinus, and financial considerations may be involved in the granting of tenure. Moreover, it is believed that a certain amount of faculty turnover at the non-professorial level is good both for the faculty and the College. This policy helps less-experienced faculty gain valuable experience here and brings fresh viewpoints and insights to tenured members of the faculty; and it also enables the College to give continuing attention to the building of academic excellence.

### **C. Administrative Policy and the Faculty**

#### **1. Appointment**

The appointment of a faculty member will in general be initiated by a recommendation from the department chairperson to the Dean of the College. Since careful consideration is given to the choice of a new faculty member, credentials of applicants will be received, interviews will be held with other department members and with administrative officers. The Dean of the College will then make a formal recommendation to the President of the College, who may authorize the appointment of a faculty member of non-professional rank. Assistant professors, associate professors, and professors are elected by the Board of Trustees upon nomination by the President of the College. Teaching assistants, teaching fellows, instructors, lecturers, and visiting professors are appointed for one year only; their appointments, however, may be renewed on a yearly basis.

Members of the professional library staff hold faculty status, with the same rights and responsibilities as other members of the faculty and with corresponding entitlement to rank, promotion, tenure, compensation, leaves, research funds, and procedures for promotion and standing. They are subject to the same standards of performance and evaluation as other faculty members.

When an appointment is made for a specific length of time or specific purpose, such as a replacement for a person on leave or other non-tenurable appointment, the letter of



appointment will state clearly the termination date and will indicate that the position is not expected to lead to tenure.

## 2. Contracts

### a. Non-Tenured Faculty

Contracts will be prepared annually for faculty members who have not yet achieved tenure and will be issued before March 1. The contract sent to a non-tenured member is typified by the following sample letter (Sample I):

### **Sample I**

Date

Dr. Joan A. Doe  
123 Oak Street  
Collegeville, PA 19426

Dear Dr. Doe:

I am pleased to confirm your reappointment at Ursinus College for the period September 1, 2002 through August 31, 2003. Your responsibilities include the duties of the position titled Assistant Professor of \_\_\_\_\_.

Your salary during this period will be \$\_\_\_\_\_. You will be eligible to participate in the Flexible Benefits Plan. Your salary will be paid to you in equal monthly installments. All compensation will be subject to withholding of FICA, federal, state, and local taxes, and other deductions required by law as well as other deductions elected by you.

Please sign and return a copy of this agreement to indicate your acceptance of your reappointment by \_\_\_\_\_. If you arrive at your decision earlier, we shall be grateful if you return the signed copy then.

I appreciate your contributions in fostering student learning and achievement. I look forward to working with you in the coming year.

Cordially,

John Strassburger  
President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

Encl.

cc: K. Williams  
J. Levy

b. Tenured faculty

Faculty members with tenure will receive notice by March 15 of their salary for the coming year.

**3. Termination of Appointment**

In the case of non-renewal of contract for non-tenured faculty members, the President, after consulting with the department chairperson and Dean, will inform the Promotion and Tenure Committee of the names of faculty who may not be offered contracts for the following year. The committee's advice will be available before the final recommendation on non-renewal is submitted to the Board of Trustees.

Just as in decisions on awarding of tenure, a decision on non-renewal of contract for a non-tenured faculty member may include such considerations as professional specialization, compatibility with the receptivity to the general educational objectives of Ursinus, and financial considerations.

Written notice of non-renewal of contract for full-time non-tenured faculty is given not later than March 1 of the first academic year of service, not later than December 15 of the second year of full-time service, and not less than twelve months before the expiration of an appointment after two or more years of full-time service. Notice of non-renewal of contract for part-time faculty is given not later than March 1.

Faculty members who wish to terminate their appointment with the College will address their letters of resignation to the Dean of the College and send copies to the President of the College and to the department chairperson, who will also notify the Dean of any such termination. It will be the responsibility of the Dean to have proper termination forms prepared and sent to the business office. To prevent serious embarrassment to the College, notification of resignation should be made early, preferably by the beginning of the second semester of the current academic year.

**4. Promotion**

(see also section II.C.8.)

The promotion of a faculty member will be initiated by a recommendation to the Dean of the College from the chairperson of the appropriate department or by the Dean. The Dean

will present all such recommendations to the Promotion and Tenure Committee. The President will submit the report of the committee with his recommendations to the Academic Affairs Committee of the Board which will make recommendations to the Board of Trustees. When a promotion has been authorized by the Board, an official letter will be sent to the faculty member immediately after its June meeting.

## **5. Retirement**

An increasing percentage of tenured faculty and an increase in the faculty's median age reduce the opportunity to appoint junior faculty who may bring a distinctive energy and current knowledge of their discipline to teaching. Also, senior faculty members may desire to reduce their teaching load or to retire early. A faculty member interested in early retirement is encouraged to discuss the matter with the Dean or President. (See V.A.3)

## **6. Leave of Absence and Sabbatical Leave**

### **a. Leave of Absence**

Faculty members may apply for a leave of absence for no more than one year at a time. Such a request should be addressed to the Dean of the College, who forwards the request to the President. If the President approves, he will recommend that the Board of Trustees authorize a leave of absence. A leave may be extended for a second year if the Board of Trustees approves.

This policy permits a faculty member to request a leave of absence to do specialized research, to accept a visiting professorship at another institution or to complete requirements for an advanced degree, or for reasons of health (including maternity). A leave of absence may be granted with or without compensation, depending upon the circumstances involved.

b. Sabbatical leave

- (1) Sabbatical leaves are granted to allow faculty members to engage in scholarly activity that will contribute to the long-term effectiveness of the individual as a teacher and as a scholar at Ursinus and in the academic profession.
- (2) Sabbatical leaves are granted by the Board of Trustees upon the recommendation of the Dean and with approval by the President and the Committee on Academic Affairs of the Board of Trustees. Requests should be filed one year in advance of the year of the anticipated leave.
- (3) The number of leaves granted in any academic year will be limited to a maximum of eight.
- (4) Tenured faculty members are eligible to apply for sabbatical leaves each seventh year of full-time service at Ursinus.
- (5) A sabbatical leave may be granted for either one-half year at full salary or a full year at one-half regular salary.
- (6) Applications for a sabbatical leave should include a description of the project not to exceed five single-spaced pages. The application should explain: (1) the project to be undertaken during the leave including the specific plan and methodology to be followed; (2) the scholarly significance of the project, including where applicable an explanation of how the project relates to the existing literature; (3) how the project fits into the 3-Year Plan; (4) what outcome is expected at the completion of the sabbatical leave. Proposals that do not envision finished manuscripts at the completion of the leave should explain what will be submitted to the Faculty Development Committee instead.
- (7) The faculty member must agree to return to Ursinus College for at least one full year following a sabbatical leave.
- (8) A faculty member on full-salary leave may not be gainfully employed during the period of the leave. A faculty member on half-salary leave may be gainfully employed during the period of a sabbatical leave with Board approval. This employment should be related to professional advancement; however, exceptions may be granted.

- (9) Upon return from a sabbatical leave, faculty members will submit a written report on their activities and be prepared to make an oral presentation to a faculty seminar.

## **7. Outside Employment**

A full-time faculty member at Ursinus, in addition to his/her course preparation and presentation, is expected to spend a good deal of time in meetings with students and colleagues, in advising student groups and in participation in the general life of the campus community. This involvement in campus life makes an important contribution to the small college atmosphere that distinguishes Ursinus.

A full-time faculty member who wishes to hold employment outside of the College during the academic year should discuss the matter with the department chairperson before submitting a written request to the Dean of the College. The added duties must in no way interfere with the performance of duties and obligations to the College.

## **8. Faculty Evaluation**

### **a. Purpose**

The primary purpose of our system of evaluation is to help individual faculty members to grow and develop as teachers through methodical self-appraisal, applying agreed-upon criteria. The evaluation system also assists evaluators in decision regarding salary, promotion, tenure, retention, and dismissal.

As members of an on-going academic institution, we are accountable to past, present and future students, our faculty colleagues, the Board of Trustees, and the community as a whole. Our task is to achieve academic excellence, and our performance as faculty members is to be measured against the standards of excellence for which we strive. The size and character of Ursinus College prescribe specific ways of achieving excellence. As a private liberal arts undergraduate institution, we place primary emphasis on excellence in teaching which emphasizes performance as a classroom teacher, adviser and scholar. We affirm that a commitment to excellence in these three components of teaching is important in establishing an environment that fosters student learning and achievement. We also recognize the importance of each faculty member in the governance and administration of the academic institution. Evaluation criteria pertain to teaching, scholarship and

professional achievement, and advising and service. Teaching is the most important work of the faculty, while the balance between scholarship, advising, and service will vary in individual cases over the course of a career.

b. Procedure for Faculty Evaluation

(1) Teaching faculty other than department chairpersons

- (a) The evaluation will be prepared by the appropriate department chairperson, by the Dean where there is no department chairperson, or by a faculty review committee in the cases of faculty in their fourth year, sixth year, or being considered for promotion to Professor. Recommendations for reappointment for renewal of full-time faculty in their second or fourth year must be submitted to the Dean by November 15. Other recommendations regarding renewal are due January 15. Recommendations dealing with tenure and promotion are due on December 1, except for recommendations dealing with promotion to the rank of professor, which are due on February 15.

For faculty in their fourth year the evaluation should be in greater depth and should relate to the faculty member's progress toward tenure. Tenured faculty will be evaluated every third year, coinciding with the completion of their three-year professional plan, by the appropriate department chairperson, or by a faculty review committee in the cases of faculty who are being considered for promotion to Professor. (Deadlines are in the Appendix VI of this handbook.) Recommendations are reviewed by the Promotion and Tenure Committee and by the President. They will be considered in questions of tenure, promotion, salary, retention and dismissal. All recommendations are submitted to the Committee on Academic Affairs of the Board for review and approval. (See section II.C.8.e (3) for a description of faculty review committees).

- (b) Performance will be measured using the evaluation criteria for teaching faculty as they have been approved by the faculty and incorporated into the *Ursinus College Faculty Handbook*. Evaluations will be prepared separately in the areas of teaching, scholarship and professional achievement, and advising and service to the College
- (c) The evaluation will be based on a professional dossier, on information derived from other members of the department, the college faculty, and students, as well as the

professional judgment of the evaluators. All full-time faculty will create a professional dossier in their first year of service at Ursinus and make sure that it is kept up to date. Part-time faculty are exempt from this requirement. The professional dossier should contain the following:

- (i) a complete curriculum vitae in a format designed by the Dean's office.
- (ii) a professional plan: faculty in their first and second year of full-time teaching at Ursinus will submit one-year professional plans. In their third year, seventh year and every third year thereafter, faculty will submit a three-year professional plan. Individual plans should contain statements of goals and specific annual objectives in teaching, scholarship and professional achievement and advising and service.
- (iii) self-evaluation: Non-tenured faculty will annually submit a self-evaluation which discusses how they have met the evaluation criteria, their strengths and weaknesses, where they need to concentrate their efforts, what progress they have made on their professional plan, and how they have addressed weaknesses identified in the previous evaluation. Tenured faculty will submit self-evaluations every third year, coinciding with the submission of their new three-year professional plan, which indicate progress toward the goals of the professional plan, and which address weaknesses identified in previous evaluations. Tenured faculty members who receive a rating of less than "Satisfactory: meets Ursinus College criteria" in any area of performance must submit annual self-evaluations until they demonstrate the necessary improvement.
- (iv) information derived from student evaluation forms and other evaluations of teaching;
- (v) advising evaluations;
- (vi) publications, scholarly papers, or other evidence of scholarly or creative activity such as manuscripts, patents, grant proposals, works of art, recordings, or reviews of professional performances when applicable and available.

Beginning for the academic year 1998-99, candidates for tenure and for promotion to the rank of Associate Professor or Professor should additionally fulfill the following requirements for external review of professional achievement: Faculty who wish to be considered for tenure and promotion must

submit to the Dean at least one sample of a completed professional product, either scholarly or creative, for external review. The product(s) must be submitted by September 1 of the academic year in which the candidate seeks tenure or promotion. The candidate will submit to the Dean by May of the academic year preceding tenure or promotion review a list of completed visible products available for external review, and an annotated list of six outside evaluators (other than professional collaborators or co-authors) who are qualified to judge the quality of the candidate's professional work. The Dean, in consultation with the department chairperson, or with one or more senior members of the faculty review committee if the candidate is a department chairperson, will draw up a list of three additional persons with a strong record of accomplishment in the candidate's area of expertise. The candidate may veto one name from this list. The Dean, in consultation with the Promotion and Tenure Committee, will choose three names, a majority of which must be from the candidate's list, to serve as outside reviewers. The Dean will solicit reviews from the outside reviewers, whose identities will remain confidential.

- (d) The evaluator will submit with the evaluation a recommendation regarding promotion, retention, tenure, or dismissal, based on the entire record of the faculty member and his/her potential at Ursinus. (See also Section II.C.8.g.(4)(c).)
- (e) When the evaluations and any recommendations have been prepared, the evaluator will review them with the individual faculty member, offering an opportunity for discussion and modification if appropriate. The faculty member will receive a copy of the evaluation and any recommendation. The faculty member has the opportunity to supply additional documentation and a rebuttal in the event of a disagreement with the evaluator.
- (f) The evaluation, recommendation and additional information, if necessary, will be submitted to the Dean. In cases where a faculty member is being considered for promotion or tenure, the faculty member should submit a complete curriculum vitae. After reviewing the evaluation, the Dean will discuss the evaluation and recommendation with regard to salary, promotion, tenure, retention, and dismissal with the department chairperson.



- (g) Disagreements regarding recommendations for promotions, tenure, or retention/dismissal will be discussed among the department chairperson, the individual faculty member, and the Dean of the College.
  - (h) The Dean of the College will make the final recommendation with regard to salary, promotion, tenure, retention, and dismissal of an individual faculty member.
  - (i) The faculty member who is being evaluated for promotion, tenure, retention, or dismissal and his/her department chairperson will receive notification of the Dean's final recommendation. The Dean will notify the faculty member as soon as possible after a final decision. Full-time faculty in the second, fourth, and sixth year of service will receive written feedback from the Dean after the meeting of the Promotion and Tenure Committee.
- (2) Department chairpersons
- (a) The evaluation will be prepared by the Dean of the College by January 15 each year.
  - (b) Performance will be measured using the evaluation criteria for teaching faculty as they have been approved by the faculty and incorporated into the *Ursinus College Faculty Handbook*, as well as the individual's performance as a department chairperson.
  - (c) Disagreements regarding the evaluation will be discussed by the department chairperson, the Dean and the President of the College.

c. Evaluation Criteria

(approved by the Faculty May 14, 1993)

Ursinus College faculty are expected to be strong teachers and scholars and dedicated partners in fulfilling the mission of the college. Full-time faculty are evaluated in each of the three areas of performance (teaching, scholarship and professional achievement, advising and service) and are rated as one of the following: a. outstanding; b. superior; c. satisfactory, meets Ursinus College criteria; d. needs improvement; e. does not meet Ursinus College criteria. Part-time faculty are evaluated as to teaching; other contributions are recognized.

Teaching is the most important work of Ursinus College faculty. The balance between scholarship and service will vary in individual cases according to differences in talent and aspirations. However, every full-time member of the faculty must meet the minimum requirements that follow.

(1) Teaching

The goal of classroom teaching is to create an exciting environment for learning, where students are challenged and stimulated to perform up to their abilities. Ursinus College faculty are evaluated on the substance of their courses, their communication skills, and their rapport with students.

An effective teacher offers courses that are substantive, rigorous, and challenging, taking into consideration the level and orientation of the particular course. The material presented must be accurate, up-to-date and regularly revised.

An effective teacher communicates well and uses appropriate teaching methods. Such a teacher sets high standards for student performance and uses suitable means of evaluation.

An effective teacher motivates students to learn, displays genuine interest and enthusiasm, stimulates classroom discussion, respects students and treats them fairly, and is available for help outside of the classroom. Faculty members are expected to post and hold a sufficient number of scheduled office hours each week and to be available at other times for scheduled appointments with students.

Faculty members must also be willing to develop new courses as needed and to acquire the expertise necessary to teach them.

Recognition is given to faculty who supervise independent student research and faculty who participate in interdisciplinary courses.

(2) Scholarship and Professional Achievement

Faculty members are expected to engage in projects that involve scholarly inquiry or creative activity because of the salutary effect these projects have on their teaching. These scholarly or creative projects should be brought to conclusion from time to time and result in visible products that can be evaluated by competent critics from inside or outside the college.

Faculty are also expected to attend off-campus scholarly and professional conferences and seminars on a regular basis and to present their own scholarly work, either at these meetings or through publication. They are expected to contribute to the intellectual exchanges that occur among faculty within the college.

Faculty are encouraged to publish their work, to obtain fellowships or scholarly grants, to develop new knowledge and skills supportive of their research and teaching activities, and to engage in collaborative research with students. Recognition is given to faculty members who attain a high status or make an outstanding contribution in their field.

To accommodate the diversity of scholarly activities relevant to the various disciplines, individual departments will establish guidelines for implementing these criteria in conjunction with the Dean of the College and with the approval of the Promotion and Tenure Committee.

(3) Advising and Service

All faculty have a responsibility to be actively involved in the affairs of the institution. This includes advising students, participating in the governance and life of the college, and representing the college in both the academic community and the community at large.

(a) Advising

A small college places a responsibility on its faculty to take a genuine interest in personal contact with students regarding their academic, career, and long-term goals. All full-time faculty members are expected to serve as competent advisers to a reasonable number of students who are either majors, minors, or freshmen. Effective advising goes beyond consideration of students' academic program and schedules to include counseling about academic difficulties and post-graduate plans. Faculty should use their advising relationships to nurture students' skills in managing the stresses of college and to develop clear long-term objectives. Faculty members are expected to be available to students, both major and non-major, during regularly scheduled office hours and at other times as needed.

Recognition is given to faculty who take an active outreach approach to advising and who identify and meet special advising needs (e.g., by developing workshops).

Advising is the most important category of service. A rating of Satisfactory or higher must be achieved in order to have an overall rating of Satisfactory or higher in Advising and Service.

(b) Governance

Faculty members are expected to contribute to the governance of the college by attending faculty meetings and academic convocations. They are to participate actively in college committees as the opportunity arises. As members of an academic department they are called upon to participate in a cooperative manner in the day-to-day activities of the department, to attend departmental meetings and to support the academic and professional activities related to the program.

As members of the college community, faculty members are urged to participate in interdepartmental college activities (e.g., campus professional and honor societies). They are also encouraged to join in campus activities that help build a sense of community.

(c) Extra-collegiate Activities

Faculty are encouraged to represent the college by participating in extra-collegiate activities related to their disciplines. These include holding offices in professional organizations, organizing conferences, and lecturing and consulting in their professional fields.

d. Criteria for Consideration for Tenure

(see also Section II.B.)

Tenure recommendations are based on the record of past evaluations and on the long-term needs of the institution. Specifically, individuals are eligible for consideration for tenure if the following qualifications are met:

- (1) they hold the rank of assistant professor, associate professor or professor;
- (2) they are in their sixth year of full-time teaching at Ursinus. Faculty members may request earlier consideration for tenure if they are in at least their fourth year of full-time teaching at the professorial rank at Ursinus and have a total of seven years of full-time service at accredited institutions of higher learning;
- (3) they have achieved a record of success as a teacher and adviser, brought to conclusion some scholarly or creative project that is evaluable by appropriate professional peers, and performed adequate service to the college. This is in addition

to having achieved an evaluation of "Satisfactory: meets Ursinus College criteria" or higher in all areas for three consecutive years and the expectation that they will continue to perform at that level or higher. Although contributions in all three areas are required, success in teaching, advising, and in professional achievement are considered more important for non-tenured faculty than service to the college. During the probationary period leading up to consideration for tenure, faculty should not become unduly involved in service at the expense of excellence in teaching and professional development;

- (3) they have a specialization and demonstrated competence in academic areas that are likely to be needed in the future curriculum of the college.

e. Criteria for Consideration for Promotion

(See also Section II.C.4)

(1) Assistant Professor

To be eligible for consideration for promotion to assistant professor, the expected course is for individuals:

- (a) to be in their fourth, or later, year of full-time service at the rank of instructor;
- (b) to have an earned doctorate or other terminal degree appropriate to their discipline, or have equivalent professorial experience;
- (c) to have an evaluation of "Satisfactory: meets Ursinus College criteria" or higher in all areas for two consecutive years and are expected to continue to perform at that level or higher.

