

FACULTY HANDBOOK

ANDERSON UNIVERSITY
ANDERSON, INDIANA

FOREWORD

This faculty handbook presents a series of perspectives, policies and procedures which describe the identity and direct the functioning of the University in general and the faculty who comprise the College of Arts, the College of Science and Humanities, the Falls School of Business, the School of Education, the School of Nursing and the Nicholson Library in particular. The annual faculty contracting instrument assumes faculty possession of this handbook and states that the contracting agreement is subject to its stated policies and regulations.

Of necessity this handbook is a living document. Changes in it are made from time to time as circumstances and new perspectives require. Changes affecting faculty governance and faculty responsibilities will be brought to faculty through the Faculty Affairs Committee as determined by the Committee. While management of the handbook resides in the office of the Vice President for Academic Affairs and Dean, ultimate responsibility lies with the Board of Trustees which must approve major changes.

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1.10 Historical Perspective

The founding of Anderson University in 1917 was a major step in the life of a young and vigorous fellowship of Christians which had originated about 1880 and had become known as the Church of God Reformation Movement. This fellowship claimed a fresh vision of the will of God for the church. In the claims of the New Testament they heard a call to holiness and saw a fresh understanding of the nature of the Church. This vision pressed them toward a quest for Christian unity.

What emerged were persons of pioneering spirit committed without reservation to the lordship of Jesus Christ and to the authoritative claims of scripture on their lives. While firmly planted in the mainstream of Christian theology, their quest was to find freedom from what they saw as artificial limitations of church structure and authoritative systems so that the essence of Christian truth might be realized again in its freshness and wholeness. The spirit of this movement toward freedom and joy was proclaimed in an early song of the movement, "The Bible is our rule of faith and Christ alone is Lord."

Anderson University has grown to become a small, comprehensive university organized into three colleges, plus a graduate School of Theology, a center for adult education, and graduate programs in education and business. More than 2600 students and 450 faculty and staff comprise a community of Christian people seeking to bring into life this rich heritage within and beyond the educational institution. The University is governed by a Board of Trustees elected by the General Assembly of the Church of God, administered by a President and other officers and staffed by persons dedicated to the mission of Christian higher education. The motivating vision is to be a premier teaching university that is Christian in purpose, in relationships, in service, and in the hopeful potential held for every learner, teacher, staff member, and student who make up this community.

1.20 Statement of Institutional Mission

The mission of Anderson University is to educate for a life of faith and service in the church and society.

Living the Mission:

Established and sustained within the free and open traditions of the Church of God, this university is committed to be a teaching-learning community of the highest order, eaged in the pursuit of truth from a Christian faith perspective.

Through academic and Christian discovery, we intend to graduate persons with a global perspective who are competent, caring, creative, generous persons of character and potential.

We will build those quality programs that will enable each member of the university to become stronger in body, mind and spirit, to experience what it means to love God and neighbor, and to adopt Christ-like servant ways in all of life.

(This mission statement and supporting statements were approved by the Board of Trustees in 2007.)

GOVERNANCE AND ORGANIZATION OF THE UNIVERSITY

2.10 Governance

Anderson University is governed by a Board of Trustees whose members are nominated by the Board and ratified to five-year terms by the General Assembly of the Church of God. This Board establishes general business and academic policies. The University President is responsible to this Board for the general administration of the university, including its development, maintenance, and programs.

An Executive Committee acts on behalf of the Board of Trustees during the period between the Board's meetings. This committee consists of seven trustees, including the chair and vice-chair of the Board.

The faculty operates under a grant of powers by the trustees and the administration. Within the guidelines and spirit of the mission and goals of the university, the faculty is responsible for designing the curriculum, determining academic standards and policies, and maintaining the academic programs of the university at their maximum effectiveness.

2.20 Officers of Administration

The President of the university is the chief executive and administrative officer of the university. He/She is responsible to the Board for the general administration of the university's program and nominates or appoints faculty and administrative personnel with the qualifications and commitment to support and develop the mission and goals of the university.

The Vice President for Academic Affairs and Dean is the chief academic officer of the university. He/She reports directly to the President and is responsible for coordinating the planning, budgeting and development of the educational and academic programs of the university. Other officers include the Vice President for Advancement, the Vice President for Finance and Treasurer, the Vice President for Enrollment Management and Information Services, the Vice President for Student Life, and the Dean of the School of Theology. See <http://www.anderson.edu/vpaa/documents.html> for an organizational chart of the university.

Issues with all-institutional impact are brought to the President's Executive Staff and other appropriate groups for perspective and judgment before a decision is made. The President's Executive Staff is comprised of the President and the administrative officers listed above.

2.30 University Structure

The graduate-level School of Theology is administered by the Dean of the School of Theology and has a separate faculty and faculty handbook.

All other programs, graduate and undergraduate, are organized into two colleges and three schools, the departments or schools of which total seventeen. They are:

College of Science and Humanities -- Biology, Chemistry and Physics, Computer Science, English, History/Political Science, Kinesiology, Mathematics, Modern Foreign Languages, Psychology, Religious Studies, and Sociology/Social Work/Criminal Justice.