(2) Associate Professor

To be eligible for consideration for promotion to associate professor, the expected course is for individuals:

- (a) to be in their sixth year of full-time service at Ursinus at the rank of assistant professor;
- (b) to have an evaluation of "Satisfactory: meets Ursinus College criteria" or higher in all areas for three consecutive years and be expected to continue to perform at that level or higher;

- (d) to have an earned a doctorate or other terminal degree appropriate to their discipline or equivalent professional experience.

In exceptional cases, individuals with extraordinary records in teaching and scholarship may be considered for promotion in their fifth year of service as an assistant professor, the minimum time which must be spent in that rank. Fifth year promotions may be initiated by any member in the administrative chain or may be self-initiated by the individual.

It is expected that all persons who are to be retained by the college will be promoted not later than the end of their seventh year in rank as assistant professor. The one exception is the case of faculty members who lack a doctoral degree. In such cases, the maximum is ten years in rank as assistant professor.

### (3) Professor

Promotion to Professor is granted to those members of the faculty who have distinguished themselves as outstanding teachers, scholars, and community members. Promotion is not simply a cumulative award for past service, but rather an acknowledgment of confidence in a faculty member's abilities and commitment to the long-term well-being of the college.

Faculty with the rank of Associate Professor initiate their own applications for promotion to Professor whenever they believe they have attained a level of achievement worthy of that rank. For some faculty, consideration for promotion to Professor occurs as early as four years after promotion to Associate Professor; for most others it takes somewhat or even considerably longer.

Candidates will make sure that their professional dossier is kept up to date. The dossier should contain materials documenting teaching, scholarly and professional achievement, and advising and service activities for the years including and subsequent to promotion to Associate Professor. These include a complete curriculum vitae, past and current three-year plans, triennial self-evaluations, triennial evaluations by the department chairperson or the Dean, syllabi, student evaluations, and publications, scholarly papers, or other evidence of scholarly or creative activity such as manuscripts, patents, grant proposals, works of art, recordings, or reviews of professional performances.

Scholarly or creative work will be submitted to external evaluators prior to internal evaluation. The external reviewers will send their evaluations to the Dean of the College. These will be considered by the Dean and the Promotion and Tenure Committee

The candidate's dossier will be submitted to a faculty review committee. The review committee must consist of at least three faculty members at the rank of Professor, preferably from the candidate's department. If a department has fewer than three faculty at the rank of Professor, the Dean (except in the case of one-person departments) will, in consultation with the department chairperson or senior members of the candidate's department, appoint Professors from other departments to serve on the review committee. Candidates have the right to veto one committee member who is not from the candidate's department. The department chairperson will serve as chairperson of the faculty review committee; if the department chairperson is the candidate being reviewed, the faculty review committee will elect its own chairperson. Based on their assessment of the candidate's strengths, the chairperson of the faculty review committee will make a written report to the Dean of the College, either recommending promotion or recommending against promotion at this time. Committee members will either endorse the recommendation by signing the report or write a dissenting opinion.

The Dean of the College will review the candidate's dossier, the recommendation of the faculty review committee, and evaluations of scholarship from external reviewers. The Dean will then submit a recommendation for promotion or against promotion at this time to the Promotion and Tenure Committee.

The Promotion and Tenure Committee will review all materials submitted to the Dean and the Dean's recommendation. The President, taking into account the advice of the Promotion and Tenure Committee, determines whether or not to recommend to the Board of Trustees that the candidate be promoted. Final approval of all promotions rests with the Board of Trustees.

f. Retention

The contracts of non-tenured faculty members with an evaluation in any area below "Satisfactory: meets Ursinus College criteria" may be subject to non-renewal. An evaluation

of "Needs improvement" or lower in classroom teaching for two or more consecutive years may result in non-renewal of contract. An evaluation of "Does not meet Ursinus College criteria" in classroom teaching for two consecutive years will result in non-renewal of contract. An evaluation of "Needs improvement" or lower in any area for three or more consecutive years will result in non-renewal of contract.

Tenured faculty members are governed by the rules for tenure, as outlined in the *Ursinus College Faculty Handbook*. Evaluations of "Needs improvement" in classroom teaching for two or more consecutive years, with no significant improvement during that time period, will be grounds for bringing charges against the tenured faculty member. Evaluations of "Does not meet Ursinus College criteria" for two consecutive years, with no significant improvement during that time period, will be grounds for bringing charges against the tenured faculty member. Evaluations of "Needs improvement" in any area for three or more consecutive years, with no significant improvement during that time, will be grounds for bringing charges against the tenured faculty member. Evaluations of "Does not meet Ursinus College criteria" in any area for three consecutive years, with no significant improvement during that time, will be grounds for bringing charges against the tenured faculty member.

g. Guidelines for Faculty Evaluation

(1) General

The evaluation of a faculty member is an on-going process and the final evaluation should be the result of a continuous dialogue between the evaluator and the faculty member involved. A professor's most important responsibility is in the area of teaching, and the other areas, although important to the academic climate of Ursinus College, should never take precedence over the crucial role of a faculty member in the classroom. When evaluators consider the performance of faculty members in the areas of scholarship and professional achievement and of advising and service, they should take into account that an individual's contributions need not always be perfectly balanced. An important research project, an unusual advising load or heavy committee assignments may force a faculty member to shift priorities temporarily. It is the evaluator's responsibility



to assist the faculty member in assuring that the imbalance is not permanent and that appropriate recognition be given for unusual contributions in any area.

(2) Evaluation criteria

The five-scale rating used in faculty evaluations does not correspond to the five-scale rating used in the student evaluation form.

(3) Evaluation of Teaching

(a) Teaching ranks as the first and most important category in which a faculty member is evaluated. Excellence in teaching is of paramount importance. In the evaluation of non-tenured faculty, it is the responsibility of the chairperson and the tenured faculty of the department to encourage recently appointed faculty in the pursuit of excellence in teaching and to initiate evaluation of candidates on the bases of these criteria. Departmental evaluation of teaching need not occur as often as it does for non-tenured faculty but it should occur regularly and be thorough and thoughtful.

(b) The evaluation of a teacher is a very difficult task and the evaluator must use all the available information to reach a fair and just evaluation of a faculty member's teaching. Although there is general agreement on the value of teaching, there is no agreement on how to evaluate teaching. Because of this, each department will devise its own methods of teaching assessment. To ensure uniformity, evaluators will use, at a minimum, student questionnaires, the faculty member's self-evaluation and course syllabi. Some or all of the following are also useful tools for teaching evaluation: colleague evaluation, classroom visitation, review of teaching materials, additional systematic consultation with students, and professional judgment. Methods adopted by each department will be expressed in writing to the members of the department and will be approved by the Dean of the College and the Promotion and Tenure Committee. Changes in these methods may be made by the department at any time in consultation with the Dean of the College and the Committee on Promotion and Tenure. In conformity with "Evaluation Criteria for Teaching," recognition will be given to faculty members who develop new courses and the expertise to teach them, supervise

student research, participate in interdisciplinary courses or engage in other innovative teaching activities.

(c) Student questionnaires will be administered as follows:

Each faculty member will be responsible for administering these forms in the final two weeks of each semester. The completed questionnaires will be turned in to the Office of Academic Affairs by a student in the class.

The numerical responses will be tabulated by an independent source and will be given, along with the forms, directly to the faculty member (when final grades are submitted). College-wide norms will be included with the course tabulations. The statistical summaries will remain with the questionnaires to ensure that they be used together.

Student questionnaires and the tabulations will be included in the faculty member's professional dossier and made available to the appropriate evaluators (the department chairperson or, in the case of a department chairperson, the Dean when the faculty member comes up for evaluation. To assess student questionnaires, evaluators will consider both the students' written statements and the numerical responses. The evaluator (chairperson, faculty review committee, or Dean) returns the student questionnaires and the tabulations to the faculty member. These forms should be retained for at least three years.

Additionally, the Dean will solicit student opinion on a faculty member's teaching effectiveness from current and former students when the faculty member comes up for tenure review. The Dean will publish a list of those faculty up for tenure review in the student newspaper and the alumni magazine and ask for written comments from the readers. Written comments submitted by current or former students must be signed to be considered. The name and address of the author will be withheld by the Dean upon request. Written comments will be shared with the Promotion and Tenure Committee, the department chairperson and faculty member.

(d) Department chairs will provide faculty members with a copy of their evaluation and will discuss it with them before it goes to the Dean

- (e) In the event that the teaching performance is judged as "Needs improvement" or "Does not meet Ursinus College criteria," it is the evaluator's responsibility to establish a dialogue with the individual faculty member to seek ways to improve the situation.
  - (f) In cases of decisions regarding promotion, retention, tenure, and dismissal, or if the faculty member does not agree with the chairperson's or Dean's evaluation, the student questionnaires and the tabulations may be made available to the Dean the Promotion and Tenure Committee and the President, at the request of the Dean or the individual faculty member.
- (4) Evaluation of Scholarship and Professional Achievement

Scholarly and creative work can take a number of forms, and the College will seek to evaluate quality in ways appropriate to the faculty member's discipline. Evidence of this quality can include available reviews of the candidate's published work, performed work, or grant proposals. In addition, such information will be supplemented in all tenure and promotion reviews by external evaluations of the candidate's scholarly or creative work in terms of the quality of achievement, significance within the discipline, awareness of issues and trends in the field, and evidence of the candidate's future promise.

- (a) It is the evaluator's responsibility to encourage and support faculty members in the area of professional activities.
- (b) It is the faculty member's responsibility to keep his or her evaluator informed about professional activities and to maintain an updated dossier on file.
- (c) Procedures for soliciting external review of scholarly or creative work:  
The candidate submits the names of six outside evaluators (other than professional collaborators or co-authors) who are qualified to judge the quality of the candidate's professional work by May 1 of the academic year preceding the tenure or promotion review. The candidate should identify each name by position, title, address, professional relationship, if any with the candidate, and a brief description of the qualifications for reviewing the candidate's work. The Dean will consult with the department chairperson

(or if the candidate is a department chairperson, with one or more senior members of the faculty review committee) to construct a list of three additional persons with a strong record of accomplishment in the candidate's field of expertise. The candidate may veto one name from this list. From this list of at least eight names, the Dean in consultation with the Promotion and Tenure Committee, will choose at least three but not more than five names, at least one of whom must be selected from the candidate's list. It is the responsibility of the Dean to establish contact with the selected individuals, send them the materials to be reviewed, and solicit anonymous reviews from them.

By September 1 of the tenure or promotion review year, the candidate must submit the materials to be externally evaluated to the Dean. Materials may include publications, manuscripts, conference presentations, patents, grant proposals, works of art, recordings, or equivalent works. In the case of faculty members for whom performance is a major form of professional activity and such performances are not available in recorded form, it is the responsibility of the candidate and the department chair, with the assistance of the Dean to have performance evaluated by qualified external reviewers and to place such written records in the candidate's confidential file. In the case of promotion to Professor, candidates should submit only materials completed since promotion to Associate Professor. Usually only new material will be sent out for external review.

(5) Evaluation of Advising and Service

(a) Adviser Questionnaires

Adviser questionnaires will be distributed to all advisees, both freshman and departmental. The appropriate form will be given to the advisees by their adviser along with an envelope bearing the adviser's name and campus address. The student must fill out the questionnaire and return it in the sealed envelope. The method of return depends on the type of advising. The questionnaires are returned to and kept by the adviser. The department chair may ask to examine the forms.

(b) Freshman Advising

The questionnaires will be distributed to freshman advisees at the time of declaration of major. The sealed envelope containing the questionnaire will be turned in to the registrar along with the major declaration form. The registrar will send the sealed envelope back to the freshman adviser by campus mail.

(c) Departmental Advising

The form will be distributed to all graduating seniors near the end of their final semester. Method of distribution and collection of the forms is left up to individual departments. Departments are encouraged to add questions to the form to make it suit their individual needs.

(d) Office Hours

It is the evaluator's responsibility to discuss with the faculty member what determines a reasonable number of office hours and how they should be distributed during the week.

(e) Advisees

It is the evaluator's responsibility to assure that full-time faculty members serve as advisers to a reasonable number of students, be they majors, minors or freshmen.

(f) Advising duties

First-year and part-time faculty are not expected to have formal advising duties. However, as members of the faculty, they are expected to be available to advise the students in their classes.

(g) Service to the College

It is the evaluator's responsibility to make new full-time faculty members aware of the importance of service to the campus community and to provide opportunities for them to participate in activities relating to service to the college.

(h) Committee Service

All faculty members, except first-year and part-time appointments, should serve "regularly" on college committees, whether elected or appointed.

(i) Time demand of committees

The evaluator should consider the time demand and visibility of the various committees on which a faculty member serves.

(j) Other service

Off-campus activities may be credited but should not be required.

- Participation in recruitment activities
- Sponsorship/advising of student organizations
- Conducting workshops for student groups
- Attendance at/support of student activities/sports
- Attendance at/participation in campus lectures

## **9. Appeals Procedure**

(Policy approved by Faculty on January 19, 1983, with revisions October 7, 1987)

a. Introduction

The faculty and administration of Ursinus College use their best efforts to encourage the informal and prompt settlement of disagreements over the conditions of employment. They believe that disagreements can be resolved in a spirit of good-humor and that many of them can be successfully dealt with honestly and openly through informal communication among the appropriate college officers and faculty members. A climate of informality and ease of access to all members of the college community facilitate the unstructured solution of problems. Faculty members are entitled to discuss freely disagreements, including professional duties or other conditions of employment outlined in this handbook, with their department chairpersons and, if further consideration is desired, with the Dean and then with the President.

The participation of the Promotion and Tenure Committee in decisions on promotion and tenure provides for the review and recommendation of faculty members. Procedures for granting tenure, for terminating appointments, and for promotions have been approved by the faculty and are described elsewhere in this faculty handbook.

b. Procedural Steps

A faculty member who believes he/she has been adversely affected by a decision on his/her promotion in faculty rank, termination of appointment, or the awarding of tenure, may request a review of the decision on either substantive or procedural grounds. The sequence of such a review is normally as follows: review by the department chairperson, written or oral communication with the Dean of the College and an oral or written response by the Dean; review of the Dean's response by the President. The time limit for each review and response may be set by mutual agreement of the faculty member and, respectively, the department chairperson, Dean and President.

If the matter has not been resolved by the review of the President, a faculty member may submit within fourteen (14) calendar days of the President's review a written request for review by an appeals committee made up of three (3) faculty-elected tenured faculty members (each with three-year terms that are staggered) and three (3) members of the administration appointed by the President. The chairperson of the department concerned may not participate as a member of the Appeals Committee in the particular case. The committee will select its chairperson by majority vote. The Appeals Committee may decline jurisdiction by a vote of the majority. If the Appeals Committee accepts jurisdiction, it will request that all written documents related to the appeal be submitted to it by the faculty member and the Dean

The Appeals Committee will meet initially within fourteen (14) calendar days after all documents are submitted. The committee may seek out or consider information not contained in written documents. It will give its written decision to the faculty member within sixty (60) calendar days after its initial meeting. Each appeal should be considered on its own merits and without reference to the decision in any previous cases. The time limit may be extended by mutual agreement of the faculty member, the President and the committee. A unanimous decision of the committee will be its final recommendation and will be submitted by the President with his recommendation to the Board.

If the Appeals Committee does not reach a unanimous decision, and if the majority decision is not challenged by either party within thirty (30) days of the date of

the majority decision, then the majority decision of the committee will be submitted by the President with his recommendation to the Board of Trustees of the College.

If the Appeals Committee does not reach a unanimous decision, and if the majority decision is deemed unsatisfactory by either party, or if the Appeals Committee cannot reach a majority decision, then a new Appeals Committee will be formed by the chairperson as follows within fourteen (14) calendar days: the six original members will be joined by the chairperson of the Board Committee on Academic Affairs; or a member of that committee designated by the Board Academic Affairs Committee chairperson; a person from the current faculty (including emeritus members), current administration staff, or current selected by the faculty member; and a third person selected by the original six, agreeable to both parties. The evidence as previously presented to the Appeals Committee will be thoroughly reviewed and the decision of the Appeals Committee either confirmed or reversed by the majority vote of the newly-constituted committee. It will give its written decision within thirty (30) days. The majority decision will be final and will be submitted by the President with his recommendation to the Board for action.

## **D. Policy on sexual harassment**

### **1. Statement of Policy**

Because the moral principles underlying the purpose of Ursinus College reflect a respect for the dignity of the individual person, it is the policy of this institution that no member of the academic community may sexually harass another. Sexual harassment is an unethical and unprofessional activity which frequently involves persons of unequal power, authority or influence.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- a. submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic achievement; or
- b. submission to or rejection of such conduct by an individual is used as the basis for employment decisions or academic decisions affecting such individuals; or



- c. such conduct is abusive of others and implies, in an abusive manner, a discriminatory hostility toward their personal or professional interests because of their sex; or
- d. such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive working or academic environment.

(The above policy was adapted from the sexual harassment policies of the University of Wisconsin and AAUP)

## **2. Procedures for bringing a complaint against a faculty member:**

The person who believes that sexual harassment has occurred is encouraged to report the incident to an Assistant or Associate Dean of the College or other designee of the President in the event there are not both male and female Assistant or Associate Deans. The Assistant/Associate Dean will then ascertain the relevant facts, inform the alleged offender of the nature of the complaint, and attempt to resolve the complaint through informal processes, including discussions with the concerned parties. At this informal stage, complaints will be handled with complete confidentiality.

If the informal procedures do not achieve a resolution satisfactory to the complainant, the complainant may continue the complaint with a formal written charge(s). The Dean of the College will constitute an ad hoc committee of three members. The Dean should attempt to ensure that both parties find the committee members acceptable. The committee will hear both parties, consider the complaint and will render a judgment in writing to the Dean and the President.

The Dean, after consultation with the ad hoc committee, will inform both parties in writing of the Dean's decision on the complaint.

If the complainant or the alleged offender disagrees with the decision of the above, the complainant or the alleged offender may appeal the decision to the President of the College.

### III. FACULTY RESPONSIBILITIES

#### A. Administration and Government

##### 1. Committees

###### General Statement on Committees

Committees of various types--including subcommittees, task forces, *ad hoc* committees, and working groups--exist at many different levels and in many different areas of the College. Committees on which faculty serve are created by the Board of Trustees, by the faculty, by other committees, and by administrators. Service on each type of committee will count as committee service to the College.

Although the distinction between categories of committees is often not sharp, the categories found below will reflect in general the role of various committees in the structure of the College.

- Committees of the Board of Trustees: The Board has designated positions on certain Board committees to be filled by faculty and by students.
- Standing Committees: These committees, listed in the body of this report, deal variously with college affairs, academic affairs, faculty affairs, and student affairs in the context of collegial governance and of the College's planning process. They are permanent, on-going committees to which faculty elect members and which report on a regular and mandated basis to the faculty. Such committees are involved in advising on policy formulation or in direct policy implementation. Standing committees cannot be created without faculty approval.
- Sub Standing committees may create subcommittees as appropriate.
- Ad hoc Committees and Task Forces: The faculty may create whatever *ad hoc* committees or task forces it deems appropriate. Such groups are created for a specific purpose and for a specific time period.
- Working Groups: These groups may be established by administrators on an annual basis for a one-year period. All such groups will be reported to the faculty at the beginning of each academic year or at the first faculty meeting after they are created. This report will be prepared by the Dean of the College and will indicate to whom each

working group reports and contain a statement explaining the need and function of each group. Examples of such working groups are:

- Radiation Safety
- Teacher Education Advisory
- Medical School Credentials
- Pre-law
- Undergraduate Research

Such working groups are involved in the operation of the College and do not normally advise the Campus Planning and Priorities Committee on policy issues. All working groups must report in writing to the President and to the faculty at least once during the year.

- Department Committees: Academic departments may create whatever committees the department deems appropriate for the conduct of the department's operation.

### **Subcommittee membership**

Members of a subcommittee need not be on the parent committee. To determine members of a subcommittee, the parent committee can solicit self-nominations from interested persons.

### **Reporting to faculty**

Each standing committee will report to the faculty at least once each semester in written form and, if faculty action is required, in oral form. The written form will be attached to the agenda of a faculty meeting.

### **Appointed positions**

Where appointments of faculty to standing committees are called for, the Dean shall make the appointments in cooperation with the Governance Committee. The standard nomination process, including a call for nomination and verification of candidacy, shall be used by the Governance Committee to produce a list of candidates from which the Dean chooses appointees.

### **Nominations**

When a vacancy on a committee approaches, the chairperson of that committee shall notify the chairperson of the Governance Committee in a timely fashion. In order that there may always be a choice, the Governance Committee shall always present a slate of at least two nominees for each position.

Any Faculty member may bring the name of a potential candidate for election or appointment, including his or her own, before the Governance Committee by a memorandum. Any member of the Governance Committee may suggest a name for consideration. A faculty member's name shall appear as a candidate if he or she receives at least three favorable votes from the Governance Committee or from three faculty colleagues.

Before placing a name on the slate, the Governance Committee shall verify the candidate's willingness to serve. A printed verification form shall include the candidate's name, the name of the committee, deadline for a decision, and space for the candidate's signature. Once the candidate receives the verification form, he or she must return the form, accepting or declining the nomination, to a member of the Governance Committee by the deadline.

In order to limit the number of candidates for each opening, the Governance Committee may consider the overall campus involvement of each person; departmental, divisional, and nontenure-tenure balance of the continuing committee members and the slate; diversity; and the interests and expertise required for the committee's work. The Committee shall solicit nominations to achieve its objectives.

In cases of elected positions:

- The Governance Committee shall present a slate of nominees to the faculty no less than one week prior to the faculty meeting at which nominations are to be closed.
- In addition to the prepared slate of candidates, the floor shall be open for additional nominations at this faculty meeting.

### **Limits on the number of standing committees on which faculty may serve**

In order to encourage the maximum faculty representation in the governance of the College, faculty members should endeavor not to serve on more than two standing committees at any one time. Faculty may feel free to serve in other positions without limit (i.e., on working groups, subcommittees, *ad hoc* committees, etc.).

### **Term Limits**

Elected faculty are limited to two consecutive full terms. Appointed faculty are limited to three consecutive one-year terms. Once a term limit has been reached (either 2 consecutive elected or 3 consecutive appointed), faculty must wait at least one year before serving again.

## **Committee Agendas**

Any committee member can place an item on a committee's agenda. Faculty who are not on a committee, but who wish to see a particular item on its agenda, may approach a committee member to ask that the item be included.

## **Committee chairpersons**

For committees whose chairs are selected annually by the committee members the outgoing chairperson will appoint a Convener to call the first meeting the following fall.

## **Voting Rights**

Unless otherwise specified, all members of a committee have the right to vote on matters that come before it.

## **Student Representatives**

Committees that deal with student affairs ought to have significant student representation. Generally, the number of students on these committees should be equal to all other groups on the committee. Student representatives on committees are to be selected by the Ursinus Student Government Association on a yearly basis. Selection of at least one upper-class student for each of these committees should be made in the spring semester so that student representation will be guaranteed at meetings in September.

## **Attendance at and participation in committee meetings**

Committee work is an important service to the College. Chairpersons of committees and working groups will have the responsibility of reporting to department chairs on the quality and quantity of the work contributed by faculty members. Committee chairpersons should communicate with USGA regarding attendance and participation of student members.

## **Evaluation of policies**

The responsibility of all committees to consider policies includes the responsibility to evaluate existing policies and their application.

## **Guests at meetings**

Any committee may invite others in the campus community to attend meetings in order to inform the committee's discussions. Such guests have voice but no vote.

a. Campus Planning and Priorities Committee (CPPC)

The Campus Planning and Priorities Committee is the principal focus of the campus community for institutional planning. It advises the President of the College on major issues of institutional policy. It develops long-term goals and reviews the strategic plans for achieving these goals. Because Ursinus strives to function as a collegial community, the planning process is informed by the insights, thoughts, and concerns of the various elements of the community. To this end, the CPPC receives reports and recommendations from the various College committees. Annually, the President, as chairperson of the CPPC, meets with chairpersons of those College committees charged with making policy recommendations. The President informs them of the long-term plans of the College and the strategic objectives in pursuit of these plans. In addition to reports to the Board, the CPPC makes regular reports to the faculty and to other College constituencies.

Membership:

The President

5 administrators

5 elected faculty members, one from each division and two at large from different divisions

2 student members selected by the USGA

Chair: the President

Terms of faculty:

3 years, staggered, with 1 or 2 elected each year.

b. Committee on Outcomes Assessment

The committee is to serve as the clearinghouse for outcomes data; coordinate the efforts of various departments to design and administer survey instruments and receive reports on the analysis of the outcomes data; focus primarily on college-wide assessment measures, but assist individual departments and offices with outcomes analysis as necessary; review and evaluate the currently-used survey instruments and determine whether they are the most appropriate ones to be used; recommend priorities as to what areas of the program should be assessed; disseminate the results

of the outcomes assessment process and report them to the CPPC to be considered in formulating the College's plans. The Committee on Outcomes Assessment will be evaluated by the CPPC after 3 years (in spring 1998).

Membership:

The Dean of the College (*ex officio*) or designee

The Dean of Students (*ex officio*) or designee

Vice President for Finance and Planning (*ex officio*) or designee

3 elected faculty members, one from each division

3 student members selected by USGA, one sophomore, one junior, one senior

Chair: to be selected by the committee from within

Terms of faculty members:

3 years, staggered, one elected each year

Terms of students:

3 years, staggered, starting as sophomores, one chosen each year

c. Enrollment Committee

The committee has responsibility for the evaluation of policies regarding admission, financial aid, scholarships, and retention. It may choose to review decisions regarding individual students.

Membership:

Vice President for Enrollment (*ex officio*)

Vice President for Finance and Planning (*ex officio*)

Director of Financial Aid (*ex officio*)

An academic Dean (*ex officio*)

4 elected faculty members, one from each division and one at large

No students (because of confidentiality requirements)

Chair: to be selected by the committee from within.

Terms of faculty members:

3 years, staggered, with one or two elected each year

d. Academic Council

The council discusses the academic program of the college and related issues, receives for its evaluation proposed curriculum changes, and reviews the college curriculum. It may make suggestions to academic departments and programs, and makes recommendations to the faculty as a whole through monthly reports.

Membership:

The President (*ex officio*)

The Dean of the College(*ex officio*)

8 elected faculty members, 2 from each division and 2 at large members from different divisions

2 student members selected by USGA

Chair: the Dean of the College

Terms of faculty members:

2 years, with 4 elected each year (one for each division plus one at large)

e. Academic Support Committee

The committee addresses issues and makes recommendations concerning campus programs and facilities which support the academic program, including computer systems, the library, art museum, bookstore, and the arts and lecture series program. In addition to its regular meetings, the committee meets annually and as needed with appropriate administrators to review the ongoing plans and operations of these functions.

Membership:

The Dean of the College or his or her designee (*ex officio*)

5 faculty members:

3 elected faculty, one from each division

2 appointed faculty

2 student members to be selected by USGA

Chair: to be selected by the committee from within.

Terms of faculty members:

3 elected faculty: 3 years each, with staggered elections (one each year)

2 appointed faculty: 1 year each



f. Academic Standards and Discipline Committee

The committee reviews students' academic records, and decides or recommends retention, probation, dismissal, and reinstatement of students. The committee interprets academic policy and makes decisions regarding students attending other institutions, including studying abroad, and other related matters referred to it by the Dean.

Membership of Academic Standards Committee:

5 *ex officio* members:

A representative from the Office of the Dean of Students

A representative from Continuing Education

The Dean of the College

An Associate Dean

The Registrar

5 faculty members:

3 elected faculty, one from each division

2 appointed faculty from different divisions

Chair: the Dean of the College.

Terms of faculty members:

3 elected faculty: 3 years each, with staggered elections (one each year)

2 appointed faculty: 1 year each

All members are to have voting rights.

Subcommittee on Academic Discipline

The subcommittee gathers evidence and considers testimony in charges of academic dishonesty. The subcommittee deliberates and judges guilt and innocence in such cases, in accordance with the provisions in the *Ursinus College Student Handbook* and in Section III.B.7 in the *Ursinus College Faculty Handbook*.

Membership of Subcommittee on Academic Discipline:

The 3 elected faculty on the parent committee

Alternate members may be chosen from the faculty at large by agreement of the parties

2 student members to be selected by the USGA

Chair: to be selected by the subcommittee from within the subcommittee.

g. Graduate and Professional Education Committee

The committee makes recommendations to the faculty regarding the preparation of students for post-graduate programs and for programs requiring special certification, including teacher education. In addition to gathering information from the College's academic departments and pre-law, pre-medical, and other pre-professional programs and advisors, the committee also considers studies done on graduate school preparation by professional associations of the academic disciplines. It considers ways to promote student research projects, conference papers, and other related academic exercises that will help distinguish the students as scholars ready to compete in strong graduate programs. The committee also considers ways to promote student participation in the Rhodes, Fulbright, Truman, St. Andrews, and other scholarship programs. Information and suggestions are forwarded to academic departments and to Career Services.

Membership:

3 elected faculty, one from each division

2 appointed faculty

3 student members to be selected by the USGA, junior or senior status, one from each division

Chair: to be selected by the committee from within the committee.

Terms of faculty members:

3 elected faculty: 3 years each, with staggered elections (one each year)

2 appointed faculty: 1 year each

h. Promotion and Tenure Committee

The committee makes recommendations to the President regarding re-appointments, promotion, and tenure of faculty members, based on individual performance and upon departmental and college-wide needs and standards.

Membership:

President of the College (*ex officio*), voice but no vote

Dean of the College (*ex officio*), voice but no vote

3 elected tenured faculty, one from each division

1 at-large position open only to tenured faculty

Chair: to be selected by the committee from among the elected faculty on the committee

Terms of faculty members:

Tenured faculty: 3 years each, with staggered elections, one per year

At-large position: 3 years

(note: Members of the Appeals Committee cannot serve concurrently on the Promotion and Tenure Committee)

i. Faculty Development Committee

The committee will act as an advisory committee to the Dean of the College and the President in monitoring the College's program in faculty development and recommending changes (See pages Section III. C. 1. b of the *Ursinus College Faculty Handbook*). It will have the specific responsibility of receiving and reviewing proposals from faculty, and making recommendations to the President on individual requests for grant support, sabbatical leaves and release time. The committee is encouraged to take the initiative in identifying areas of need that may be addressed by specific faculty seminars.

Membership:

The Dean of the College (*ex officio*)

5 elected faculty

1 from each division

2 at large members from different divisions

Chair: the Dean of the College

Terms of faculty members:

3 years each, staggered, with 1 or 2 elected each year

j. Appeals Committee

The Committee acts under procedures established in Section II.C.9 of the *Ursinus College Faculty Handbook*.

Membership:

3 administrators appointed by the President

3 elected faculty with the added provision that the 3 faculty are chosen one from each division

Chair: to be selected by the board from within.

Terms of faculty members:

3 years each, staggered, with one elected per year

(note: Faculty who are members of the Promotion and Tenure Committee are excluded from nomination.)

k. Governance Committee

The committee solicits nominations for committee memberships, for secretary, and for faculty representatives to Board committees. It makes recommendations to the faculty regarding committee structure and the conduct of faculty meetings, including elections.

Charges which apply to the current Nominating Committee will apply to this committee.

Membership:

9 elected faculty, 3 from each division, and all from different departments

Chair: to be selected by the committee from within.

Terms of faculty members:

3 years each, staggered, 3 elected per year, one from each division

l. Faculty Affairs Committee

The committee is a forum for constructive dialogue between faculty and administration within the context of the needs of the institution. It advises the Campus Planning and Priorities Committee and the President on priorities for faculty

hiring, salaries and benefits, and other concerns of the faculty. It considers budgetary implications of its advice and recommends priorities for funding.

Membership:

3 administrators (*ex officio*)

President of the College

Vice President for Finance and Planning

Dean of the College

3 elected faculty, one from each division

Chair: to be selected by the committee from within.

Terms of faculty members:

3 years each, staggered, one elected each year

m. Student Activities and Services Committee

This joint committee of the faculty and the USGA meets at least once a month. Its purpose is to review matters pertaining to the quality of campus life. Areas of responsibility include on-going campus events, social organizations (fraternities, sororities, clubs), intramural athletics, student publications, special interest houses, and special events such as Freshman Orientation, Homecoming, and Family Day. The committee also reviews the allocation of funds for student activities. It serves as a forum for the recommendations of students, faculty, and administrators, and forwards its recommendations to the faculty, USGA, and any other appropriate committee.

Membership:

*Ex officio*: Dean of Students or designee

1 additional representative of the Office of the Dean of Students, to be appointed by the President of the College

3 elected faculty

1 appointed faculty

6 student members to be selected by USGA

Chair: to be selected by the committee from within.

Terms of elected faculty members:

2 years each, staggered, with 1 or 2 elected each year

Term of appointed faculty member:

1 year

n. Judiciary Board

The board is responsible for overseeing the disciplinary fact-finding of the Dean of Students; for deciding whether a given disciplinary decision should be made by the Judiciary Board or the Dean of Students; and for holding a hearing if the Dean of Students or the student deems it to be advisable. If there is a hearing, the Judiciary Board will conduct the hearing in accordance with the provisions set forth in the *Ursinus College Student Handbook*.

Membership:

3 elected faculty members

1 appointed faculty member

5 elected alternate faculty members

3 student members selected by the USGA

5 alternate student members selected by the USGA

An executive committee consisting of 3 members and an alternate is selected by the Judiciary Board.

Both faculty and students must be represented on the executive committee.

Chair: to be selected from faculty members on committee.

Chair must have at least one year of experience on the Judiciary Board.

Chair votes in hearings only in case of a tie.

Terms of elected faculty members:

3 years each, staggered, with the number elected each year (regular plus alternates) rotating through the cycle 3, 3, 2, 3, 3, 2.

Term of appointed faculty member:

1 year

o. Intercollegiate Athletics Committee

The committee provides a forum for the discussion of the relationship between intercollegiate athletics and the mission and educational program of the College. It also reviews the College's athletic program in the context of NCAA, conference, and college philosophies and regulations. It makes recommendations on general athletic policies, objectives, and programs to the athletic director, faculty, President, or Campus Planning and Priorities Committee.

Membership:

Athletic Director (*ex officio*)

Senior Women's administrator (*ex officio*)

3 elected faculty members

1 appointed faculty member

6 students, 3 male and 3 female, selected by USGA

Chair: to be selected by the committee from among the faculty and administrators on the committee.

Terms of elected faculty members:

3 years each, staggered, with one elected each year

Term of appointed faculty member:

1 year

p. Committee on Diversity

The committee serves the campus community by providing a forum for discussion and by communicating with and advising the college community on matters relating to diversity. It should strive to increase awareness within the campus community of diversity issues through publicity, coordination, and recommendation to appropriate administrators or committees.

Membership:

1 representative from the Office of the Dean of Students (*ex officio*)

3 elected faculty members

1 appointed member of the support staff

2 students selected by the USGA

1 student selected by the Minority Student Union

2 students self-nominated and selected by the other members of the committee

Chair: to be selected by the committee from within the committee.

Terms of elected faculty members:

2 years each, staggered, with 1 or 2 elected each year

Term of appointed staff member:

1 year

## **2. Academic Units**

### **a. Academic departments and programs**

Academic departments are units of instruction which offer a program or major and have faculty with full-time appointments assigned to them.

### **b. Department chairperson (chairpersons)**

(1) Selection: Department chairpersons are appointed by the President. The Dean of the College will make a recommendation to the President after consultation with department members.

(2) Term: The term of appointment is normally for three or four years. Rotation in office is desirable, but because at a small college rotation is not always in the best interest of the department, a chairperson may be re-appointed if the President so chooses.

(3) Compensation: Chairpersons of larger departments will be compensated, normally in released time, in order to facilitate their performance of the duties and responsibilities of department chairpersons. Normally, chairpersons will teach one less course per year if their department has more than four FTE faculty or more than 25 majors or 50 FTE student enrollments; they will have released time from one course per semester if their department has more than five FTE faculty or more than 50 majors or more than 75 FTE student enrollments.

(4) Duties and responsibilities of department chairpersons: The chairperson has a dual responsibility as representative of the department externally and as representative and administrator for the College within the department. In order to exercise their responsibilities, chairpersons must enjoy the confidence both of colleagues in their departments and of the college administration. They should also



enjoy a reputation for professional competence in teaching and scholarship, as well as character and integrity.

No chairperson is expected to perform all departmental duties unassisted. The principle of collegiality should encourage all department members to assist chairpersons in the execution of their duties and to promote the welfare of the college and the department.

The duties and responsibilities of chairpersons include governance, faculty affairs, curriculum and instruction, and administrative and general concerns.

- (a) The chairperson is responsible for departmental governance, including:
  - (i) chairing department meetings and developing the structure of departmental organization;
  - (ii) representing the department externally;
  - (iii) assuring fullest possible faculty participation.
- (b) The chairperson is directly responsible for the effective use of faculty. To accomplish this, chairpersons are responsible for faculty affairs, including:
  - (i) maintaining high faculty morale;
  - (ii) assuming a major role in recruiting new faculty, including making recommendations to the Dean on new faculty appointments;
  - (iii) orientation of new faculty;
  - (iv) keeping faculty informed of department and college plans, activities, and expectations;
  - (v) conducting annual evaluations and making recommendations to the Dean on appointments, tenure, promotions, and leaves;
  - (vi) encouraging and fostering individual career planning and professional development;
  - (vii) encouraging senior faculty to take special responsibility to assist junior faculty in teaching and professional development; and
  - (viii) ensuring an appropriate level of advising responsibility for all faculty in the department.
- (c) The chairperson is responsible for the quality of the instructional program of the department. Curricular and instructional responsibilities include:

- (i) working to ensure the maintenance of high academic standards, a high level of teaching effectiveness, and a curricular program appropriate to the mission of the College;
  - (ii) leading the department in periodic review of departmental goals and curriculum
  - (iii) recommending on behalf of the department proposed curricular changes;
  - (iv) coordinating evening offerings with the Dean of Continuing Education;
  - (v) arranging adequate advising of majors and minors;
  - (vi) ensuring that accurate student records are maintained;
  - (vii) dealing with students' academic concerns that relate to the department or its faculty;
  - (viii) certifying majors for graduation.
- (d) The chairperson has general administrative responsibility for the department, including:
- (i) developing and submitting annually a proposed budget for the department
  - (ii) assigning teaching duties and developing a schedule of classes for the department, subject to approval of the Dean;
  - (iii) overseeing various administrative matters such as those relating to student assistants, clerical personnel, library and textbook orders, space allocation, physical facilities, material and equipment.
- (5) Formal evaluation: Department chairpersons will be formally evaluated for two purposes: first, to provide chairpersons with information aimed at improving their performance as chairpersons; and second, to provide the President and Dean of the College with information to be used in determining whether to renew the chairperson's term of office. These evaluations are to be treated separately from the evaluation of the chairpersons as general members of the Faculty because their purposes are different.

Chairpersons will be evaluated according to a two stage process consisting of an initial evaluation in the second year of the term for general feedback purposes and a more comprehensive evaluation in the final year of the term for purposes of possible term renewal.

Chairpersons will be evaluated in writing by department faculty, non-student department support staff, and the Dean of the College. Faculty and staff evaluations will include two different evaluation forms, one used by department faculty and the other used by non-student support staff. These written evaluations will go to the Dean of the College. The Chairperson may request either copies of these evaluations or summaries of their contents.

### **3. Faculty Meetings**

- a. The faculty of the college holds regular monthly meetings throughout the academic year, and special meetings may be called from time to time by the President or the Dean of the College. A quorum for all meetings consists of a majority of all faculty members. The President, or, in his absence, the Dean of the College, presides. Faculty members are expected to attend all faculty meetings.
- b. The faculty elects a secretary to keep the minutes, to send copies of the minutes to the faculty, and to deal with official communications. The faculty elects a parliamentarian to advise the President and other officers, committees, and members on matters of parliamentary procedure. The secretary of the faculty and the parliamentarian are elected for a term of three years and will serve no more than two consecutive terms.
- c. *Robert's Rules of Order* and "The Standing Rules of Order of the Faculty of Ursinus College" (see Appendix II) govern faculty meetings to assure a regular and ordered procedure. The Dean of the College prepares an agenda and distributes it to the faculty in advance of the meeting.
- d. Faculty members who are unable to attend a faculty meeting shall notify the Secretary of the Faculty prior to the meeting.
- e. The following members of the administrative staff hold faculty rank, with vote, even if they are not engaged in active teaching: the President of the College, the Vice Presidents, the Dean of the College, the Associate/Assistant Deans of the College, the Vice President for Enrollment, the Dean of Students, the Chaplain and members of the library staff as designated by the Board of Trustees All other members of the teaching staff, regardless of rank, are considered to be voting members of the faculty.