College of the Arts -- Art/Design, Communication, and School of Music.

Falls School of Business

School of Education

School of Nursing

In addition, the faculty of the Nicholson Library comprise an academic unit which reports to the Vice President for Academic Affairs through the Library Director.

N.B. For purposes of determining committee membership, the faculty of the Schools of Business, Nursing, Education, and Library Science shall be considered to be a College of Professional Studies.

2.40 College and School Deans and Directors

Each of the colleges and schools has a dean, and the Nicholson Library has a director , who is the chief operational officer of the unit. The dean or director is appointed by the President, upon recommendation of the Vice President for Academic Affairs and Dean, reports directly to the Vice President for Academic Affairs and where appropriate works closely with departmental chairs of the college. He/She is responsible for supervising, coordinating and evaluating the work and personnel of the several departments within the college, including:

1. The development, implementation and evaluation of annual objectives of departments designed to fulfill established departmental and institutional goals.
2. Within established goals and objectives, the receiving and coordinating of departmental budgets and schedules of classes and the identifying of faculty resource needs; acting as the official liaison in these regards to the Registrar and the Vice President for Academic Affairs.

3. Supervision of the development, implementation, evaluation and accreditation of academic and associated programs resident within the college.
4. The recruitment, orientation, professional development, evaluation and rewarding of departmental chairs, full-time, adjunct and part-time faculty members.
5. The monitoring of departmental course offerings and individual faculty loads and departmental productivity; acting as the official liaison in these regards to the Registrar and Vice President for Academic Affairs.
6. The developing and maintaining of an atmosphere in which faculty and staff are encouraged to think creatively, participate actively and grow professionally.
7. Encouraging faculty members to integrate effectively and appropriately the Christian faith and learning as a central distinctive of institutional identity and mission.
8. Ensuring a continuous process of outcomes assessment in relation to all academic and associated programs.

Three persons from the group of deans and directors are members of the Budget Committee which annually develops recommendations to the Board of Trustees regarding the level of student tuition and fees and the instructional budget. Although primarily administrative officers, the deans and directors also retain a modest but regular teaching load.

College deans and directors normally serve for a three year term. Near the conclusion of a term the Vice President for Academic Affairs consults with the dean and chairs in the college, or the dean or director and faculty of the schools, to determine the desirability of another term, and recommends to the President.

2.50 Departmental Chairs

The responsibilities and processes described in the following section apply to the chairs of departments in the College of Science and Humanities and the College of Arts and also to deans or directors of schools.

The departmental chair serves as the administrative officer at the departmental level. As such the chair coordinates the instructional program of the department and supervises the logistical support for the department. The chair relates to the dean of the appropriate college in matters related to faculty personnel, such as assignments of load, evaluation, recruitment, appointment, retention, promotion, tenure, and leaves of absence, and in the development and operation of the departmental curriculum and annual schedule of classes. The chair also relates to the dean of the appropriate college as a faculty member in such matters as terms of appointment, rank, professional growth and general institutional responsibilities. The major responsibilities of the chair include the following areas:

1. Departmental Governance: developing and accomplishing departmental mission and objectives within those of the University; establishing departmental policies; conducting departmental meetings; involving faculty members and students in departmental decision making and activities; and maintaining effective internal communication.
2. Academic: establishing departmental major programs and curricula; evaluating and improving programs, curricula, and the quality of instruction; administering and enforcing academic policies and standards; and preparing departmental schedules of classes.
3. Faculty: assisting the college dean in the recruitment, screening, and recommendation for appointment of new faculty members; assisting in the orientation of new faculty members; supporting and encouraging faculty growth and high performance in teaching and other professional activities; supervising faculty responsibilities and protecting faculty rights; and evaluating faculty members and making recommendations to the dean of the appropriate college regarding retention, tenure, and promotion.
4. Student: curricular and career advising of students; where appropriate, awarding of departmental scholarships, awards and honors; responding to student grievances and complaints; and assisting the Registrar's Office in certifying students for graduation when necessary.

5. Communication: conveying policies and actions to the department, representing the department in the university and with external agencies (professional associations, government agencies, the public); and communicating departmental programs and activities to students.
6. Budget: preparing annual departmental budget requests; administering budgetary allocations (preparing requisitions, authorizing expenditures, maintaining budget records); promoting effective use of budgetary resources; and where provided, allocating faculty travel funds.
7. Office management: administering departmental facilities; hiring, supervising, and evaluating staff personnel, both student and non-student (secretaries, clerks, laboratory assistants); establishing file and record systems; maintaining equipment and other departmental properties; and requisitioning supplies.
8. Institutional Leadership: assisting and advising the Vice President for Academic Affairs and college deans in matters relating to educational mission and major academic issues facing the institution.
9. Professional performance: providing professional leadership and example in the department; demonstrating professional competence in teaching and other professional activities; participating in professional associations and community service as appropriate.