- f. The schedule of regular meeting is determined at the first meeting of the academic year. Traditionally these meetings were held at 4:00p.m. on the first Wednesday of each month. Beginning in 1997-98, meetings will be held from noon to 1:20p.m. on the first Wednesday of each month.

#### **4. Academic Convocations**

All members of the faculty, wearing appropriate regalia, are expected to attend the Founders' Day Convocation, if held, and Commencement. All are urged to attend the Ursinus Day Academic Convocation, which opens the fall semester. Any member of the faculty who cannot attend must notify the Dean of the College in writing and be formally excused. Academic regalia may be rented through the College Book Store.

### **B. Academic Responsibilities and Procedures**

#### **1. General**

##### a. The Faculty

It is the responsibility of the faculty to establish the requirements for admission to the college and to determine the entire academic program. The faculty recommends to the Board of Trustees candidates for the appropriate degrees in accordance with the bylaws of the college. The faculty, subject to the approval of the Board, is thus responsible for the entire academic program of the college.

##### b. Academic Standards

The question of academic standards is always a difficult one. These matters are best left to the specific department chairpersons and members of the faculty. Simply let it be said that Ursinus is a competitive institution which strives for excellence.

All members of the faculty, however, bear an immediate responsibility to the students and their academic advancement and welfare. Teachers and departments are expected to establish and maintain departmental standards and requirements, to make wise choice of textbooks, and by recommending books and audio-visual aids for library acquisition, to continue to improve the academic facilities of the College.

c. Office of Academic Affairs

Matters pertaining to classes and their conduct, to students and student affairs, and academic standing are, in general, the province of the Dean of the College.

**2. Advising**

a. Major Advising

Department chairpersons are responsible for advising upper-class students who are majors under their jurisdiction. This duty requires a complete knowledge of the college requirements for graduation, the departmental requirements for majors, the requirements for entrance to various graduate schools, and the requirements for secondary teaching as a career for those majors who may be planning to teach. In larger departments, these responsibilities are often distributed among various members of the department.

It is the duty of the faculty advisers to summon and to confer with those students for whom academic warning forms have been submitted. Advisers should try to determine the cause of the problem and render whatever service they can.

Advisers should encourage students to visit them to discuss personal as well as academic matters. One of the reasons that our informal advising here at the college works well is that most advisers encourage students to come to them with problems. Thus it is important for advisers to know the various sources to which they can refer students for help, such as the College Counselor, the Dean of the College, the Dean of Students, the Associate Deans, the Chaplain, and student health services.

Furthermore, many members of the faculty, even though they are not designated as official advisers, are quite accustomed to having students come to them with personal or academic problems. Many times they need merely listen sympathetically; it is important, however, that they too refer students to the appropriate source of help.

Those members of the faculty who accept the invitations of various student committees and organizations to serve as advisers should take their responsibilities seriously and at all times give positive direction to the activities involved. They should bear in mind the role they have been assigned by the charter and bylaws of the

college: that of helping development of the ideals of scholarship, breadth of outlook, general culture and physical well-being of the students.

b. Freshman Advising

The aim of the freshman advising program is to improve student retention and to support the college's commitment to a liberal arts education. The more rapidly and effectively an individual is integrated into the college community socially and academically, the better for all concerned.

The freshman advising program facilitates the process of integration. Designated members of the faculty and staff undergo a training program designed to develop and improve skills in the areas of personal, vocational, and academic counseling, as well as study skills. The advisers are assigned a small group of freshmen as advisees. Advisers first meet with advisees during orientation days in order to plan the academic program; during the fall term the adviser has the commitment to meet with each student on the average of once a week for the first six weeks and on a regular basis thereafter. In this way the student's progress may be carefully monitored and problems detected and dealt with before they become serious.

The role of the adviser is not to solve the students' problems, but rather to help students in solving their own problems. The adviser also can help students by referring them to campus resources or other members of the faculty or staff who can give additional support.

**3. Registration**

a. Registration and Class Admission

Faculty members assist in the registration of students. It is recommended that faculty advisers meet with their advisees in advance of the registration period, which is published in the college calendar. It is very important that faculty advisers make contact with their advisees and arrange an appointment with them, so that they may complete their schedule prior to the dates listed for each class (first year students register during their orientation period) on the registration schedule published prior to the registration period.

The student and the adviser are to make out the course of study sheet for the ensuing term only. A student who wishes to schedule more than 18 semester hours, must have written approval from the Dean.

After students complete their course of study sheet with their advisers, and the advisers have signed it, students must take it to the Registrar's Office, Corson Hall.

Students must be sure to pick up a copy of their schedule the day following their registration. All advisers should inform their advisees that they must pick up a copy of their schedule. If a course has been closed, or there are conflicts in the schedule, the students will have an opportunity to make corrections in their schedule with drop/add slips before the next class registers. All registration is to be completed by the date specified in the college calendar and in the registration schedule.

Faculty members will be informed in detail of each step in the registration process by a written memorandum from the Registrar's Office at the appropriate time. If doubts arise or if instructions are unclear, further information may be obtained from the Registrar's Office.

At the beginning of each semester, class lists are given to each faculty member. For the first few weeks of classes, faculty should keep a record of all drops and adds for their courses and make changes accordingly on the class lists. These class lists will then be returned to the Registrar's Office and used to have revised grad rosters printed for the mid-term.

b. Drop and Add Procedures

All course changes must be done with a drop/add form. Changes in courses of study may be made before the start of the semester with the written approval of the adviser on the drop/add form. After the start of the semester, courses may be added or dropped only by the joint permission of the adviser and the course instructors. No course may be added after the second week of classes in a term. Students who withdraw from a course after the date specified in the College Calendar will be assigned a grade of "WF". No course may be dropped after the last day of classes as listed in the college calendar.

#### 4. Teaching

##### a. Lecture/discussion/laboratory courses

A normal teaching load for full-time faculty includes 21 to 24 hours of lecture/discussion courses, laboratory courses, and other scheduled courses such as studio art and ESS activities. Teaching loads are approved by the department chair and the Dean of the College. Reduction in teaching load or released time grants for professional development require prior approval of the department chair and Dean.

##### b. Additional teaching responsibilities

A certain amount of teaching beyond the normal scheduled courses is to be expected. The determination of what constitutes an amount so excessive as to require compensation in the form of a reduced load or stipend is best left to good-faith negotiation between the faculty member and the department chairperson and/or Dean. The chairperson ensures roughly equal distribution of such teaching among department members. The chairperson monitors faculty loads so that no single person has an excessive burden when considering all types of teaching activity. For example, while either independent study or internship supervision, when considered alone, may be manageable, both taken together may be undesirable.

The following guidelines are suggested:

- (1) Independent Study/Research. Full-time faculty are expected to advise a fair share of students engaged in these activities. It is inadvisable for a faculty member to be involved with more than three different projects at a time.
- (2) Internships. Student registration in internships involves prior approval of faculty advisers and departments. They are intended to enrich a student's courses of study, but they are not normally requirements. Hence, departments have the ability to regulate the number of students involved. If the numbers become the equivalent to a course, the department chairperson has a basis for requesting supplemental staff. It is inadvisable for a faculty member to be involved with more than four internships at a time.



- (3) Guest lecturing. From time to time, faculty are invited to lecture in a colleague's class. This should be done on a collegial or *pro bono* basis with no financial compensation.
- (4) Interdisciplinary courses. Faculty who are designated coordinator or who are the sole or primary instructor in such courses do so as part of their normal teaching responsibilities, and get a corresponding reduction in their departmental teaching responsibilities. Because of the special nature of interdisciplinary courses some courses may have budgets for guest lecturers.

## **5. Class procedures**

### a. Classroom and Time Changes

Classes are to be met at the time and place scheduled on the class schedule sheets which are prepared and issued by the Registrar's Office just prior to the registration period each spring. Changes in hours or rooms from the scheduled time and place must be cleared with the Registrar's Office. Final examinations must be given in all courses except seminars, workshops, internships and research courses. Unless an exception is made, these examinations must be held at the time and place scheduled on the official examination schedule which is re-published at the end of each semester for the convenience of students and faculty.

### b. Course Syllabus

It is the responsibility of faculty members to prepare early in each semester a complete syllabus for each course that they teach during the academic year. Copies of the syllabus should be filed with the department chairperson and the Dean of the College. The syllabus must include, but is not limited to, the following information:

- (1) course number and title;
- (2) instructor's name, office number and phone number;
- (3) all lecture topics to be covered - with dates;
- (4) all examination dates;
- (5) required text title and author;
- (6) suggested or recommended texts, if any;

- (7) a statement of relative weights given to quizzes, exams, papers, lab work, and classroom participation in the calculation of the final grade;
- (8) course attendance policy and its consequences to upperclassmen, if it differs from the stated college policy.

c. Class Attendance

Each faculty member will meet classes regularly or, if unable to do so, to notify the Dean and department chairperson in advance. A record of students' attendance should be kept so that the instructor may know whether lack of attendance may be contributing to a student's academic problems. Ursinus College is committed to the principle that class attendance is a vital part of the academic program, making possible that dialogue between student and teacher which is the foundation of the educational process. While urging regular class attendance, the college at the same time wants to allow students an opportunity to develop a personal responsibility toward academic work.

The Dean of the College should be notified by academic warning slips when any student is absent from the third consecutive class meeting. There are no excused absences for any reason, except for declared "Winter Weather Days." In keeping with these convictions, the policies stated in the *Ursinus College Student Handbook* govern class attendance. The current edition reads as follows:

- (1) Each student is expected to exercise reasonable judgment regarding class attendance. Every student is accountable for all work missed because of class absence. Faculty members, however, are under no obligation to make special arrangements for students who are absent.
- (2) A first-year student who is not on the Dean's Honor List and who is absent from a course for a total of more than two weeks' meetings may be excluded from the course with a grade of F unless the Dean, after consultation with faculty member, permits him/her to be reinstated.
- (3) Students on academic probation are subject to the same regulations as first-year students.
- (4) Students for whom an academic warning is issued must limit future absences in that course to the number of times the course meets per week. After the issuance

of an academic warning, a student who exceeds the allowed number of absences may be excluded from the course with a grade of F unless the Dean, after consultation with the faculty member, permits him/her to be reinstated.

(5) Any instructor may set attendance regulations for courses, but in no case will a student be limited to fewer absences than twice the number of weekly meetings of the course. The faculty member must announce the attendance policy and its consequences on the class syllabus.

d. Academic Warning Slips

Grades are required at the middle of each semester for all first-year students and students who are on academic probation. These grades are reported on the class list and an appropriate reminder will be sent to faculty members.

Forms for reporting a student whose grade in a course falls below a C must be submitted promptly and may be obtained from the Office of Academic Affairs. These yellow warning forms are executed in quadruplicate (one copy for the Dean one for the adviser, one for the student, and one for the Dean of Students) and may be submitted to the Office of Academic Affairs at any time during the semester. They alert the adviser to the student's shortcomings so that a conference may be arranged with the student to discuss problems and to arrange for a remedial action. Written permission from the Dean of the College is necessary to fail any student who did not receive a warning form in the course during the semester.

e. Reporting of Grades

At the end of the semester, before final examinations begin, the faculty members receive grade sheets for each of their classes. Final grades for each student are entered after final examinations have been completed and grades assigned; the list is signed and dated and returned to the Registrar's Office by the announced deadline. Since a deadline must be met and grades processed for further tabulation and evaluation, promptness is essential. Faculty members are informed of each step in this process by a written memorandum from the Registrar's Office at the appropriate time. If questions arise further information may be obtained from the Registrar's Office.

A grade for a course may be changed after it has been reported to the Registrar's Office only if the faculty member declares in a written statement to the Registrar's Office that an error was made in computation or transcription. All grades must be reported accurately and promptly.

f. Grade Changes and Grade Appeal

Faculty must follow practices of fairness and objectivity when assigning student grades. Since it is assumed that the final grade is obtained after a careful evaluation of a student's entire academic performance in a class, the course syllabus must contain a clear statement of how a final grade is computed. Even though grading may be considered to be inherently subjective, it does not follow that grading is an arbitrary or capricious practice.

(1) Grade Change

Normally, no grade change will be made unless there is an error in computation or there is evidence of prejudice or caprice. All grade changes must be approved by the Dean of the college and reported to the Committee on Academic Standards and Discipline. Students must initiate a request for a grade change no later than two weeks after the start of the next semester. No changes will be made after four weeks in the semester.

(2) Grade Appeal Procedure

- (a) A student who wishes to appeal a final grade must contact the instructor and attempt to resolve the issue.
- (b) If, upon consultation with the instructor, there is no resolution, the student contacts the chair of the department in which the course is offered, or in the case where there is no chair, the Dean of the College. The chair attempts to resolve the conflict by discussing the issue with the instructor involved. Every effort should be made to resolve the conflict at the departmental level.
- (c) If there is still no resolution, the student contacts the Office of the Dean of the College, and in writing, describes the nature of the complaint. The Dean discusses the matter with the chair and the instructor and makes a recommendation to the instructor.

- (d) If there is still no resolution, the Dean will bring the issue to the Committee on Academic Standards and Discipline and/or appoint an *ad hoc* committee of three faculty to make a recommendation to the instructor. The committee will be composed of members acceptable to both the student and the faculty member.
- (e) Students must initiate the grade appeal no later than two weeks after the start of the next semester. The appeal process should take no longer than four weeks from the student's initial contact with the instructor to the final recommendation of the *ad hoc* committee.

## **6. Examinations and Uniform Testing Procedures**

Tests and examinations must be taken at the time and place scheduled. If a student misses an examination, the faculty member will decide whether the reason for absence is valid and whether a make-up test or exam is warranted.

Faculty members should prepare different tests and examinations for the various sections of a course and should provide for a variety and reasonable frequency of testing experiences. At a minimum, one hourly (or equivalent graded performance) should be returned before mid-semester, and an additional such evaluation should be given and returned before the beginning of the final examination period.

Since the final examinations schedules provide time and space for examinations of three hours' duration, it is expected that final examinations will be given greater weight than one-hour tests in determining the student's semester grade. The exact weighting of the final examination is left to the discretion of the individual members of the faculty or the departments concerned. Naturally, the number of hourly tests or papers given during the semester and the importance of daily class participation will influence this weighting. Students should be notified at the beginning of the term of the method of weighting. This should be included in the syllabus given to the student.

If final examinations are not returned, they should be kept for at least one year after the examination has been taken in case a question arises concerning the student's performance. However, faculty members should invite students who wish to go over their examinations to come to the office for that purpose.

The faculty of Ursinus College approves and recommends that the following testing procedures be employed in all examination situations:

a. Supervision

(1) The primary responsibility for the prevention of cheating during examination must reside with the faculty.

(2) Accordingly, the instructor of a course (or another faculty member) should be present at all times during a test or examination.

(3) The instructor should employ an adequate number of proctors to assist in supervising examinations. A ratio of one instructor or proctor to every 30 students is recommended.

b. Student Absences During Examinations

(1) To ensure constant supervision, the instructor and proctors should restrict student absences from the testing room.

(2) During final examinations, only one student should be permitted to leave the classroom at a time. Such temporary absences must be no longer than five minutes in duration.

(3) During hour examinations (or shorter tests), no absences should be permitted at all except in cases of emergencies, at the discretion of the instructor.

c. Administering Examinations

(1) Before an examination begins, all books, notes, calculators and other items, other than paraphernalia required for the tests, must be removed to a designated repository outside the testing area (e.g., the front of the classroom, a corner of the room or outside the room.)

(a) The test should not begin until all students have complied with this rule.

(b) It is the responsibility of the instructor, the proctors, and all students in the class to enforce this rule.

(2) Seating

(a) The test or examination should not begin until the seating arrangement or distribution is satisfactory to the instructor. The instructor and/or proctors have the

right to alter the seating arrangement or move any student at any time, before or during the test.

(b) Alternate row seating is recommended whenever classroom size and conditions permit.

(c) If the size of the classroom is inadequate to provide the requisite security during a test, the instructor should arrange a temporary room change for the examination.

## **7. Academic honesty/dishonesty**

### **a. Statement on Academic Honesty**

Ursinus College is a small community which functions by a social contract among students, faculty, administration and alumni. In order for the spirit of community to endure and thrive, this agreement, based upon shared values and responsibilities and a sense of mutual respect, trust and cooperation, must be preserved. Students have an obligation to act ethically concerning academic matters and the faculty has a responsibility to require academic honesty from students and to be vigilant in order to discourage dishonesty.

Lying, cheating, stealing, plagiarism and other forms of academic dishonesty violate this spirit of mutual respect and collaboration and corrode the atmosphere of openness and free inquiry upon which the educational process is based. Such activities are demeaning and potentially damaging to those who undertake them. Moreover, academic dishonesty is damaging to the student body as a whole, in that it cheapens the achievement of the honest majority of students and subverts the integrity and reputation of the institution with which they will be identified for the rest of their lives.

Students should be aware that there are many legitimate sources of help available on campus. Several departments, such as Mathematics, provide help sessions. There is a writing center run by the Department of English, and the Library provides research help. This help is provided for academic assistance and is designed to enhance the learning process rather than circumventing it which occurs in cases of academic dishonesty.

The student body, the faculty, and the administration of Ursinus College therefore unanimously condemn academic dishonesty in all its forms and affirm that it is the responsibility of all members of the college community to prevent such activity.

b. Statement on Plagiarism

Plagiarism is the act of taking the words--written or spoken--or the ideas of someone else and passing them off as one's own. Students are guilty of plagiarism if they copy exactly a statement by another and fail to identify the source; take notes from a book, an article or a lecture, express those materials in their own words, and present the result as their work without identifying the source; copy part or all of a paper written by a friend, another student, or a writing service and offer it as their own work; or take material verbatim from a source (even though the source is acknowledged) without identifying it as quoted material by means of quotation marks.

Plagiarism is easy to avoid by using common sense and following the advice and direction for acknowledging sources. Such forms and methods are available from instructors and from style sheets provided by departments. In order to avoid unintended plagiarism students should never take notes verbatim or in their own words without using appropriate quotation marks and noting exact sources, including page numbers of the material.

It is the policy of Ursinus College to reject and to punish the act of plagiarism.

(The above has been adapted from Millward, *Handbook for Writers*, pp. 354-355.)

c. Definition of Cheating

Students are cheating if, for example, they do the following:

- (1) Copy answers or use information from a fellow student's paper during a test, quiz, or examination.
- (2) Divulge answers or information, or otherwise give improper aid to another student during a test, quiz, or examination; or accept such aid.
- (3) Relay or receive any improperly obtained or confidential information concerning test, quiz, or examination before, during, or after such test. (Example: if



they see the test before it is to be given and transmit information concerning its contents or whereabouts to other students.)

- (4) Use or refer to any unauthorized notes, books, calculators, or problem-solving aids, such as crib sheets during a test, quiz, or examination.
- (5) Collaborate improperly with another student on an open-book or take-home test, quiz or examination.
- (6) As a proctor or student assistant, divulge confidential information or aid any student in an improper manner during a laboratory exercise, test, quiz, or examination.
- (7) Commit an act of plagiarism any form.
- (8) Borrow under false pretense, steal, or otherwise improperly obtain lecture or research notes, laboratory data, or any information gathered by another student and present it as their work (examples: term papers; laboratory reports or experimental yields; computer programs or assignments; English composition themes), or knowingly collaborate with another student by making such material available to them, or falsify laboratory data, notes, results or research data of any type in any course and present it as their own work.
- (9) Steal or intentionally damage or destroy notes, research data, laboratory projects, library materials, computer software (including the intentional passing of a computer virus) or any other work of another student (or faculty member), out of malice, or for the purpose of sabotaging that person's work and thereby gaining an unfair advantage to themselves.
- (10) Knowingly and willingly violate any special rules concerning research procedures, group assignments, or interstudent collaboration which may be established by an instructor in any course.
- (11) Submit the same work including oral presentations for different courses without the permission of the instructors involved. Since it is expected that different courses offer different learning experiences, students are depriving themselves of an educational opportunity by submitting the same or similar work for more than one course. Examples include, but are not limited to, submitting a partial or complete paper previously handed into another class, superficially reworking one assignment

for submission to another class. (Example: submitting a sociology paper as an English 100 research paper.)

(12) Misrepresent themselves to an instructor or an administrator for the purpose of gaining special favors or extensions for academic work missed. Examples include, but are not limited to, lying about health or the health of a relative, or forging doctor's notes.

(13) Forge signatures on forms, documents or letters pertinent to College business. This may include, but is not limited to, course of study sheets, drop/add forms, or doctor's notes.

(14) Students are an accessory to cheating if they do the following: witness or have direct knowledge of any person involved in the aforementioned forms of cheating and fail to inform an authorized person (faculty member, administrator, proctor, or student assistant); bring unauthorized materials into a testing area and fail to or refuse to remove them when instructed to do so; fail to or refuse to comply with admonitions from a faculty member or authorized proctor to cease any activity which might aid other students in cheating. Penalties may be applied.

d. Procedures for cases of suspected academic honesty violations

(1) Should a faculty member suspect a student of having committed an academic honesty violation of any kind, he/she should confront the student with the evidence.

(2) If the student admits guilt, the faculty member should inform the Dean of the College of the violation and the student's confession. After consultation with the Dean of the College, the faculty member will impose a penalty of either a zero (0) on the work in which the student was dishonest or a failure (F) in the course in which the dishonesty took place. If the student has previously been found guilty of a violation of academic honesty of any kind, the Dean of the College will impose additional penalties. Normally, for a second offense, the student will be suspended, be asked to withdraw from the College, or be permanently dismissed. If it is a third offense, the student will be permanently dismissed.

(3) If the student maintains innocence, or if the faculty member or the Dean of the College request it, the case will be immediately referred to the Committee on Academic Standards and Discipline.

(a) The Subcommittee on Academic Discipline from the Committee on Academic Standards and Discipline will amass evidence and hear testimony regarding the case. (See section III.A.1.f.)

(b) This committee will then hear the evidence in the case. The faculty member will present his/her evidence to the committee in the presence of the student and then the student may present his/her defense in the presence of the faculty member. The hearing will be closed, but the student may have a campus friend with him/her during the proceedings. Members of the committee may question any parties involved in the case.

(c) The committee will then deliberate and judge guilt or innocence in the case.

(d) In the event of a verdict of guilty, the faculty member will impose a penalty of either a zero (0) on the work in which the student was dishonest or a failure (F) in the course in which the dishonesty took place. If the student has previously been found guilty of a violation of academic honesty of any kind, the Dean of the College will impose additional penalties. Normally, for a second offense, the student will be suspended, be asked to withdraw from the College, or be permanently dismissed. If it is a third offense, the student will be permanently dismissed.

(e) Decisions of the Committee on Academic Standards and Discipline or the Dean of the College may be appealed to the President. The President's decision is final.

e. Procedures for Record-keeping in Cases of Academic Honesty Violations

(1) The Dean of the College will keep a record of all cases of academic dishonesty reported to him by individual faculty members and of all cases, regardless of their outcomes, which are adjudicated by the regular three-person committee process.

- (2) These records will not be kept in the regular academic files of the students involved, but in a special records section. Accused students may view their records at any time.
- (3) Records are to be preserved until such time as students named therein are graduated or leave the College for other reasons. At such time, these records are to be destroyed, unless the individual student has been dismissed for disciplinary reasons relating to academic dishonesty or has withdrawn from the College while the circumstances of a charge of academic dishonesty against the student are still under investigation. If a student voluntarily resigns from the College after the conclusion of a case involving a charge of academic dishonesty against that student, the record will be expunged.

## **8. Writing Across the Curriculum**

All faculty members share with the departments of English and communication arts the responsibility for maintaining high standards of student literacy. Assumption of this responsibility is made evident in a number of ways: (1) by frequent assignments of written work and the use of essay questions on examinations as often as they are appropriate and practicable; (2) by a willingness to assist students with writing problems as they attempt to execute their assignments; (3) by marking papers for the quality of the writing as well as for content (the guideline set by the faculty is a deduction of up to ten (10) percent for poor writing; (4) by referring to the Writing Center for additional instruction those students who appear to require special help; and (5) by requiring all students to take an intensive writing ("W") course in the major.

## **C. Professional Activities**

### **1. Faculty Development**

#### **a. Goals of Faculty Development**

The ultimate goal of faculty development is to strengthen the ability of the faculty to contribute to the institutional goals. Its central objective is to motivate systematic planned professional growth of both an individual and a collective nature. It should

stimulate faculty to develop personal and departmental priorities consonant with institutional goals, and to translate these into specific, concrete plans of action.

The program is intended to support varied types of improvement in a flexible way. It is designed to offer incentives to faculty for three broad categories of professional development activity:

- (1) thorough exploration and implementation of strategies for improving instructing and advising effectiveness;
- (2) careful examination and refinement of the curriculum; and
- (3) extension of active scholarship

Professional development is intentionally defined broadly for two principal reasons. First, the development of skills relating to instructional techniques and advising, scholarly pursuits, and curriculum development and revision are all conceived as vital to a faculty member's ability to function optimally with students; second, development of the college as an integrated resource for inquiry and learning demands examples of faculty excellence in all of these areas.

In delineating the broad areas of competence required for optimal faculty performance, the program should not erroneously be interpreted as expecting simultaneous investment of energies across all areas at all times for all faculty members. The College, through its faculty development program and its faculty evaluation system, should strive to foster pockets of excellence in advising and in scholarship, recognizing that in practice these activities compete for the same non-teaching hours, but both contribute to the College's goals. It is, therefore, a goal of this program to encourage faculty members to choose a plan for development which matches their individual needs with the needs of the department and the College.

b. Components of the Faculty Development Program

(1) Summer Grants 2000

Summer grants of \$2000 are available to support research, curriculum development, or teaching improvement. The value of these grants may change in order to meet evolving faculty needs. Because a substantial time commitment is expected, these grants will preclude the teaching of more than one summer course. (See also Appendix VII.)

(2) Support/Expense Grants

These competitive grants will be used to defray a part of specific costs incurred as a result of activities or purchases relating to curriculum development or research. This includes travel to research libraries or facilities, copying, instrumentation, computer software, attendance at workshops, or course work, and other direct expenses. The maximum grant to an individual is \$500 per semester and \$1,000 in any academic year. For the purposes of these grants, the winter break will be considered as part of the fall semester. (See also Appendix VII.)

(3) Release Time Grants

These grants usually will be given for the completion of a project started during a sabbatical or summer grant period. This includes preparing a major paper or book and experimenting with newly acquired instructional skills. Usually there will be a one-third reduction in teaching load for one semester. These grants preclude teaching in the Evening School during the period of the grant. Departments are encouraged to develop planned release time which can be covered internally.

(4) Conference, Workshop, and Tuition Grants

(a) Conference Travel Grants

(i) All members of the Faculty will be eligible for reimbursement of expenses for attending professional meetings in their field when they are active participants as speakers, panelist, or officers. Reimbursement will be 100% of costs for a conference not to exceed \$450.00 plus registration fees not to exceed \$100 for each faculty member per academic year.

(ii) Any member of the Faculty will be eligible each academic year for reimbursement up to \$125.00 plus registration fees not to exceed \$100 for attending professional meetings even though the above stipulations (i) are not met.

NOTE: Faculty members designated to represent the college at meetings of organizations will be reimbursed from other operating budgets.

NOTE: Faculty development funds will not be available to pay the expenses of students to attend meetings or to participate in field trips.

(b) Tuition Grants

Tuition grants usually will be given only to faculty members developing expertise in a new area of teaching to meet college needs.

(5) Student Research Assistantships in the Humanities

The student research assistantship grants are intended to assist faculty in the humanities division by funding students to assist in the faculty member's scholarship, and to provide an opportunity for students to share in the scholarly work of professors. Grants of up to \$500.00 per project are available to pay student assistants. (see also Appendix VII.)

(6) VanSant Research Grants

The fund generates funds for small awards on a competitive basis to faculty to support laboratory research projects in which both faculty and students participate. Funds may be utilized for the purchase of capital equipment, chemicals and general supplies.

(7) Staiger Grants

The Roger P. Staiger Faculty Development Fund in Chemistry provides funding for the grant. One grant will be awarded each year to a faculty member in chemistry.

(8) Sabbatical Leaves (see section II C.6.b)

(9) William Wilson Baden Faculty Lecture Series

Special seminars, lectures, or dialogs by faculty promote scholarship and collegiality. They provide an opportunity for faculty to increase their knowledge in disciplines other than their own and to become aware of the scholarly interests of their colleagues. Although participation is not limited to faculty who receive sabbatical leaves or grants to support their scholarship, those who do will be expected to make presentations on the results of their activity. Seminars, lectures and dialogs will be coordinated by the Faculty Development Committee or its designate.

(10) Laughlin Award for Professional Achievement

The Laughlin Award recognizes annually a faculty member who makes significant contributions to scholarship in his or her field.

c. Administration and Procedures for funding

(1) Administration

The general administration of the faculty development program is the responsibility of the Dean of the College, who chairs the Faculty Development Committee. The Faculty Development Committee will announce deadlines for proposals. It has responsibility for receiving and reviewing proposals from faculty, and making recommendations to the Dean and the President on individual requests.

Faculty members, as individuals or groups, may develop grant proposals, which will be evaluated by the Faculty Development Committee. Applications should include a detailed description of activities with accompanying rationale for each, a statement relating these activities to the individual development plan, and a discussion of the visible product to be obtained.

(2) Individual Development Plans

Faculty development should take place in the context of the individual's plan for professional growth and development.

(3) Evaluation of Grant Supported Projects

Faculty who receive research, teaching/advising, or curriculum grants will be expected to make a substantial report and to produce a visible product. In scholarly research, visible products include presentation of refereed papers at professional conferences and publication (or acceptance for publication) of articles or books. For teaching/advising and curriculum development grants, the form of the visible result and method of evaluation should be indicated clearly in the proposal. With the prior approval of the Faculty Development Committee, the visible product may be in the form of a substantial report for review. The Faculty Development Committee may request the assistance of department chairperson or outside consultants in evaluating the visible product.

A second grant will not be approved for an individual who has not submitted a visible product of sufficient merit.



## 2. Extra-Curricular Activities

There are many student organizations and activities at the college. From time to time various faculty members are asked to participate in these activities, to serve as advisers and to serve on committees which help to regulate these organizations and activities. In many ways, the faculty help perpetuate the traditional warmth and friendliness of the faculty-student relations at the college, and by their participation in those activities give them direction.

## 3. Library Resources

The book collections, micro-print holdings, periodical collection and audio-visual materials of the college are housed in the Myrin Library. Library policies are on file in the office of the director. Some useful information follows.

### a. User services

#### (1) Audio-visual Equipment

The media services center handles requests for delivery and set-up of equipment and the services of a projectionist. Three-days notice is required to assure service. An extensive collection of audio cassettes is available for classroom use. Because of copyright restrictions, many cassettes may only be used in the library. With three-day's notice, it is possible to arrange for a class meeting in the Library's Media Viewing Room.

#### (2) Circulation

The Ursinus College I.D. card is required to borrow library materials. Books will be lent to faculty members for the duration of one semester or over the summer. Renewals may be requested, but books must be returned to the library at the end of each loan period.

#### (3) Interlibrary Loan

The Interlibrary Loan service is used to obtain books and journal articles not found in the Myrin Library. Normally, this service is provided to faculty members without charge. Faculty members are asked to submit requests well in advance of the date the material is needed.

#### (4) Reference

The Reference Department offers an array of services in support of faculty teaching and research. Reference Librarians provide access to in-house information sources as well as external databases in a wide variety of subject areas. The department will also prepare general and specialized subject bibliographies.

#### (5) Reserve

To assure orderly access to assigned class readings, faculty members are requested to use the following services: (1) two-hour reserve (for use in the library or overnight); (2) one-day reserve; (3) three-day reserve; and (4) one-week reserve. Faculty members must provide all photocopied materials to be placed on reserve. The use of multiple copies of articles without written permission from the publisher is prohibited by law. Materials belonging to other libraries cannot be placed on reserve. Reserve lists are due August 15 for fall semester, December 15 for spring semester, and May 1 for summer school. Reserve shelves are cleared at the end of each session.

#### (6) Slides

The collection of art, history and culture slides is available for circulation through the media services center. Extensive lists must be requested ahead of time.

#### (7) Library Instruction

While most freshmen receive instruction in the use of basic library resources, faculty members making research assignments are urged to consult the reference department in arranging for bibliographic instruction tailored to class needs.

#### (8) Study carrels

A limited number of locked study carrels is available on a semester basis. See the circulation supervisor at the beginning of the semester.

#### (9) Myrin Bibliographic System

The Myrin Bibliographic System includes an online public catalog as well as automated circulation, reserve, and cataloging functions. The catalog may be accessed by terminals located throughout the library. Terminals are also located in the Chemistry Library in Pfahler Hall and the Museum Library in the Berman

Museum of Art. Dial access to the Myrin Bibliographic System is also possible. The computerized catalog can be searched by author, title, subject, call number, and by keyword. The library provides both individual and group instruction on the use of the online catalog. Contact the reference and information department (ext. 2283) for additional information or to set up a training session.

b. Collection development

Subject specialists are asked to review the library collection in light of college curriculum. Faculty members are responsible for reporting materials needed to strengthen the collection, as well as materials which should be discarded. The library selection policy requires that newly recommended titles support curricular offerings. The development of library collections is a responsibility of all faculty members. The acquisitions librarian supplies reviews on Choice cards to assist in making recommendations.

## **IV. BENEFITS INFORMATION**

The College provides valuable benefits for all eligible employees. Some benefits are designed to provide protection against financial loss due to medical and other costs and in most instances provide an indirect form of compensation. Benefits add considerable value each year to the total compensation of every eligible Ursinus College employee.

The following is a very brief announcement of the plans currently offered. Literature more fully describing the plans are available from the Personnel Office, Corson Hall. Employees should review plan descriptions, contracts, agreements and other descriptive literature of the several plans in order to become familiar with the plans. Additional information may be secured through direct contact with individual insurance carriers.

### **1. Flexible Benefits Plan**

The College provides each full-time employee with a Flexible Benefits Plan which gives you the freedom to create a benefits package that best meets your individual needs. The College provides you with core benefits that include medical coverage, basic long-term disability insurance, term life insurance and retirement benefits. Each employee also receives flex credits which can be used to purchase additional benefits including employee medical coverage for alternative medical plans, spouse and dependent medical coverage, dental insurance, contributions to your health care or dependent care reimbursement accounts, or supplemental contributions to your College-sponsored retirement plan. If you have flex credits left over after selecting your benefits, the balance will be distributed to you in your paycheck on an after-tax basis.

### **2. TIAA-CREF Retirement Plan**

This program is mandatory following the first anniversary of employment, and attaining age 25. The eligible employee contributes a minimum of 4% of his/her base salary. The College contributes 7% of the same salary base. Employees otherwise eligible for this program, who were covered in a TIAA-CREF program by

a previous employer, may begin participation immediately following employment by the College.

### **3. TIAA-CREF Tax-Deferred Annuity Plan**

Employees of the college, which is a non-profit organization tax-exempt under Section 501 (c)(3) of the Internal Revenue Code, may participate in a tax deferral arrangement authorized in Section 403 (b) and 415 of the Code.

### **4. TIAA-CREF Supplemental Retirement Annuities (SRA's)**

Available through our tax-deferred annuity plan, SRA's provide the opportunity for all employees to make contributions to a retirement plan very similar to the TIAA-CREF retirement plan. There is no minimum age requirement nor any waiting period to join. The College makes no contribution to an SRA. Contributions made to an SRA are not a substitute for participation in the regular retirement plan when one qualifies for that Plan.

### **5. Basic Term Life Insurance**

The College offers eligible employees a basic term life insurance policy through The Guardian Life Insurance Company. Employees who are eligible to participate are enrolled on the first of the month nearest their date of hire. The basic life policy provides a benefit equal to 1.0 times your annual salary (2.0 times your annual salary for Accidental Death & Dismemberment). Employees must fill out forms which designate their beneficiary(ies) for the policy. The College pays the entire cost of the monthly premium of this policy.

### **6. Group Total Disability Plan**

The College offers all eligible employees a total disability program through The Standard Insurance Company. Employees who are eligible to participate are enrolled on the first of the month nearest their date of hire. The plan provides income to employees who become disabled after the 90-day waiting period. The College pays the entire cost of the monthly premium of the basic plan.

### **7. Health Insurance for Current Employees**

The College offers a choice of health insurance plans. The College's contribution for the employee and eligible dependents depends on the plan selected. The College contributes the full premium for the employee for a base plan and most

of the premium for coverage of spouse and eligible dependents.

A complete listing of the plans available and the College's and employee's contribution levels is provided annually in advance of the open enrollment period in November during which employees may select their plan and coverage for the new plan year.

#### **8. Group Dental Insurance**

The College offers a dental insurance program as part of the flexible benefits plan. Employees may use flex credits or payroll deduction to cover themselves, a spouse and/or dependent children. Details of the dental plan may be obtained in the Personnel Office.

#### **9. Reimbursement Accounts**

The College enables employees to establish a reimbursement account for medical expenses and/or dependent care costs. These accounts allow you to set aside your flex credits or a specified amount of your income each paycheck to be used for any unreimbursed medical expenses and/or for the costs associated with dependent care. These accounts are done on a pre-tax basis.

#### **10. Health Insurance for Retired Employees**

The College provides several health insurance plans to employees who retire after at least 15 years of full-time service at the College and are age 60 or older.

##### **Retirement between age 60 and 65:**

For those employees who retire between the ages of 60 and 65, the College will pay \$100.00 per month towards the individual-coverage premium of the any plan available to active employees. The retiree may cover spouse and eligible dependents through the plan by paying the full premium for their coverage. Upon attaining the age of 65, the retiree must switch to one of the Medicare supplement plans offered at that time by the College, which is described below:

##### **Retirement at age 65 and beyond:**

For employees who retire at age 65 or later, the retiree is entitled to enroll in one of the Medicare supplement plans offered at that time by the College. The College will pay the \$100.00 per month towards the individual-coverage premium of any plan available to retirees age 65 and over. The retiree is responsible for any difference

between the premium of the chosen plan and the College's contribution. Again, the retiree may cover spouse and eligible dependents in the plan by paying the full premium for their coverage.

## **11. Educational Assistance Programs**

### **a. Full-time Employees**

The Board of Trustees has approved a program of educational assistance for college employees, their spouses and their dependent children for higher education tuition. Educational assistance, when granted, is limited to candidates studying for a baccalaureate degree in a fully-accredited institution of higher learning, and is applied only to tuition costs. Charges for room, board, fees, books and other administrative expenses are not included in the educational assistance program.

Aid to full-time employees may be provided in one of two ways: (1) tuition remission at Ursinus College, for employees, eligible dependent children or spouse; and (2) tuition exchange, for eligible dependent children only, at another institution.

For tenured faculty members hired before January 1, 1995, a tuition grant, for eligible dependent children only, is also available.

#### **(1) Tuition Remission at Ursinus College**

After completing three months of continuous full-time service, employees may attend evening division or daytime classes at Ursinus with full tuition remission.

After three years of continuous full-time service, a spouse and/or dependent children who qualify for admission are entitled to one-half tuition remission for evening division or daytime classes at Ursinus.

After five years of continuous full-time service, a spouse and/or dependent children who qualify for admission are entitled to full tuition remission for evening division or daytime classes at Ursinus.

Forms for approving this benefit are available in the Personnel Office.

NOTE: After completing three months of continuous full-time service, employees are eligible to apply for MBA graduate courses at Ursinus through St. Joseph's University with full tuition remission as long as St. Joseph's University continues to

grant the remission. Procedures and information regarding this benefit may be obtained from the Center of Continuous Learning.

(2) Tuition Exchange

After five years of continuous full-time service, eligible dependent children of employees may apply for a tuition grant at institutions that are members of the Tuition Exchange Program. A list of participating institutions is available at the Student Financial Services Office. The receiving institution has full jurisdiction over the award of these grants. Since each institution maintains a balance between the number of students it accepts and the number it sends out, it is not always possible for every eligible child to gain a tuition grant.