The chair is appointed for a three-year term. The end of a three-year term provides opportunity for termination of the appointment, at the initiative of either the individual or the university administration, or reappointment for another term. Early in the third-year of the appointment, the dean of the appropriate college initiates conversations with the department chair, seeking mutual evaluation and open discussion regarding reappointment or non-reappointment. The dean secures evaluation statements on the work of the chair from the departmental colleagues. At the initiative of either party, the Vice President for Academic Affairs may be involved in the discussions. This procedure is not intended as a threat to the department chair. Rather, it is an opportunity for each party to say, "We want to continue this relationship," or "A different appointment should be considered." A process similar to this will be conducted by the Vice President for Academic Affairs in review of school deans and directors.

During sabbatical leaves, other prolonged absence from the campus or in rare instances where departmental leadership is ineffective and deemed detrimental to the department, it is assumed that the Vice President for Academic Affairs, acting in consultation with the dean of the college, will appoint an acting chair or, if warranted, alter the normal length of a term.

Chair appointments are made by the Vice President for Academic Affairs following the above evaluation procedure and recommendation by the college dean.

2.60 Faculty Organization and Meetings

The faculty of the university described in the Forward of this Handbook carries responsibility for the design of the undergraduate and graduate academic programs under their purview. Faculty meetings normally are held monthly during the regular semesters. Additional meetings are subject to call when necessary. The Vice President for Academic Affairs presides as chair and a person appointed by the Vice President for Academic Affairs serves as secretary. The agenda is distributed prior to each meeting; minutes are prepared and circulated via email to all members prior to the next regularly scheduled meeting.

Membership in the university faculty, with full rights to participate and vote, is open to all full-time university faculty with the rank of Instructor or above and those officers and members of the staff who hold faculty status. It is expected that all eligible persons will be present for meetings of the faculty.

The faculty, recognizing its responsibility to initiate and maintain the strongest and most relevant academic programs possible, attempts to involve students responsibly at all levels where significant educational planning is done. This objective is achieved through various devices involving the faculty, its committees and academic departments.

Much of the detailed planning and implementation of the academic program is done at the departmental level. Departmental meetings are called by the chair and the work of the chairs is coordinated and supervised through the college structure.

The faculty accomplishes much of its work through the functioning of a series of standing committees. The memberships and responsibilities of these committees are detailed below.

2.70 Faculty Committee Structure

2.71 ELECTED COMMITTEES:

Academic Majors Assessment Committee

Membership: Eight members, including the Director of Assessment, six faculty members, and one college dean.

Faculty members serve for three-year terms, with three faculty members elected from the College of Science and Humanities, one from the College of Professional Studies, and one from the College of the Arts, and one from the School of Theology.

Responsibilities: 1. Monitor, evaluate and report assessment information to the Vice President for Academic Affairs. 2. Provide resources and assistance for outcome assessment to enable faculty to more effectively implement the evaluation process. 3. Receive reports from academic units (e.g., departments, programs). 4. Recommend measures to the Vice President for Academic Affairs that will enhance the evaluation process.

Academic Policies Committee

Membership: Fifteen members, including nine faculty members, three full-time undergraduate students, Representative of the Registrar's Office, one college dean and the Vice President of Academic Affairs.

The faculty members serve for three-year terms, with four faculty members elected from the College of Science and Humanities and two members elected from each of the other colleges--each selected by members of that college. In addition, one at-large member will be elected by the entire faculty. The students are elected by the Anderson University Student Organization for one year terms and may be re-elected for one additional term.

Responsibilities: The committee is charged with the formation of academic policy. It is empowered to review existing policies, recommending changes when needed, and to initiate studies and research related to the academic program. The committee shall receive and act upon actions of the Curriculum Committee which involve substantial change in the scope of a department or program, changes in the proposed curricular requirements for graduation, and additions and deletions of majors, programs or departments. In matters involving substantial curricular change or alteration of policy or graduation requirements, it shall forward its recommendations to the faculty for concurrence. In every case its actions are subject to review by the total faculty. The committee shall elect three persons not

of its membership, with no two from the same college, to the Appeals Committee. The committee would normally elect one member to the Appeals Committee each year, the elected member to serve a three-year term. The committee shall elect annually a chair and secretary. Minutes of the committee shall be distributed to each faculty member. The committee typically meets monthly during the academic year.

Appeals Committee

Membership: Ten members, including six faculty members, the University Registrar, and three full-time undergraduate students.

The faculty members are elected for three-year terms. Three of the members are elected by the Academic Policies Committee and three are elected by the Curriculum Committee. The University Registrar is a non-voting member. The student members are elected by the Anderson University Student Organization for one year terms. The chair is elected each year by the committee.

Responsibilities: The committee receives and acts upon individual student requests not covered by normal academic policies. These include grade appeals and special consideration of work related to the components of the Liberal Arts Program. Reports of all actions taken by the committee shall be forwarded to the Curriculum Committee and the Academic Policies Committee. The Appeals Committee shall request clarification or advice from the above-mentioned committees when issues being appealed represent a major deviation from the curricular intent of stated policy. The committee also receives and acts upon appeals by departments related to the issuance of departmental honors.

The committee makes recommendations to the Curriculum Committee and/or the Academic Policies Committee regarding changes in the college curriculum, in academic policies, or in the scope of its own work.

The committee meets when the need arises. The committee will elect a chair and a secretary. Normally, minutes of its meetings will be sent to the appropriate college deans, chairs of the Academic Policies and Curriculum committees, the Registrar and the Vice President of Academic Affairs.

Compensation Committee

Membership: Fourteen members including the Director of Human Resources serving as chair; selected staff representatives and 3 faculty members, at least one from the School of Theology. Faculty members serve 3 year terms.

Responsibility: The committee reviews and recommends salary and benefit programs and policies designed to attract, retain, motivate and compensate faculty and staff that are in full partnership with the university mission.

Curriculum Committee

Membership: Seventeen members, including nine faculty members, three full-time undergraduate students, one college dean, Representative of the Registrar, the Director of Teacher Education (permanent, ex-officio member), the Director of Libraries, and a faculty member elected as Chair. The faculty members are elected for three-year terms, with four faculty members elected from the College of Science and Humanities and two members elected from each of the other Colleges--each selected by members of that college. In addition, one at-large member will be elected by the entire faculty. The students are elected by the Anderson University Student Organization for one-year terms, and may be elected for one additional term.

The Chair is elected by the department chairs of all colleges from a slate prepared by the chair of the Academic Policies Committee and the Vice President of Academic Affairs. The term of the committee chair is three years. The Representative Registrar's and the Director of Teacher Education serve as non-voting member of the committee.

Responsibilities: The committee is charged with the maintenance and review of the college curriculum. It is responsible for ruling on requests from chairs for additions or deletions of courses in their respective departments, changes in major and minor requirements, initial rulings on significant changes in major requirements, new majors, and the establishment of new departments. It shall review and make rulings on the appropriateness of courses for inclusion in the various components of the Liberal Arts Program. The Curriculum Committee is the major body charged with maintenance of the curriculum.

The committee initiates research studies and projects modifications and improvements in the general college curriculum. The committee receives recommendations from the Appeals Committee regarding recurring problems related to the curriculum.

The committee typically meets monthly during the academic year. The minutes of its meetings are distributed to all department chairs, deans, the Director of Libraries and the Registrar.

The committee shall elect a secretary. The committee shall elect three persons not of its membership, with no two from the same college, to the Appeals Committee. The committee would normally elect one member to the Appeals Committee each year, the elected member to serve a three-year term.

Faculty Affairs Committee

Membership: Nine members, including eight faculty members and Vice President for Academic Affairs.

The faculty members serve for three-year terms, with two faculty members elected from the College of Science and Humanities and one member elected from each of the other colleges, including the College of Professional Studies one at-large member elected by the entire faculty.

Responsibilities: The committee elects a chair, vice-chair and secretary. The Vice President of Academic Affairs may not serve as chair or vice chair. The chair of the committee is invited to serve in an exofficio capacity on the Nominations Committee and Honorary Degree Committee and as well, to be a participant observer to the semi-annual meetings of the university's Board of Trustees. The committee provides both faculty and administration a round table for the exchange of ideas and information regarding the faculty or particular individuals within it. It seeks to be proactive in exploring and advising in regard to institutional standards, policies and programs which relate to the status and welfare of faculty members. It advises on specific needs or problems referred to it by the total faculty, individual members of the faculty, or the administration. If, in the interests of fair hearing by faculty peers, the committee chair judges that a particular faculty initiated concern requires committee hearing without administrative presence, the chair may call a meeting restricted to the elected faculty members. See also Section 6.44 Procedures for Dismissal of a Faculty Member on Academic Tenure.

Faculty Development Committee

Membership: Twelve members including nine faculty members, and the three deans of the undergraduate colleges as non-voting members.

The faculty members serve for three-year terms, with two faculty members elected from the College of Science and Humanities and one member elected from each of the other colleges each selected by members of that college, one librarian elected by the librarians, and four at-large members elected by the entire faculty.

Responsibilities: The committee elects a chair, vice-chair and secretary, with the college deans not eligible to serve in these offices. It seeks to be informed on the opportunities of professional development and advises the faculty and college deans on related policies, issues and events. Annually it determines priority needs and the consequent distribution of available resources to the undergraduate faculty as a whole, individual members of that faculty and/or groups within that faculty for development purposes. The committee will develop and communicate to the undergraduate faculty guidelines for the annual distribution of available funds.

Graduate Council

Membership: Twelve members, including one faculty member elected from each undergraduate college; chairs of Academic Policies and Curriculum Committees; Directors of all graduate programs (MSN Program, MBA Program, MED Program), the Director of Libraries; University Registrar; one college dean and one additional faculty member to serve as chair (appointed by the Vice President for Academic Affairs). Elected and appointed members serve three-year staggered terms.