(3) Tuition Grant (Only For Tenured Faculty Hired Before 1/1/95)

Tenured faculty members who were hired prior to January 1, 1995 are eligible to receive a grant for eligible dependent children attending another institution. The grant amounts to not more than one-half of the annual tuition costs of attending Ursinus College as provided by the Ursinus College tuition exchange program. The tuition exchange amount is the tuition of the College less the amount required to support the computer laptop program.

b. Educational Assistance for Part-Time Employees

After completing three months of service, part-time employees may attend evening division or daytime classes at Ursinus with full tuition remission.

## **12. Medical Leaves of Absence**

- a. Purpose: This practice statement describes the provisions for employees who take a leave of absence from work for medical reasons. It describes the compensation levels for those on leave and the provisions for returning to employment with the College.
- b. Scope: The practice applies to all full-time employees of Ursinus College. Part-time or temporary employees are not eligible for this program.
- c. Practice: Certain medical circumstances, such as illness, injury, and pregnancy, may require an absence from work for an extended time. The College provides or insures a specified compensation level for persons during a medical leave of absence. The College also will hold some position available for an



employee returning from medical leave, if the total time of the medical leave does not exceed one year. The position provided to the returning employee may not necessarily be the position held by the employee before the leave began.

The College requires medical certification from a physician before either short- term medical leave or long-term disability benefits are provided. All employees must have medical certification from a physician to return to work, and any work restrictions must be specified by the treating physician. The College may require a confirmation by a physician it chooses at any point in the medical leave process

Medical leave is intended only to assist employees who have certified medical conditions that prevent them from working for an extended period, at least in excess of 5 days. Medical leave will begin on the first day of the injury or illness; medical leave practices for maternity leaves are described in a separate section. Workers' compensation rather than medical leave practices apply to work-related injury or illness.

Employees who return from a medical leave are not eligible to receive pay for another medical leave until they have completed one year of continuous service from the date they return to work.

Medical leave time will be considered a period of employment for the purpose of calculating length of service.

The Personnel Office administers the procedures for medical leave.

- d. Compensation During Medical Leave: The College provides short-term medical leave payments and long-term disability (“LTD”) insurance. During the first 90 days of a certified medical leave of absence, the College provides short-term medical leave payments with its own funds. Eligible employees will receive short-term medical leave compensation from the College during the 90-day period from the start of the medical leave until LTD insurance payments are available. Eligible employees will receive one week of full medical leave pay for each year of service during the 90-day period, and they will receive 60% of full pay for the remaining weeks during the 90-day period. College-paid benefits will continue for the first 90 days of the medical leave period. Medical

leave payments will not be provided in addition to or in conjunction with any other College payments, such as vacation pay or sick pay.

The College purchases long-term disability insurance to support employees whose medical leaves of absence extend beyond 90 days. An employee's qualification for the insurance is determined by the College's LTD insurance carrier. Should the employee qualify for LTD insurance, the current insurance payments are at 60% of the employee's salary. The insurance carrier may impose certain conditions (e.g., require application for Social Security disability benefits) for receipt of LTD benefits. The College reserves the right to change its LTD insurance terms and/or carrier at any time, as well as any of the other terms in this practice.

During a long-term disability period, College-paid benefits (e.g., health care insurance) will generally cease. The employee, who has been approved for LTD, may continue to participate in the College's medical and/or dental benefits at their own expense under the continuation of benefits provisions of COBRA.

Medical leave pay is not a benefit that accrues. When persons return to work after an absence for medical reasons, they will not be paid for unused leave pay, and they are not eligible to receive pay for another medical leave until they have completed one year of continuous service from the date they return to work.

Long-term disability benefits are governed by Plan documents, and to the extent that there is any conflict between the Plan documents and this practice, the Plan documents control and govern.

**Maternity Leave:** The College provides up to thirteen (13) weeks for maternity leave, which is paid according to the compensation terms of this medical leave practice. Because maternity leave is considered a medical leave, an employee who returns from a maternity leave is not eligible to receive pay for another medical leave until she had completed one year of continuous service from the date she returns to work. The maternity leave time will count as short-term medical leave time under this policy.

By the end of the first trimester of pregnancy, the employee should submit a written request for maternity leave, specifying the approximate date that she expects

to stop working and the amount of time of leave she expects to take after giving birth. The employee should inform the College of any changes in plans as soon as possible.

- e. Return To Employment Following Medical Leave: During a medical leave that lasts less than one total year, the College will maintain the employee on its payroll and will not terminate the employment relationship. At the point that an employee's medical leave exceeds a total of one year, the College will remove the employee from its payroll and terminate the employment relationship. At that point, the employee's eligibility to continue to receive LTD insurance will continue to be determined by the LTD insurance carrier.

If an employee on medical leave is certified as able to return to work and offers to return to work before the end of the one-year period, the College will provide employment to the employee at his/her previous rate of pay and will place the returning employee into his/her previous position if it is still available and otherwise into the most comparable position that is available.

### **13. Family Medical Leave of Absence**

This supplements the College's policy with regard to medical leave for employees and is intended to implement the Family and Medical Leave Act of 1993.

- a. Purpose

The purpose of the Family Leave policy is to define the protection of employment status and the time limitations for persons on leave from work for (1) the birth of a child, (2) the placement of a child with the employee for adoption or foster care, (3) the serious health condition of a spouse, child or parent of an employee, or (4) the employee's own serious health condition preventing the employee from working.

- b. Scope

The policy applies to all employees of the College who have completed one year of service at the College and who have worked at least 1,250 hours during the 12-month period preceding the requested leave.

- c. Policy

All persons covered under the policy are to be at work at all scheduled times. The College recognizes that certain family circumstances may require a person to

be away from work for an extended time. For such persons the College provides protection of employment status and other certain rights during an approved Family Leave.

d. Qualifying Conditions for Family Leave

A Family Leave may be granted to an employee for the birth of a child, the placement of a child with the employee for adoption or foster care, the serious health condition of a spouse, son or daughter or parent of the employee, or the employee's own serious health condition preventing the employee from working.

e. Key Definitions

A "serious health condition" is an illness, injury impairment or physical or mental condition that involves (1) inpatient care in a hospital, hospice or residential medical care facility or (2) continuing treatment by a health care provider.

A "parent" is the biological parent of an employee or any individual who stood *in loco parentis* to the employee when the employee was a child.

A "child" is defined to include a biological, adopted or foster child, a step child, a legal ward or a child of a person standing *in loco parentis* who is under 18 years of age or 18 years of age or older and incapable of self-care because of a mental or physical disability.

A "spouse" is defined as a husband or wife.

f. Length of Leave

Employees with a least one year of full-time service at the College and who have worked at least 1,250 hours during the 12-month period preceding the requested Family Leave are entitled to a Family leave totaling 12 weeks in any single 12 month period. The 12 month period is measured forward from the date the Family Leave first begins. Employees are required to use any accrued vacation, personal or sick leave as part of the 12-week Family Leave. In situations involving a serious health condition of the employee or the employee's spouse, parent or child, if medically necessary, the Family Leave may be taken intermittently or on a reduced leave schedule which reduces the usual number of

scheduled hours per workweek or hours per workday of the employee during the Family Leave.

In situations in connection with the birth of any employee's child or because of the placement of a child with the employee for adoption or foster care, the leave may not be taken by an employee intermittently or on a reduced leave schedule unless the employee and the College agree to such a leave. Such leave must be taken within one year of the birth or adoption of the child.

In situations of pregnancy or personal illness, employees eligible to participate in the College's Medical Leave of Absence plan may elect to receive applicable paid benefits from the Medical Leave of Absence Plan. Such paid time away, however, is considered as part of the Family Leave for this policy.

Where the husband and wife are both employees of the College, the aggregate number of work weeks of leave to which the couple is entitled during the 12 month period is twelve. An exception is granted if one employee experiences a serious illness, in which case the spouse may be entitled to a full term (12 weeks) Family Leave to care for the husband or wife.

g. Compensation During Family Leave

A Family Leave is unpaid. Leave taken beyond any accrued paid vacation, personal and/or sick days and within the 12-week Family Leave will be unpaid.

Eligible employee's health insurance, dental insurance, disability insurance and life insurance benefits will be continued during the period of Family Leave. The College will continue to pay premiums for these benefits on the same basis it does for all employees. The employee will be responsible for continuing the contributions at the same level as all eligible employees. If an employee voluntarily fails to return from Family Leave, the College may recover from the employee all insurance premiums paid by the College for the employee during the period of the unpaid portion of Family Leave. Benefits such as holiday pay, death-in-family payment, etc. will not be paid during a Family Leave.

Family Leave accumulation is not earned income and no payment is made for it at retirement or termination of employment.

#### h. Procedures for Requesting Family Leave

Procedures for Family Leave are administered by the Personnel Office.

Employees requesting a Family Leave for the employee or to care for a family member because of a serious health condition are required to submit a statement from a health care provider of the person with the condition stating (1) the date on which the serious health condition commenced, (2) the probable duration of the condition, (3) the appropriate medical facts regarding the condition within the knowledge of the Health care provider, and (4) a statement regarding the need for the employee to care for the sick family member. In the case of a request for intermittent leave or leave on a reduced leave schedule for planned medical treatment, the College may require the certification state (1) the dates on which such treatment is expected to be given, (2) the duration of such treatment and (3) that the intermittent or reduced leave schedule is medically necessary. The employee must also state the relationship of the individual to the employee. The College, at its discretion, may require that the employee obtain a second opinion from another health care provider, at the College's expense. In the event of a conflict between two opinions, the College may require, at its own expense, a third opinion, which will be binding upon the College and the employee. The third opinion is to be obtained from a health care provider selected jointly by the employer and the employee.

The College may require the employee to obtain subsequent medical recertifications on a reasonable basis as well as report periodically to the Personnel Office on the status and intention to return to work.

To the extent foreseeable and practicable, employees must provide the College with at least 30 days' notice of their intent to take a Family Leave. The employee is also required to make every reasonable effort to schedule personal medical treatment or medical treatments for the family members so as not to disrupt unduly the operations of the College.

In situations in which the employee requests intermittent leave or a reduced leave schedule based upon planned medical treatment of a family member, the College may require the employee to accept a temporary transfer to an available

alternative position for which the employee is qualified. In such cases the alternative position must have equivalent pay and benefits and better accommodate the recurring leave periods than the employee's regular position.

In the case of a Family Leave in connection with the birth of a child or adoption or foster care placement, the employee must submit a statement documenting the event. Such leave is normally continuous and not intermittent or reduced schedule.

i. Return to Work

At the completion of the Family Leave, the employee will be given the same or an equivalent position as that held when the Family Leave commenced.

Equivalency is based on employment benefits, pay and other terms and conditions of employment.

j. Key Employees

Salaried employees who are among the highest-paid 10% of the College's employees may be denied restoration to the position that they held before the period of Family Leave if (1) the denial is necessary to prevent substantial and grievous economic injury to the operations of the College, (2) the employee is notified when requesting the leave of the College's intent to deny restoration if the employee takes a family leave, and (3) the employee elects not to return to employment after receiving the notification.

## V. ADMINISTRATIVE INFORMATION

### A. Salary and Payments for Members of the Faculty

#### 1. Salary

Faculty salaries are based on a yearly contract and are paid on the last business day of each month, at a rate of 1/12th of the contract amount, beginning the last day of September and continuing until the last day of August. The College has a special arrangement with First Union Bank and Harleysville National Bank to provide direct deposit of salary checks, no-charge personal checking and other customer services. Information is available in the Business Office. A faculty member may request payment for the months, June, July and August to be included with the May payment.

Members of the faculty who also teach in the Evening Division will receive their Evening Division salary paid one-fourth in each of the months of September, October, November, and December for fall term teaching contracts. Those teaching in the spring term will be paid one-fourth of their salary during the months of February, March, April and May.

Faculty who receive additional compensation for specific assignments for which compensation is indicated, will receive payment as authorized by the president.

For a full year special assignment, compensation will be made in twelve monthly payments.

#### 2. Taxes

The following taxes are withheld from paychecks:

- a. Federal withholding as determined from information on the W-4 form.
- b. F.I.C.A. (Social Security), at a rate based on percentage and maximum taxable earnings as determined by Federal regulations.
- c. Earned income tax, which is paid to the Borough of Collegeville and local school board amounts to 1% of earnings, and is paid by all employees except those who are residents of the City of Philadelphia.



- d. Pennsylvania State Income Tax is deducted from the salary of all employees, except those living in New Jersey, at a rate of 2.8%.

### **3. Supplemental Program for Retirement For Tenured Members of the Faculty**

Ursinus College is offering a supplemental program for retirement for tenured members of the Faculty. The program is offered as a supplement to the retirement and severance benefits generally available to tenured members of the Faculty. Participation in the program by members of the faculty is completely voluntary. Continuation of the program is completely at the discretion of the College.

**Agreement.** In each case, the actual terms of retirement from a tenured position would be stated in a letter of agreement between the College and the participant.

**Participation.** Eligibility for participation in the supplemental retirement program begins at the age at which reduced social security benefits are available (62) and ends at the age at which full social security benefits are available (65). The College would not normally agree to a retirement during an academic term.

**Notification.** Any faculty member who intends to participate in the program should notify the College at least six months before the beginning of the last year of work.

**Workload.** The participant would perform the duties of a member of the Faculty at the regular full-time workload for a period of one year, beginning on an agreed fixed date and ending on the effective date of retirement.

**Salary.** Salary will include regular payments to provide 100% of the base salary for the agreed one-year period plus an additional retirement payment of 100% of the base salary.

The base salary will be the salary of the faculty member during the contract year that precedes the agreed one-year period. Regular salary payments will be made during the one-year period on the schedule of the College payroll. The additional retirement payment will be paid at the effective date of retirement or at a later date specified in the agreement.

**Benefits.** Participants will be eligible until the effective date of retirement to participate in the College's Flexible Benefits Plan, including health insurance, long-

term disability insurance, and the TIAA/CREF retirement plan.

**Withholdings.** All compensation, including the additional retirement payment, will be subject to the withholding of FICA, federal, state, and local taxes, and other deductions required by law as well as other deductions elected by the faculty member.

## **B. Use of Facilities**

### **1. Building Security**

To help maintain building security, but still allow for full use of facilities by authorized persons, you should advise the security staff (at 489-2737 or ext. 2737) whenever you enter, or remain in a building after certain hours, being: between 12 midnight and 7:00 a.m. Monday through Thursday; between the hours of 10:00 p.m. Friday and 7:00 a.m. Saturday; and between the hours of 6:00 p.m. Saturday and 7:00 a.m. Monday.

In addition, when you enter a locked building, relock the door behind you, and lock the building when you leave. Also, turn off any lights you have turned on and close and relock windows.

All requests to have students enter or remain in locked buildings should be communicated in writing to the safety director. Your keys are for your personal use only.

### **2. Smoke-Free Policy**

The Board of Trustees has approved smoke-free status for all public buildings on campus, that is, all buildings except residence halls.

### **3. Arrangements for College Facilities**

#### **a. Dining Hall**

Members of the faculty and staff may have meals in Wismer Hall when the college is in session. Members of the faculty who are involved with student organizations or professional groups and who wish to plan special meals may do so, subject to the following procedures:

- (1) Scheduling is done in the office of the coordinator of student activities/union on a form provided for this purpose and at least two weeks in advance.

- (2) Special meals may not be scheduled during the semester examination period.
  - (3) The final count is given to the dining service manager one week before the event, and the organization is responsible for paying for the number of spaces reserved according to the charge schedule provided. The service charge will be included in the charge for the meal.
  - (4) Arrangements for the use of the public address system, platforms or special lighting must be referred to the coordinator of student activities at least forty-eight hours in advance.
  - (5) The staff dining room is closed to student organizations during regular meal hours. Requests to use the President's Dining Room must be approved by the President's Office.
- b. Arrangements for special use of college facilities by clubs, classes, and other groups, especially the use of classrooms, lounges, or auditoriums, in the evening or on weekends are to be made with the secretary in the Executive Offices (extension 2447). Facilities, including classrooms, lounges, and auditoriums, should be reserved in advance to avoid conflicts.
  - c. Arrangements for use of classrooms during the day should be made with the Registrar.
  - d. Arrangements for use of athletic facilities should be made at the office of the director of athletics in Helfferich Hall.

#### **4. The Ursinus College Book Store**

The principal purpose of the Book Store is to provide the students all of their required books.

The Store is normally open during the daytime, Monday through Friday, with additional evening hours during book sale periods at the beginning of each semester.

Book orders from faculty members must be placed as announced by the Book Store manager. Book return information will be announced by the Book Store manager.

The Book Store gives a 10% discount on all items to faculty and staff when cash is paid at time of purchase. In addition to required texts, the store also sells

nonrequired books, clothing, art supplies, paper products, ceramics and glassware, drug store items, college rings, graduation caps and gowns for students and faculty members, and office supplies.

## APPENDIX I: ADMINISTRATIVE OFFICE HOURS

Offices of the college are open during the following hours except for the lunch break between noon and 1 p.m.:

Academic Affairs Office	Mon. - Fri.	8:30 a.m. to 4:30 p.m.
Admissions Office	Mon. - Fri. Sat.	8:30 a.m. to 5:00 p.m. 8:30 to 12:00 noon (Labor Day - February)
Business Office	Mon. - Fri.	8:30 a.m. to 4:30 p.m.
College Communications	Mon. - Fri.	8:30 a.m. to 4:30 p.m.
Center for Continuous Learning	Mon. - Th. Fri.	8:30 a.m. to 8:30 p.m. 8:30 a.m. to 5:00 p.m.
Dean of Students Office	Mon. - Fri.	9:00 a.m. to 5:00 p.m.
Financial Aid Office	Mon. - Fri.	8:30 a.m. to 4:30 p.m.
President's Office	Mon. - Fri.	8:30 a.m. to 4:30 p.m.
Registrar's Office	Mon. - Fri.	8:30 a.m. to 5:00 p.m.
Residence Life Office	Mon. - Fri.	8:30 a.m. to 4:30 p.m.
Telephone Switchboard	Mon. - Fri.	8:30 a.m. to 5:00 p.m.

**APPENDIX II: THE STANDING RULES OF ORDER OF THE FACULTY OF  
URSINUS COLLEGE**

Adopted by the Faculty January 18, 1995

I. The Order of Business shall be as follows:

- A. Call to Order
- B. Communication of the President
- C. Minutes of Previous Meeting
- D. Nominations and Elections
- E. Reports of Standing Committees\*
  - 1. Campus Planning and Priorities
  - 2. Outcomes Assessment
  - 3. Enrollment
  - 4. Academic Council
  - 5. Academic Support
  - 6. Academic Standards and Discipline
  - 7. Graduate and Professional Education
  - 8. Promotion and Tenure
  - 9. Faculty Development
  - 10. Appeals Committee
  - 11. Governance
  - 12. Faculty Affairs
  - 13. Student Activities and Services
  - 14. Judiciary Board
  - 15. Intercollegiate Athletics
  - 16. Diversity
- F. Reports of *ad hoc* Committees and Working Groups
- G. Report of the Office of Continuing Education
- H. Unfinished Business
- I. New Business
- J. Announcements

\*Committees which are making reports will be noted after the committee name.

II. Procedures

- A. Committees wishing to report shall notify the Dean of the College more than a week in advance of the meeting.

- B. Written reports from committees or members should be submitted in writing to the Dean more than one week before the meetings so that materials can be circulated along with the notice of Faculty Meeting. Motions from the floor will be accepted from individuals.
- C. Reports of committees shall be received without motion to receive them. *Ad hoc* committees are discharged upon making their reports, unless their work is unfinished or the matter is recommitted for further consideration.
- D. No motion shall be considered unless it is seconded and reduced to writing when required by the presiding officer.
- E. The call for the previous question shall cut off debate unless the unreadiness to vote or to proceed on the part of a member is voiced. Then, a two-thirds vote of those present and voting will carry the call.
- F. The doctrines of parliamentary law as set forth in *Robert's Rules of Order* are adopted as authoritative faculty parliamentary rules.