Responsibilities: The Graduate Council is charged with the formation of academic policy for graduate programs other than those offered by the School of Theology. It is empowered to establish policy; to review existing policies, recommending changes when needed; and to initiate studies and research related to graduate academic programs.

The Graduate Council is also charged with the maintenance and review of the graduate curriculum. It is responsible for ruling on requests from Program Directors for additions and deletions of courses in their respective programs, changes in program requirements, new majors and minors, and new programs.

In matters involving new programs, substantial curricular changes, alteration of policy or graduation requirements, it shall forward its recommendations to the faculty for concurrence. In every case, its actions are subject to review by the total faculty. To assist communication, minutes of the Graduate Council shall be distributed to all Department Chairs and College Deans.

Liberal Arts Assessment Committee

Membership: Eight members, including the Director of Assessment, six faculty members and one member of the Academic Cabinet who is ex-officio.

Faculty members serve for three-year terms, with three faculty members elected from the College of Science and Humanities, one from the College of Professional Studies, one from the College of Arts, and one faculty member elected at large.

Responsibilities: Develop a plan of assessment for the Liberal Arts Program. Monitor, evaluate and report assessment information related to the Liberal Arts Program to the Vice President for Academic Affairs. Provide resources and assistance for outcome assessment to enable faculty to more effectively implement, analyze and use the Liberal Arts Assessment Plan. Recommend measures to the Vice President for Academic Affairs that will enhance the evaluation process and the Liberal Arts Program.

The committee meets monthly during the academic year, or more often as called by the Director of Assessment. The committee shall elect a secretary. Minutes of meetings are distributed to all committee members and the Vice President for Academic Affairs.

Nominations Committee

Membership: Seven members, including the Chairs of Academic Policies, Curriculum, Faculty Affairs, and Appeals Committees and the deans of three undergraduate colleges.

Responsibilities: The committee elects its chair from among its non-administrative members. The committee prepares a slate of nominations for each open elected position on the standing committees for use in a faculty meeting late in the academic year. This slate will be distributed to the various voting groups to be voted on during the aforementioned faculty meeting. The committee will act in a similar manner during the academic year, as necessary, to replace committee members unable to fulfill their terms of office. (The faculty of the School of Theology nominates and elects its own representative to the Faculty Affairs Committee.)

The following guidelines are to be followed:

1. Any specific membership requirements related to a given committee in the faculty handbook are to be honored;
2. Faculty members in their first year of service should be excluded from consideration;
3. No faculty member should normally serve simultaneously on more than one elected committee. In no case shall a faculty member serve on both the Appeals Committee and the Committee on Promotion and Tenure.
4. A member may not serve more than two consecutive terms on any one committee;
5. A slate should include a minimum of one more name than positions to be elected for each committee election;
6. Typically the college deans will consult with the chairs of the departments in the college prior to bringing nominations and recommendations to the annual spring meeting of the Nominations Committee. These recommendations should be given primary consideration by the committee; and
7. Faculty members should be consulted prior to the inclusion of their names on a ballot.

Promotion and Tenure Committee

Membership: Twelve members, including seven tenured faculty members, the College Deans, the Vice President for Academic Affairs and the President of the University.

The faculty members serve for three-year terms with two faculty members elected from the College of Science and Humanities, one member elected from each of the other colleges, and three at-large members elected by the entire faculty.

Responsibilities: Meetings shall be called by the chair (or, in the absence of a chair, by either the President or the Vice President for Academic Affairs, or the majority of members) as the following occasions may require:

1. To elect a chair and a secretary;
2. To consult with the President and the Vice President for Academic Affairs on undergraduate faculty promotions for the next academic year;
3. To serve as a hearing committee in any matter related to the discontinuance of an undergraduate faculty member on academic tenure, or the discontinuance of a non-tenured undergraduate faculty member before the expiration of the member's appointment, in accordance with the procedures outlined elsewhere in 6.44.

For all meetings, due notice shall be given. A majority of the members shall constitute a quorum. If in the summer months a meeting is necessary but a quorum is not possible, available members of the Faculty Affairs Committee shall be invited to participate in the deliberations of the committee with full voting privileges. When, in the judgment of a majority of the members of the committee, a member of the committee could be faced with a possible conflict of interest in a matter before the committee, the following procedure shall apply: (1) if the matter is related to promotion and rank, the chair will ask the member to absent him/herself; (2) if the matter relates to a tenure or discontinuance hearing, a temporary member will be selected by the Faculty Affairs Committee to serve in his/her place.

2.72 APPOINTED COMMITTEES:

Academic Technology Advisory Committee

Membership: Eight members, including the Director of the Center for Educational Technology, the Director of Information Systems, the Systems Librarian from Nicholson Library, and five additional faculty members.

Responsibilities: Advise the Office of the Vice President for Academic Affairs on issues related to the hardware and software that are used by faculty in carrying out their professional responsibilities.

Admissions Committee

Membership: Six members, including the Director of Admissions, the Student Support Coordinator, the Dean of Students, and three faculty members. Faculty members serve 3 year terms, with one person being appointed each year.