### III. Faculty Elections

- A. The Governance Committee shall provide a slate of nominees for elections for faculty-elected positions. This slate shall be presented to the faculty at least one week prior to the faculty meetings at which nominations are to be closed.
- B. Elections to all vacancies on committees shall be held as soon as possible.
- C. Members elected to committees shall serve no more than two consecutive terms and will not be eligible for reelection until the following year.
- D. Elections shall be by a majority of the votes cast.
- E. When voting yields no complete election, the top two candidates shall stand for a succeeding ballot. The elections shall continue until a member receives a majority of the votes cast.
- F. Preliminary balloting shall be done by mail with the following procedures:
  - 1. The proposed slate of candidates shall be presented to the faculty at least one week before the March Faculty Meeting.
  - 2. Nominations from the floor shall be accepted for any positions on the slate at the March meeting.

3. The slate, revised if necessary, shall then be voted on by mail in balloting during the month of March. At-large positions shall not be listed until all divisional positions on that committee are filled. The Promotion and Tenure Committee election shall be determined prior to the appeals committee election if there is a common nominee for both Appeals and Promotion and Tenure.
4. Subsequent mail ballots for runoff elections, at-large positions, etc. shall be held as soon as possible after the previous one.
5. Undecided elections shall take place on the floor of the Faculty meeting during the April meeting.

#### IV. Absentee Balloting

1. Absentee balloting in **faculty elections** will be allowed for reasons of:
  - **illness** that prevents attendance,
  - **academic conflicts** on or off campus (class conflict, conference, etc.), or
  - **personal/family emergencies**.
2. Whenever possible the ballot distributed by the Nominating Committee one week before the elections should be used to indicate the choice of candidates.
3. The secretary of the faculty shall administer all absentee balloting and shall be the final arbiter on whether such ballots can be counted. All submissions must be delivered to the secretary by noon of the day of elections.
4. The absentee ballot must be submitted in writing and be accompanied by a signed explanation for reason of absence. The explanation and ballot must arrive together. The exact form of submission will depend on the method of delivery.
  - **mail** - delivery should have the ballot and signed explanation on separate sheets in a sealed enveloped, signed across the seal. The ballot should bear no signature or other identifying marks.
  - **fax** - submissions should bear the signed explanation and indication of choice of candidates on separate sheets. The explanation and ballot should be part of the same fax.

The faculty secretary shall separate the ballot and explanation before submitting the ballot for counting.



5. Absentee ballots will be counted along with all regular ballots when the elections are held during the faculty meeting. Unless indicated otherwise by the faculty member, the submitted absentee ballot shall be re-counted if a run-off election is necessary.
  6. It is the responsibility of the faculty member to obtain and deliver the absentee ballot.
- V. These rules of order may be suspended or permanently changed only by a two-thirds vote of those present and voting.

## **APPENDIX III: URSINUS COLLEGE EQUAL EMPLOYMENT AND AFFIRMATIVE ACTION POLICY**

### **I. INSTITUTIONAL BACKGROUND**

From its founding as an independent institution in 1869, Ursinus College's principles and traditions have provided an ethical/moral background for its policy of equal employment and affirmative action

### **II. GOAL**

The goal of this policy is to provide an environment for employment free from discrimination in college legislation.

### **III. STATEMENT OF POLICY**

Ursinus College does not discriminate on grounds of religion, race, color, national origin, sex, age, or handicap in the administration of any of its educational programs or activities or with respect to employment. It is committed to providing equal opportunity to all employees and applicants for employment in a manner consistent with applicable local, state, and federal laws.

Specifically, in matters affecting employment and application for employment, the College will take affirmative action to ensure that each employee and applicant, regardless of religion, race, color, national origin, sex, or age or handicap (except as limitations may be mandated by employment, including recruitment, hiring, placement, and opportunities for employment opportunities for minorities and women compatible with the availability of qualified candidates in the relevant employment markets in which Ursinus College is able to recruit.

#### IV. RESPONSIBILITY

The President of Ursinus College is responsible for the overall implementation of this policy. The President delegates responsibility for effecting implementation to the Vice President for Finance and Planning.

#### V. ACTION PLAN

In order to implement the policy, the College will take the following actions.

##### A. COMMUNICATION OF INFORMATION

The College will disseminate information about its policy externally and internally in order to assure that employees and prospective employees are adequately informed and encouraged.

##### 1. External

The College will seek out and contact appropriate community organizations, including minority group organizations, regarding its employment needs. All such sources of candidates will be advised of the policy and will be encouraged to recommend qualified applicants.

The College will identify itself as an equal opportunity employer in all advertising of positions.

The College will use for job referral purposes only employment agencies and organizations that do not discriminate on the basis of race in making referrals.

The College will periodically publicize its policy in area newspapers.

## 2. Internal

The policy will be posted on bulletin boards at various locations throughout the campus.

Handbooks for faculty and staff will contain the statement of policy.

Campus publications (e.g., the *Grizzly*, the *Gazette and Weekly Calendar*) will periodically contain the statement of policy.

The policy will be included in employee orientation programs, evaluation communications, and supervisory workshops.

## 3. Other communications

The College will notify vendors and sub-contractors of the policy and show minority men and women and non-minority women in College publications.

Copies of this policy will be disseminated to all appropriate groups within Ursinus College, including the Board of Trustees. Faculty, and other staff members who may be involved in the employing process.

Through periodic meetings of employees, attitudes favorable to the employment of minority and women candidates will be fostered throughout the College.

## B. OBTAINING QUALIFIED APPLICANTS

When positions become open, the College will take affirmative steps to identify a representative number of qualified minority and women applicants. There are four categories of positions, full-time faculty, part-time faculty, administrative staff positions, and support staff positions. Certain steps apply to all four categories.

These include the following:

- Posting on appropriate bulletin boards and work locations on campus.
- Notice in campus Gazette.
- Advertising in external publications.

Special steps will be taken for each category of applicant:

(1) Full-time Faculty: Advertising in the Chronicle of Higher Education, minority faculty recruiting publication, professional journals and publications of the discipline, listing with certain placement services and bureaus and appropriate graduate and/or professional schools.

(2) Part-time Faculty: Steps for recruiting part-time faculty will be taken as outlined above for full-time faculty if the nature of the appointment is ongoing and not a temporary addition.

(3) Administrative staff: Advertising in specialized publications for particular positions and publications read by minority professionals.

(4) Support staff: Advertising in area newspapers.

#### C. RECORD KEEPING

All applications for all positions will be kept on file for a period of one year.

#### D. POSITION SPECIFICATIONS

Job descriptions will be reviewed to ensure that the requirements in themselves do not constitute inadvertent discrimination and free of bias.

All persons involved in the recruitment, screening, selection, and promotion process will have access to position specifications.

#### E. CONTINUING EDUCATION

All full-time employees of the College are permitted to take courses at no tuition charge in the evening. Periodic reviews will be made to encourage minority and women employees to take advantage of this potential for preparing for advancement.

#### VI. STATEMENT OF COMMITMENT

The foregoing is the Affirmative Action Policy of Ursinus College. The College is resolved that all available resources will be mobilized for a good-faith effort to attain the indicated goals. This policy will be subject to periodic review.

### HOW WE HANDLE EQUAL EMPLOYMENT OPPORTUNITY/ AFFIRMATIVE ACTION MATTERS

In conformity with the spirit of the Ursinus College Equal Employment and Affirmative Action Policy of 16 January 1989, it is the policy of this institution that all members of the college community shall, regardless of religion, race, color, national origin, sex, age or handicap (except as limitations may be mandated by law) be accorded equal treatment with respect to terms and conditions of employment including placement and opportunities for advancement.

The procedure for bringing an EEO/AA complaint is as follows:

The person who believes there is a violation of his/her rights under the Ursinus College policy is encouraged to report the situation to the Vice President for Finance and Planning or other designee of the President. The individual to whom the matter is referred will then ascertain the relevant facts, inform the college officials of the nature of the complaint and attempt to resolve the situation through informal processes including discussions with the parties involved.

If the informal procedures do not achieve a resolution satisfactory to the complainant, the complainant may continue the complaint with a formal written charge(s). The Vice President for Finance and Planning or other designee will constitute an ad hoc committee of three members who will hear all parties, consider the complaint and will render judgment in writing to the Vice President for Finance and Planning or other designee and to the President.

After consultation with the ad hoc committee, the Vice President for Finance and Planning will make a decision and will inform the complainant.

If the complainant disagrees with the decision of the above, the complainant may appeal the decision to the President of the College who is responsible for the overall implementation of this policy.

## APPENDIX IV: CONFIDENTIALITY OF STUDENT RECORDS

In compliance with the Family Educational Rights and Privacy Act of 1974 (known as the Buckley Amendment) the following constitutes Ursinus College's policy which informs students in the procedures available to provide appropriate access to personal records while protecting their confidentiality. The complete Act is available for inspection in the Office of the Registrar.

### Definitions

I. Certain definitions and principles contained in the law are explained below:

A. "Student" is defined as one who has attended or is attending Ursinus College and whose records are in the files of the College.

B. "Educational Records" are those records, files and documents relating to students and maintained by the College or an agent of the College. All such records and a log of the request for these records are maintained by College administrative personnel in the course of performance of assigned duties. Only college officials who have a legitimate educational interest shall have right of access to a student's "educational record."

1. "Educational Records" include

- Admissions applications and transcripts maintained by the Office of the Registrar.
- Ursinus College academic record maintained by the Office of the Registrar;
- Student file maintained by dean of students regarding judicial and disciplinary decisions;
- Student file maintained by financial aid offices;
- Record maintained by Career Services Office;
- Student records maintained by the Pre-medical Committee;
- Student records maintained by the Pre-law Committee;
- Student records maintained by the Business Office;
- Student records maintained by the library.

2. The term "Educational Records" does not include:

- personal files of Faculty and administrators which are not accessible to any other person;
- record of parents financial status;
- medical, psychiatric or psychological records created and used for the treatment of a student and available only to those providing the treatment. These records can be reviewed by a physician or appropriate professional of the student-patient's choice.
- employment records which relate exclusively to students as employees and are not used for other purposes;



- confidential statements and letters placed in the files prior to January 1, 1975;
- confidential letters and statements to which students have waived a right of access;
- records and documents maintained by Campus Security;
- information or data collected by the Alumni and Development Offices about graduates;
- Directory information confirming the following information about individual students:
  - full name, address, phone
  - major field of study
  - dates of attendance
  - admissions or enrollment status
  - class year
  - degrees and awards
  - most recent previous institution attended
  - roster of member of athletic teams
  - participation in officially recognized activities

D. "Record" means any information or data recorded in any medium including but not limited to handwriting, print, tapes, file, microfilm, microfiche, and computer file.

## II. Privacy and Disclosure of Student's Educational Record

A. Normally, educational records can be released, or access given to third parties (i.e. anyone not a member of the faculty or staff with legitimate access to the students record) only at the written request of the student.

B. However, releases to third parties, without student permission may be given only as follows:

1. To parents and guardians of dependent students: Release of student grades and official college correspondence is permitted under the IRS code of 1954;

Note: Students who are financially independent and who do not wish to have grades or official college correspondence released to parents and guardians must provide evidence of their status within the first week of the fall semester, within the first week of the spring semester if the student is a transfer, and within the first two days of a summer session. The test of dependency is determined by the Internal Revenue Code current at the time of the request.

2. To Federal officers as prescribed by law;
3. As required by state law;

4. To research projects on behalf of educational agencies for test norms, improving instruction, etc. (provided that the agencies guarantee no personal identification of students);
5. To accrediting agencies carrying out their functions;
6. To response to a judicial order or lawfully issued subpoena (provided that the student is notified prior to compliance or provided that a reasonable attempt to notify the student has been made);
7. At the time of an emergency if the information is necessary to protect the health or safety of the student or other persons;
8. As required by state law requiring disclosure before January 1, 1976.

### III. Release of Directory Information

Directory information about a student may be released at the discretion of the appropriate official.

Students who object to the release of any or all "Directory Information" must express their objection in writing within the first week of the fall semester, within the first week of the spring semester if the student is a transfer, or within the first two days of a summer session. The Office of the Registrar administers the procedure annually and monitors the information.

### IV. Procedures for access and review of the Educational Record by a student.

- A. Students have the right to inspect their own educational records, subject to reasonable restrictions as to time, place and supervision. Records must be made available for review within 45 days.
- B. Students have the right to challenge any part of their educational record which they believe to be incorrect. They should point out the discrepancy to the faculty or staff member involved. The Dean of the College (or a designee) is the Hearing officer appointed to resolve any disagreements which cannot be settled directly. The Dean (or designee) is available for informal meetings on such matters at any time. If the matter is not resolved through informal means, the matter will be referred to the Committee on Academic Standards whose decision is final. If the student does not agree with the decision, he or she may submit a letter to be included in his or her educational record expressing the students explanations or interpretation of the official record.

Note: It is not the intention of the Act to provide a forum for challenging course grades, decisions by the committee on Academic Standards, the Judiciary Board or any other committee or Officer of the College assigned the responsibility to make judgments. Rather it is the intention of the Act and the College's procedures to make known to students the informational base upon which decisions included in the educational record are made and to allow corrections of that information or the inclusions of explanatory statements by the student.

V. Record of Access and maintenance of files

A notification of releases made to third parties (i.e. anyone not a member of Faculty or staff with legitimate access to the student's record) must be kept in the student's record.

Sources: Handbooks of University of Indiana, Hood College, Dickinson College, Franklin and Marshall College

## APPENDIX V: SEXUAL ASSAULT POLICY

### GOAL

Ursinus College seeks to maintain a campus environment emphasizing the dignity and worth of all community members and visitors. Due to the prevalence of sexual assault on college campuses, Ursinus has developed a policy pertaining to sexual assault. Specifically, this policy provides for (1) procedures sensitive to victims in responding to reports of alleged sexual assaults, including informing victims of medical, legal, counseling and support services both on and off campus; (2) availability of College disciplinary sanctions for those who commit sexual assaults; and (3) full cooperation with legal authorities where investigation and/or prosecution is indicated.

### POLICY STATEMENT

### EDUCATION AND PREVENTION PROGRAMS

Students and Teachers Against Rape (S.T.A.R.) in conjunction with the Office of the Dean of Students, shall be responsible for developing and implementing an educational support program on sexual assault. The objective is to provide educational programs on campus about the issues of sexual assault in all its forms. These programs are intended to:

1. Reduce the risk of sexual assault on campus;
2. Increase support for victims/survivors of sexual assault.

#### A. Prohibition

Since assault is against the law and represents a fundamental violation. It threatens the person's safety, well being and educational experience. Ursinus College will not tolerate sexual assault.

#### B. Definitions

The rape laws in Pennsylvania were recently amended (Act 10 of 1995 amending Titles 18, 23 and 42). The following definitions are part of that new law.

1. Rape is defined as sexual intercourse by force or threat of force, and is a felony of the first degree. Punishable by up to 20 years in prison and a \$25,000 fine.
2. Involuntary deviate sexual intercourse is a felony of the first degree. (example: oral sex)

3. Sexual assault is defined as sexual intercourse without consent and is a felony of the second degree. Punishable by up to 10 years in prison and a \$25,000 fine.
4. Aggravated indecent assault is a felony of the second degree. (example: nonconsensual sex without force)
5. Indecent assault is defined as indecent contact by force or threat of force or without consent, and is a misdemeanor of the second degree. Punishable by up to two years in prison and a \$5,000 fine.
6. Indecent exposure is defined as exposure of the genitals for the purpose of arousing or gratifying sexual desire where the person knows this conduct would be offensive and is a misdemeanor of the third degree. Punishable by up to 1 year in prison and a \$2,500 fine.

Note: Each of these definitions addresses the incapacitation of the victim due to intoxication, mental disability or age which prohibit the ability to give consent.

#### COMPLAINT REPORTING PROCEDURE

The College will provide resources to support persons who have been sexually assaulted, and will use appropriate disciplinary and legal procedures against members of the College community who violate this policy. The procedures set forth below are intended to afford a prompt response to charges of sexual assault, to maintain fairness, and to impose appropriate sanctions on violators of this policy.

If a report is made to a College administrator, department head, faculty member, resident assistant, or peer supporter that a sexual assault has occurred, a referral will be made to the Dean of Students, who will notify the Office of the District Attorney. Prompt notice shall be given of available support services on and off campus. Where possible, an escort shall be provided to the complainant.

#### SANCTIONS

An individual charged may be subject to prosecution by the Office of the District Attorney under Pennsylvania Criminal Statutes. If criminal charges are filed, college employee and peer supporter confidentiality is not protected in a court of law, with the exception of the campus counselor.

College sanctions will be imposed in accordance with appropriate College processes upon persons found to have violated this policy. These sanctions include but are not limited to removal from residence halls, suspension, expulsion, and/or separation from the College.

If members of a College-affiliated group or organization violate this policy by committing a sexual assault during any sponsored activity, the group or association is subject to sanctions up to and including revocation of the organizations' charter, recognition or affiliation of the College with the organization or group. These sanctions apply if leaders or members of the group or organization know or should know that a sexual assault is taking place, but fail to take immediate and appropriate action to stop the assault.

## APPENDIX VI: TIMETABLES FOR THE FACULTY REVIEW PROCESS

The following timetables list the deadlines for each step of the review process and will be followed as closely as possible.

### I. Sabbatical Deadlines

- August 21: **Candidates** submit application for sabbatical leave to department chairpersons, with copy to the Dean
- September 5: **Chairpersons** submit recommendations on sabbatical leave requests to the Dean.
- October 1: Review of applications for sabbatical leaves by the **Dean** and the **Faculty Development Committee**.
- October 1: **Sabbatical recipients** from the previous year submit a written report of their sabbatical activities to the Faculty Development Committee.
- October 30: **Dean** notifies candidates.

### II. Tenure Decision Deadlines

- May 1: **Candidates** under consideration for tenure submit names of possible external reviewers to Dean.
- September 1: **Candidates** submit materials for external review to the Dean.
- October 15: **Candidates** submit professional dossier to the faculty review committee.
- December 1: **Candidates** submit professional dossier to the Dean (teaching evaluations for the fall semester to be submitted as soon as possible); faculty review committee submits its recommendation to the Dean; receipt of letters from external reviewers.
- February 1: **Dean** submits tenure recommendation for review by the Promotion and Tenure Committee.
- March 1: **President** notifies candidates.

### III. Deadlines for Annual Evaluation of Non-tenured Faculty and for Triennial Review Evaluation of Tenured Faculty

- October 15: **Candidates** undergoing second-year review submit professional dossier to department chairperson; **candidates** undergoing fourth-year review submit professional dossier to faculty review committee.
- November 15: **Candidates** submit professional dossier to Dean; the **department chairperson or the faculty review committee** submits report to the Dean.
- December 1: **Dean** submits recommendation for review by the Promotion and Tenure Committee.
- December 15: **Dean** notifies candidates of the results of the second-year or fourth-year review; **President** issues notice of non-renewal of non-tenured faculty in their second year of full time service.
- January 8: Suggested date for **non-tenured faculty** (excluding those in their second, fourth, or sixth year) to submit curriculum vitae, self- evaluations, and professional plans to the department chairperson; suggested date for **tenured faculty up for triennial evaluation** (excluding those applying for promotion) to submit curriculum vitae, self-evaluations, and new three-year plans to the department chairperson. Department chairpersons may wish to establish other dates. **Department chairpersons up for triennial evaluation** must submit their curriculum vitae, self-evaluations, and new three-year plans to the Dean.
- January 15: **Department chairpersons** submit triennial evaluations of tenured faculty and recommendations regarding renewal of non-tenured faculty (excluding those in second, fourth, and sixth year) to the Dean. notifies department chairpersons of the results of triennial review.
- January 25: Preferred date for notification of resignation by **faculty**.
- February 5: **Dean** submits evaluations and recommendations regarding renewal and non-renewal of non-tenured faculty to the President.
- February 28: **President** issues notice of non-renewal of contract for full - time, non-tenured faculty (excluding those in their second year). **Dean** issues notice of non-renewal for part-time faculty. **President** issues contracts to full-time non-tenured faculty who are re-appointed.
- March 14: **President** issues salary letters to tenured faculty.
- March 21: **Faculty** return contracts for next year to the President's Office .



#### **IV. Timetable for Candidates Applying for Promotion to Professor**

- April 1: **Dean** invites Associate Professors in their fifth year in rank to submit materials for promotion consideration.
- May 1: **Candidates** submit names of possible external reviewers to the Dean.
- September 1: **Candidates** submit materials for external review to the Dean.
- December 1: **Candidates** submit professional dossier to the faculty review committee (teaching evaluations for the fall semester to be submitted as soon as possible).
- February 15: **Candidates** submit professional dossier to the Dean; faculty review committee submits its recommendation to the Dean.
- March 1: **Dean** submits recommendation for review by the Promotion and Tenure committee.
- June 15: Candidates will be notified by the **President**.