Responsibilities: The committee reviews applications which do not meet normal minimal guidelines for admissibility.

Athletics Committee

Membership: seven members, including the Faculty Athletic Representative serving as chair; the Director and Associate Director of Intercollegiate Athletics; and the following persons who serve for three-year terms upon the appointment by the Vice President for Academic Affairs: one of the College Deans, two faculty members and one student.

Responsibilities: The committee advises institutional officers concerning matters related to the implementation of the inter-collegiate athletics program.

Athletic Training Education Committee

Membership: Eight members serve for three-year terms, including the Athletic Training Education Program Director, Assistant Athletic Trainers, Dean of the College of Science and Humanities, and appointed by the Vice President for Academic Affairs, one faculty member from the Department of Physical Education and two faculty members from departments other than Physical Education. The Student Association will elect one undergraduate student.

Responsibilities: The committee advises on policies and programs related to the Athletic Training Program and acts as the Program Admissions Committee. The committee also acts as an appeal body in cases of grievance related to policies of the Athletic Training Education Program.

Barring Appeals Committee

Membership: Five members serve for three-year terms, including one college dean, who serves as chair, one faculty member, and one student life member appointed by the Vice President for Academic Affairs, along with the Director of Educational Support Services.

Responsibilities: The committee hears all academic barring appeals and requests for exemption from these policies.

Human Participants Committee

Membership: Six members appointed by the Vice President for Academic Affairs for a three-year term.

Responsibilities: Insure that human participants are treated with dignity, respect and in ways that are ethically consistent with government, discipline (ex American Psychological Association Guidelines) and Anderson University standards. Proper evaluation of proposed research helps to protect prospective participants, researcher and the institution from unethical practices and possible resulting litigation.

The committee meets when the need arises. The committee will elect a chair and a secretary. Normally, minutes of its meetings will be sent to the Vice President for Academic Affairs.

International Education Committee

Membership: Eight members including the Director of International Education who serves as chair, five faculty members who serve for three-year terms, and two students appointed by the Vice President for Academic Affairs.

Responsibility: The committee serves in an advisory capacity to Tri-S and other international education programs.

Library Advisory Committee (Colleges and Seminary)

Membership: Eleven members serve for three-year terms, including four college faculty members (two from the College of Science and Humanities and one from each of the other colleges and appointed by the dean of the appropriate college) and two School of Theology faculty members appointed by the dean of that school; one undergraduate student and one School of Theology student named by the College and School of Theology student organizations respectively; the Director of the University Library, the Theological Studies Librarian, and the Director of the Instructional Materials Center.

Responsibility: The committee advises on policies and services of the campus libraries. It also functions as part of the process for reconsideration of materials held in campus libraries (described elsewhere in this Handbook).

Nursing Education Committee

Membership: Eleven members, including one faculty member from each of the Colleges; two faculty from Nursing pre-requisite courses; the Chair of the School of Nursing; one faculty member from the School of Nursing, three nursing students, one from the sophomore, junior, and senior year, and an appointed chairperson from a department offering pre-requisite nursing courses. The chair of the committee and faculty members will be appointed by the Vice President for Academic Affairs and serve a three year term. Nursing students will serve a one-year term and will be appointed by the Student Association at the beginning of each year.

Responsibility: The committee advises on policies and programs related to nursing education and acts as an appeal body in cases of grievance related to policies of the nursing education program.

Teacher Education Committee

Membership: Fourteen members, including three permanent members: the Director of Teacher Education, who serves as chair of the committee; the License Advisor; an Ex-Officio member, who serves as secretary; and the Director of the Liberal Arts Program. In addition, two student members majoring in Education (one-year term), five faculty members from the Education Department (three-year terms), and four faculty members from the specialty teaching areas are appointed by the Vice President for Academic Affairs.

Responsibility: The committee serves as an advisory group on matters related to teacher education programs and serves as an appeal body in cases of grievances related to the policies and practices of the teacher education program.

2.73 COMMITTEE MEETINGS

All committees shall meet at least once each academic year and file their minutes with the Vice President for Academic Affairs and Dean.

2.74 CURRENT FACULTY COMMITTEE MEMBERSHIPS

See <http://www.anderson.edu/vpaa/documents.html>

3.00 FACULTY RELATIONSHIPS AND RESPONSIBILITIES

The duties of a faculty member involve both direct responsibilities in the classroom and office and a share in the maintenance and enhancement of the intellectual, spiritual and social climate of the campus, all of which are integral to the attainment of the goals and objectives of the university.

Faculty members are recruited and function in light of the following statement of "Anderson University Faculty Employment Standards."

As an academic community of learners, the university prizes several distinctive qualities that have been characterized and continue to be perpetuated by the faculty, staff, students and a multitude of supporting constituents. Specifically, these are:

1. An active belief that faith and reason are both compatible and essential elements of quality higher education.
2. An active belief that the stewardship of life must be the basis for preparing Christian persons for productive service.
3. An active belief in preparing today's students for effective global citizenship.
4. An active belief that rigorous academic learning should be enriched with practical experience.
5. An active belief that the standards and goals of Christian love, moral integrity, personal wellness and social responsibility are essential to effective Christian witness.

Anderson University seeks to employ persons who subscribe to its educational mission and whose personal and professional lives reflect:

1. A belief in and commitment to Jesus Christ and the Christian faith as these are interpreted through the historic witness of the Bible and the contemporary ministry of the Holy Spirit.
2. A vitality of Christian experience which is maturing in insight and application and which is appreciative of differing viewpoints.
3. A commitment to the continuing development of one's abilities.
4. A commitment to liberal arts education and preparation to serve in an environment of purposeful and rigorous inquiry.
5. Skills in the art of teaching and recognized mastery of relevant subject matter.

6. A capability, by temperament, preparation and will to support students as they confront the intellectual, social, physical, emotional and spiritual challenges of their lives.
7. A sensitivity and support for the ethos, traditions, and commitments of the campus community.

3.10 Contracts and Calendar

The normal contract of a teaching faculty member provides for nine months service beginning with the Fall Faculty Sessions as detailed on the official academic calendar published annually by the office of the Registrar. Compensation for instructional services in summer school sessions is in addition to the provisions in the annual contract. (See 7.31).

3.20 Instructional Responsibilities

Each faculty member typically is expected to teach courses totaling 12-16 hours per semester, as submitted by the department chair to the office of the dean of the appropriate college and approved by that dean. Variations in the "typical" teaching pattern would be the result of (1) special departmental or institutional assignments; (2) an occasional circumstance where a person is not solely responsible for class instruction and therefore might carry a larger load; or (3) when total contact hours, number of different preparations, or other factors may require an adjustment in teaching load. Every effort is made to keep the number of different preparations in any given semester at a reasonable level. In most departments this would mean no more than three different course preparations per semester.

3.30 Academic Advising

Each faculty member is expected to assume academic advising responsibilities through the Office of Academic Advising and/or departmentally based major advising. Every effort is made to maintain the advising load at a reasonable level within the context of departmental or program needs, institutional needs, and the total faculty service activities of the individual faculty member. Summer service in academic advising is for additional compensation.

3.40 Faculty Committees

Each faculty member is expected to serve on faculty committees, either standing or ad hoc, when elected or appointed. Every effort is made to maintain a reasonable level of committee responsibilities consistent with departmental, institutional, and personal needs, interests and responsibilities. The Nominations Committee, in developing a slate for annual elections to several of the major faculty committees, follows guidelines listed elsewhere in this handbook (2.70).

3.50 Personal, Professional and Spiritual Development

Each faculty member is expected to maintain: a high level of personal energy and effectiveness; professional competence characterized as current, comprehensive, and effectively communicated; and spiritual vitality. To this end, each person is encouraged to have a program of personal development in each of these areas which is both projected and evaluated in an Annual Report to the dean of the appropriate college. The desired format of this report is developed and shared by the college deans.

3.60 University Community Responsibilities

Each faculty member is expected to support and participate in the broad range of university community-building activities outside the classroom. This responsibility is fulfilled through regular Chapel-Convocation attendance and through the active, while necessarily selective, support of student and faculty/staff social, cultural, athletic and religious activities.

3.70 Chapel/Convocation

All full-time faculty members are expected to attend chapel/convocations. Beyond the need for personal enrichment, regular attendance provides faculty members with significant opportunities to be with and to grow with students outside classroom settings. Often the content of a chapel/convocation has immediate relevance to the content of classroom work. Except in emergency circumstances, routine activities or meetings will not occur during chapel/convocation hours.

3.75 Assessment Activities

Each faculty member is expected to be supportive of assessment activities and participate in these endeavors at both the institutional and departmental level. This support will include serving on a committee when elected or appointed, administering assessment instruments, analyzing results and responding appropriately to assessment findings.

3.80 Additional Responsibilities

In addition to the above, each faculty member is expected to:

1. Attend all regular and specially called meetings of the faculty at the institutional, college and departmental levels.
2. Establish and post sufficient office hours for appropriate contact with students and colleagues. Normally, a regular schedule of ten hours per week should be considered minimum with at least fifteen hours per week for those who have higher levels of student contact through course enrollments and advising.
3. Maintain a five day per week presence with classes scheduled throughout the instructional day, including evenings as needed. Any variation of this standard will be as a result of a specific written agreement with the dean of the appropriate college.
4. Participate for up to five days per year, in addition to teaching days, in college scheduled and sponsored advising and/or professional development activities, including the Fall and Mid-Year Faculty Sessions. These normally would be scheduled immediately before and/or after regular academic terms.
5. Serve on regular or special committees or task forces during summer months, while respecting and maintaining the integrity of personal and professional interests and obligations.
6. Submit an Annual Report to the dean of the appropriate college. The report is due at the end of the academic year and not later than May 31. It provides a means of review and evaluation of the various aspects of the year's work, evaluates and projects one's program of professional development and provides the opportunity to make recommendations for one's department, school and/or the entire institution. These reports are important both to the faculty member and the dean as a tool for self-evaluation, assessment of needs and development of priorities.
7. Participate in the Baccalaureate and Commencement exercises unless excused upon request to the Vice President for Academic Affairs. Normally, persons will be excused who are engaged in formal academic study or research which is outside commuting distance or who are serving elsewhere in university sponsored programs such as Tri-S.