**APPENDIX VII : SAMPLE FACULTY DEVELOPMENT PROGRAM AND  
WORKING GROUP ON UNDERGRADUATE RESEARCH  
APPLICATIONS AND GUIDELINES**

**Faculty Early Leave Program**

**Pearlstine Faculty Fellowship Fund**

**Support/Expense Grants**

**Student Research Assistantships in the Humanities**

**Summer Grants 2000**

**Travel Grant Reimbursement**

**International Travel Application**

**VanSant Grants**

**Roger Staiger Faculty Development Fund In Chemistry**

## FACULTY EARLY LEAVE PROGRAM

**PURPOSE.** The one-semester faculty early leave program is designed to assist tenure-track faculty in their professional development. Projects will be designed in consultation with the Dean. These leaves are not granted for the purpose of pursuing or completing a terminal degree.

**ELIGIBILITY.** Assistant Professors who have been notified of reappointment at the completion of their fourth year review are eligible to apply for a special faculty early leave. Typically, the leave will be taken during the fifth year.

**PROCEDURE.** Following the successful fourth year review, Assistant Professors make application for the leave to the Dean. Applications for faculty early leave should include:

1. A brief description of the project to be undertaken during the leave, including the specific plan and methodology to be followed.
2. The scholarly significance of the project, including where applicable, an explanation of how the project relates to the existing literature.
3. A brief description of where the project will be undertaken, including rationale. (Research support will be made available. It is expected that in most cases some portion of the work will be completed off-site.)
4. How the project enhances the applicant's professional development.
5. How the project addresses the three-year professional plan.
6. What outcomes are expected at the completion of the leave, with a brief description of the final product(s).

The Dean will consult with the Faculty Development Committee before reaching final decisions on a leave request. The Dean will notify the faculty member of acceptance or rejection of the application.

**COMPENSATION.** The faculty early leave is granted for one semester at full salary and full fringe benefits.

**REPORT.** Recipients of faculty early leaves are expected to submit a report of their activities to the Dean within four weeks of their return to teaching. All papers presented at conferences or published in professional journals should also be submitted to the Dean.

## **Gladys and Raymond Pearlstine Faculty Fellowship Fund**

The Gladys and Raymond Pearlstine Faculty Fellowship Fund was established in 1997 to support one or more faculty members who are designated Gladys and Raymond Pearlstine Fellows for the year. The fund is administered by the Dean with advice from the Faculty Development Committee.

Criteria for selection are as follows:

1. The first priority in selecting Fellows will be untenured, but tenure-track, faculty who will have completed three years at the college by the time of their Fellowship. Support will be available for time away from the classroom and for research expenses, be they travel and support, lab supplies, or a student research assistant. Selection will be based on the applicants' proposal.
2. If funds remain, proposals from tenured faculty who have special research expenses will be considered. Funds would be available for summer travel and support at special collections or research sites.
3. If there are still funds available, proposals will be considered from faculty members who are in the years after tenure, have completed a research project, and are seeking to start a new one. This Pearlstine Fellowship could be linked to a sabbatical, often to enable someone to spend up to a year at a major scholarly center, or to launch a major new scholarly undertaking. In a sense, this Fellowship would be tantamount to start up funds for second projects for folks who had finished the scholarly work they had begun in graduate school.
4. In every possible case, preference will be given to projects that relate to teaching or mentoring students at Ursinus. Moreover, in select cases, faculty members whose projects will consist entirely of work aimed at strengthening existing courses, developing new pedagogues, or developing new courses may be designated Fellows.

In every case, the Pearlstine Fellows would be expected to make a public report, both orally to the community, and in writing to the Dean, concerning the outcome of the work.

The operation of the Fellowship program will undergo periodic reviews, and, if adjustments are recommended, they will be undertaken in consultation with the Dean and the President.

**Ursinus College Faculty Development Program  
Support/Expense Grant Application (Max. \$500)**

Faculty Name: \_\_\_\_\_ Date \_\_\_\_\_  
Department : \_\_\_\_\_ Amount Requested: \_\_\_\_\_

Requested for \_\_\_\_\_(year)  
\_\_\_\_\_ Fall (due Sep. 1) \_\_\_\_\_ Spring (due Feb. 1) \_\_\_\_\_ Summer (due Apr. 1)

**Project Title:**

\_\_\_\_\_

**Anticipated Visible Product or Benefit:**

\_\_\_\_\_

**Project:** (Describe the nature and purpose of your project, as well as a description of the relationship of the proposed project to your three-year plan. Attach additional sheets if necessary.)

**Costs (Actual or Estimated):**

\_\_\_\_\_

When requesting support to attend a professional meeting, please answer the following:

Are you a presenter at the meeting? \_\_\_\_\_ Yes \_\_\_\_\_ No

Have you already used all applicable travel grant funds? \_\_\_\_\_ Yes \_\_\_\_\_ No

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## **Ursinus College Faculty Development Program Support/Expense Grants (Max. \$500)**

### **Purpose:**

These grants are to defray a portion of specific costs relating to research or curriculum development. Eligible costs include travel to research libraries or facilities, copying, instrumentation, computer software, and other direct expenses. Attendance at workshops or conferences for which no other funding is available is also supported.

### **Guidelines:**

Applications should be made to the Dean of the College, who will present them to the Faculty Development Committee.

Requests should include the following information, as applicable:

- A clear project title
- A brief description of the nature and purpose of the project, including a statement of the anticipated visible product or other benefit
- A description of the costs to be incurred (do not enclose receipts until the grant is approved)
- A brief description of the relationship of the proposed project to the applicants three-year plan
- In the case of workshops or programs, a brief description of the relationship of the project to the department's or the individual's teaching plans.

### **Restrictions:**

- A faculty member normally may not receive more than \$500 per semester, \$1000 per year.
- A maximum of \$500 per year (July 1-June 30) will be granted to attend meetings or workshops where the applicant is not a presenter.
- When attending a professional meeting, a faculty member must use travel grant funds first.
- Per diem is calculated at a maximum rate of \$25.
- Mileage is calculated at \$0.30 per mile, not to exceed the cost of equivalent transportation by plane.
- Faculty on sabbatical leaves may not receive faculty development funds for costs associated with their sabbatical.
- Faculty on leave of absence are not eligible to receive grants.
- Student help is calculated at minimum wage unless specific expertise is required.
- Preparation of theses or dissertations will not be funded.

### **Reimbursement:**

Reimbursement will be arranged by the Dean's Office on receipt of bills, detailed statement of mileage, etc. Accounts should be given to the Dean within two weeks of the end of the granting **period accompanied by a yellow check request form** which is available in the Business Office.

### **Reporting:**

Visible products should be submitted. If the visible product is not available, a descriptive report of the work done and the results obtained along with an indication when the product will be completed should be sent. Two copies of the visible products resulting from or reports on spring and summer grants are due on September 1, while visible products resulting from or reports on fall grants are due February 1; if a report is submitted, the visible product should be forwarded to the committee when completed.

### **Deadlines:**

**Fall Grants:       September 1**

**Spring Grants:    February 1**

**Summer Grants:   April 1**

**Revised 8/99**

**Ursinus College Faculty Development Program  
Student Research Assistantships in the Humanities**

**Faculty Name:** \_\_\_\_\_ **Amount Requested:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Student(s) Name:** \_\_\_\_\_

**Description of Student(s) Learning Experience:**

---

**Requested for** \_\_\_\_\_ **(year)**

\_\_\_\_\_ **Fall (due Sep 1)** \_\_\_\_\_ **Spring (due Feb 1)** \_\_\_\_\_ **Summer (due Apr 1)**

**Anticipated Visible Product or Benefit:**

---

**Description of Project:**

(Include a clear description of the duties of the student assistant, an estimate of the number of hours the student will work, and a proposed hourly rate.)

## **Ursinus College Faculty Development Program Student Research Assistantships in the Humanities**

### **Purpose:**

The student research assistantship grants are intended to assist faculty in the humanities division by funding students to assist in the faculty member's scholarship and to provide an opportunity for students to share in the scholarly work of professors.

### **Funding:**

Grants of up to \$500.00 per project are available from an endowed fund. Student assistants will be paid directly an hourly rate which may vary according to the skill level required up to a maximum of \$6.00 per hour.

### **Guidelines:**

Faculty in the humanities division are eligible to apply. Proposals should be submitted to the Dean of the College, who will present them to the Faculty Development Committee. Preference will be given to projects which provide an academic learning experience for the student.

Proposals should include the following:

- name(s) of student assistant(s)
- a description of the student(s) learning experience
- a clear description of the duties of the student assistant
- an estimate of the number of hours the student assistant will work
- a proposed hourly rate

### **Payment:**

The student assistant will be paid directly.

### **Award:**

The Faculty Development Committee will consider applications and will recommend specific awards to the President, who under the terms of the endowment makes the final decision.

### **Reporting:**

Visible products should be submitted. If the visible product is not available, a descriptive report of the work done and the results obtained along with an indication when the product will be completed should be sent. Two copies of the visible products resulting from or reports on spring and summer grants are due the third Thursday of the Fall Semester, while visible products resulting from or reports on fall grants are due the third Thursday of the Spring Semester; if a report is submitted, the visible product should be forwarded to the committee when completed.

### **Deadlines:**

Deadlines for submitting proposals correspond with the deadlines for support/expense grants:

	<u><b>Application</b></u>	<u><b>Visible Product</b></u>
<b>Fall Grants:</b>	<b>September 1</b>	<b>February 1</b>
<b>Spring Grants:</b>	<b>February 1</b>	<b>April 1</b>
<b>Summer Grants:</b>	<b>April 1</b>	<b>September 1</b>



## Ursinus College Faculty Development Program Summer Grants 2000 Application

Faculty Name: \_\_\_\_\_ Date: \_\_\_\_\_

Department: \_\_\_\_\_

Project Title:

---

Anticipated Visible Product: \_\_\_\_\_

Project Description:

(See Summer Grants 2000 Guidelines for description requirements. Attach additional sheets as necessary.)

# Ursinus College Faculty Development Program Summer Grants 2000

## **Purpose:**

Stipends of \$2000 are available for time spent between the Spring and Fall Semesters to support projects of scholarly research or curriculum development and teaching improvement.

## **Guidelines:**

Awards are made once a year. Proposals for summer grants should be submitted to the Dean of the College, who will present them to the Faculty Development Committee.

Proposals should include:

- a self-explanatory project title;
- a description of the anticipated visible project (paper, publication, manuscript, syllabus and annotated bibliography); and
- a detailed description of the project and a brief description of the relationship of the project to the applicant's three-year plan.
  - ◆ For projects of scholarly research, the description should include:
    - \* a statement of the applicant's recent research, including the relationship of that work to the proposed project;
    - \* a statement of the relationship of the proposed research to the literature in the field;
    - \* a description of the methods and sources to be used; and
    - \* the location of the sources.
  - ◆ For projects of curriculum development (developing a new department curriculum, developing new courses, developing an interdisciplinary program or course, or making substantial revisions in existing courses) or teaching improvement should include:
    - \* reasons for the change;
    - \* the methodology to be used;
    - \* the desired result; and
    - \* for curriculum development projects, its place in departmental or interdisciplinary planning.

## **Restrictions:**

Because a substantial time commitment is expected, these grants will preclude the teaching of more than one summer course or the equivalent funded activity.

## **Reimbursement:**

The grant will be made in a lump sum in early July. Applicable taxes will be deducted from the grant.

## **Reporting:**

Visible products should be submitted. If the visible product is not available, a descriptive report of the work done and the results obtained along with an indication when the product will be completed should be sent. Two copies of the visible products or reports are due September 1; if a report is submitted, the visible product should be forwarded to the committee when completed.

**Application Deadline: February 23**

URSINUS COLLEGE  
FACULTY DEVELOPMENT TRAVEL GRANTS\*

1. Name: \_\_\_\_\_ 2. Date: \_\_\_\_\_  
 3. Department: \_\_\_\_\_  
 4. Name of conference: \_\_\_\_\_  
 5. Place of conference: \_\_\_\_\_ 6. Date(s) of travel: \_\_\_\_\_  
 7. Please complete **one** of the following:

**A. Attending professional meeting** (not on program)

List itemized expenses (not to exceed \$225):

Registration \$ \_\_\_\_\_  
 Lodging \$ \_\_\_\_\_  
 Transportation/Mileage \$ \_\_\_\_\_  
 Other \_\_\_\_\_ \$ \_\_\_\_\_ Total \$ \_\_\_\_\_

Amount Approved
2411-6101-7641 \$ _____
2411-6101-7605 \$ _____
\$ _____

**B. Participating as a speaker, panelist, or officer**

Type of participation (presenter, discussant, etc.): \_\_\_\_\_

Title of paper or session: (please attach program) \_\_\_\_\_

List itemized expenses (not to exceed \$550) Note: Participants (category B) may request a combined total of \$775 if no funds are requested from Attending (category A above):

Registration \$ \_\_\_\_\_  
 Lodging \$ \_\_\_\_\_  
 Transportation/Mileage \$ \_\_\_\_\_  
 Other \_\_\_\_\_ \$ \_\_\_\_\_ Total \$ \_\_\_\_\_

Amount Approved
2411-6101-7641 \$ _____
2411-6101-7605 \$ _____
\$ _____

8. Please check **one** of the following:

- Reimbursement (please attach receipts or vouchers to this form)  
 Advance (submit receipts or vouchers to Treasurer's Office upon return)

I recommend approval of this request: \_\_\_\_\_  
Department chairperson date

I approve the request: \_\_\_\_\_  
Dean of the College date

\*Three-part forms available in the Dean's Office.

**Ursinus College Faculty Development Program**  
**International Travel Stipend 2000**

Faculty Name: \_\_\_\_\_ Date: \_\_\_\_\_

Department: \_\_\_\_\_

Project Title: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Purpose: International travel funds are available to support Summer 2000 grants.

Guidelines: The request for international travel funds must be submitted with the Summer 2000 Grant proposal and is due on the same date (February 23). the proposal must include a rationale for the international location.

Preferences will be given to proposals which have a direct impact on student achievement.

Dates of travel: \_\_\_\_\_

Location(s): \_\_\_\_\_

Budget:

Total amount requested: \_\_\_\_\_

Revised 1998

**Ursinus College Faculty Development Program  
VanSant Grant Application**

**Faculty Name:** \_\_\_\_\_ **Date** \_\_\_\_\_  
**Department :** \_\_\_\_\_ **Amount Requested:** \_\_\_\_\_

**Student Name(s) and Course Registrations:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Project Title:**

\_\_\_\_\_

**Anticipated Visible Product or Benefit:**

\_\_\_\_\_

**Project:** (Describe the nature and purpose of your project, as well as a description of the relationship of the proposed project to your three-year plan. Attach additional sheets if necessary.)

**Costs (Actual or Estimated):**

**URSINUS COLLEGE  
FACULTY DEVELOPMENT PROGRAM**

**VANSANT GRANTS**

Purpose: The Vansant grants are for support of laboratory research in which both faculty and students participate in a clearly defined research project.

Funding: Limited funds are available each year for small grants to faculty. The grants normally are for no more than \$500.

Guidelines:

- (1) Applications must be made by faculty members, but the application should identify the student participants.
- (2) Funds are intended mainly for consumable supplies, but may be utilized for the purchase of equipment.
- (3) Funds may not be utilized for salary or wages and may not ordinarily be used to defray living expenses of faculty, students, or research assistants.
- (4) All purchases made with Vansant funds automatically become the property of Ursinus College and revert to the inventory of the academic department of the faculty member upon the deadline set for completion of the project.
- (5) Any publications and presentations resulting wholly or in part from information gathered through use of Vansant funds should acknowledge the fund as a source of support.

Payment: Individual accounts will be set up.

Reporting: Two copies of a written report describing the significant findings of the project must be submitted to the Dean by the deadline for grants the following spring. Copies of student papers are highly desirable parts of the report.

Deadline: Awards are made each spring for a period including the summer (after July 1) and the following academic year. The next deadline for submitting proposals to the Dean's Office is **May 1**.

revised 4/10/00

## **ROGER R. STAIGER FACULTY DEVELOPMENT FUND IN CHEMISTRY**

### **Purpose:**

Stipends of up to \$3,000 are available to support significant, on-campus research by a member of the chemistry department.

### **Guidelines:**

Awards are made annually with a deadline of September 1 each year. Proposals are submitted to the Dean of the College, who will present them to the Faculty Development Committee for its consideration and recommendation.

### **Proposals should include:**

- a self-explanatory title
- a description of the anticipated visible product (paper, publication, presentation at a conference)
- a detailed description of the project and a brief description of the relationship of the project to the applicant's three-year plan
- a statement of the applicant's recent research, including the relationship of that work to the proposal project
- an abstract describing the project

### **Restrictions:**

- faculty on sabbatical leaves may not receive funds for costs associated with their sabbatical
- faculty on leave of absence are not eligible to receive funds
- student help is calculated at minimum wage unless specific expertise is required
- preparation of theses or dissertations will not be funded
- one Staiger research Professor will be named per year

### **Reimbursement:**

The grant will be made in a lump sum to the appropriate account number in the chemistry department budget.

### **Reporting:**

Visible products are due at the close of the academic year. If the visible product is not available, a descriptive report of the work done and the results obtained along with an indication of when the product will be completed should be sent. If a report is submitted, it should be forwarded to the committee when completed.

**Application Deadline: September 1**

**ROGER P. STAIGER FACULTY DEVELOPMENT FUND  
IN CHEMISTRY**

Faculty Name \_\_\_\_\_ Total Request \_\_\_\_\_

Project Title \_\_\_\_\_

\_\_\_\_\_

Anticipated Visible Product \_\_\_\_\_

Project Descriptions and Abstract (attach additional sheets if necessary)



**APPLICATION FOR  
STUDENT RESEARCH FUNDING  
(UNDERGRADUATE RESEARCH FUNDING)**

(Must be typed or computer generated)

**I. APPLICANT INFORMATION:**

STUDENT NAME: \_\_\_\_\_ YEAR: \_\_\_\_\_ G.P.A.: \_\_\_\_\_  
MSC BOX NUMBER: \_\_\_\_\_ CAMPUS PHONE: \_\_\_\_\_ E-MAIL ADDRESS: \_\_\_\_\_  
PROJECT CONDUCTED: FALL \_\_\_\_\_ SPRING \_\_\_\_\_ ACADEMIC YEAR: \_\_\_\_\_  
ENROLLED IN WHICH RESEARCH OR HONORS COURSE: \_\_\_\_\_

**II. SPONSOR INFORMATION:**

FACULTY SPONSOR: \_\_\_\_\_  
FACULTY SIGNATURE: \_\_\_\_\_ (Also initial note on reverse)

III. TITLE: \_\_\_\_\_

**IV. ABSTRACT** – TO BE COMPLETED BY THE STUDENT AND CONFINED TO THIS SPACE (appendices may be attached if warranted). INCLUDE HERE THE QUESTION BEING INVESTIGATED, THE METHODOLOGY AND THE RATIONALE FOR THE STUDY.

(COMPLETE REVERSE AND RETURN TO OFFICE OF ACADEMIC AFFAIRS)

V. BUDGET – TOTAL REQUEST \_\_\_\_\_ FROM WHICH FUND? \_\_\_\_\_  
LIST BELOW ALL ANTICIPATED EXPENSES FOR THIS PROJECT: (MINIMUM REQUEST \$50 PER STUDENT)

VI. BRIEFLY OUTLINE YOUR QUALIFICATIONS AND PREPARATION TO UNDERTAKE AND COMPLETE THIS PROJECT:

VII. BRIEFLY EXPLAIN THE TIMETABLE FOR THIS PROJECT, WITH DATES, THROUGH THE SUBMISSION OF THE FINAL PRODUCT:

VIII. DISSEMINATION – EXPLAIN WHAT YOUR FINAL PRODUCT WILL BE AND WHERE IT WILL BE PRESENTED AT A SUBJECT MATTER CONFERENCE.

NOTE: A COPY OF THE FINAL PRODUCT MUST BE RETAINED BY THE FACULTY SPONSOR FOR AT LEAST THREE YEARS.

initial here: \_\_\_\_\_

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