3.81 Good standing

The professional obligations described in 3.0 to 3.80 and elsewhere in the Handbook apply in normal circumstances to all faculty. Exceptions must be negotiated with the dean of the college or school in which the faculty member teaches. Failure to function with professional responsibility in regard to these expected obligations can result in consequences such as loss of faculty development funds, decrease in salary, and ultimately even dismissal (See 6.43).

3.90 Policy Statements

The following are significant policy statements which relate to various aspects of the functioning of faculty members.

3.91 Statement of Federal and State Compliance

Anderson University is a not-for-profit exempt organization as described in Section 501 (c) (3) of the Internal Revenue Code.

In compliance with the Civil Rights Act of 1964 and 1991, and Title IX of the Educational Amendments of 1972, the University does not discriminate on the basis of race, color, national origin, age, sex, or veteran status in its policies, practices or procedures.

The University maintains a policy of non-discrimination on the basis of disability, in compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

The University is committed to providing for employee safety and right to know laws under the provisions of the 1970 Occupational Safety and Health Act.

The University maintains compliance with the Drug Free Schools and Campuses Act of 1989 and the Drug Free Workplace Act of 1988. See Appendix A for Anderson University's Drug Free Workplace Policy.

The employee's right to privacy in regard to disclosure of personal data is assured in conformity with existing legislative requirements.

3.92 Fair Employment Practices

Anderson University is an equal opportunity employer and, as such, ensures that both applicants for employment and employees are treated in compliance with applicable laws and regulations governing equal employment opportunity and nondiscrimination in employment on the basis of race, color, national origin, handicap, age, sex or veteran status.

Anderson University is committed to the policy of equal employment as an appropriate standard of Christian servanthood. Personnel actions, including, but not limited to, compensation, benefits, transfers, layoffs, sabbatical leaves, termination, educational privileges and selection for training, are administered without regard to race, color, religion, age, sex or national origin, except as may be dictated by a bona fide occupational qualification. Persons responsible for employment and/or promotion decisions strive to base such decisions solely on an individual's qualifications for the position in question. The University, however, does reserve the right to exercise caution, for demonstrable reasons, about the placement of the spouse or other immediate family member of a current employee. When such placement exists, the University will insist upon whatever procedures may be necessary to avoid the influencing of decisions by criteria not common to other employees.

In recruitment efforts, a statement is made about institutional practice, namely that all qualified applicants will receive fair and equitable consideration for employment. It is the responsibility of appropriate institutional officers to coordinate all recruitment efforts in their respective areas and to see that suitable statements are included in position notices. Unless necessary because of a bona fide occupational qualification for employment, advertisements make no reference to sex or age.

Anderson University affirms the appropriateness of affirmative action, particularly in regard to female and racial minority candidates for faculty and staff positions. Due process procedures are detailed in this Faculty Handbook. (See 6.32 and 6.44 for details.)

The Vice President for Finance is responsible for answering requests for information concerning employment practices. Therefore, any contacts from agencies or groups requesting such information should be directed to that office.

3.93 Academic Freedom and Responsibility

Anderson University, including its undergraduate and graduate schools, seeks to be a marketplace of ideas, experiments and growth experiences. It is dedicated to cultivating in each individual an awareness of the physical world, a sense of history, an appreciation of culture, a spiritual maturity, a social conscience and an interest in the worth of ideas regardless of their immediate utility.

The University has a responsibility throughout its curriculum to raise questions of truth, value, meaning and morality, not escaping easily into a false objectivity or sterile neutrality. The University maintains a Christian perspective, but does not wish to be guilty of an unexamined religious conformity. It lives in an atmosphere of free inquiry, even while it affirms that all knowledge is understood most fully in the light of God's redemptive activity in Jesus Christ. Its goal is to approach wisdom through a comprehensive study of human knowledge, experience and potential in the light of Biblical revelation. It assumes that Christian belief, rather than being an imposed restraint on the academic process, can and should be an enrichment of it and the basis for an integrated worldview.

All faculty members, whether tenured or not, are entitled to the privileges and obligated by the responsibilities of academic freedom. The privileges are: (1) a faculty member is free in the classroom to discuss openly and fully all issues which are within the member's area of academic competence and are relevant to the subject of the class; and (2) a faculty member is free to conduct research and then publish the results, subject to the time constraints of assigned institutional duties. The responsibilities are: (1) a faculty member, when speaking or publishing inside or outside the classroom, should at all times seek accuracy of statement, exercise appropriate restraint, show respect for the opinions of others and make clear that he/she, particularly outside the classroom, is not acting as a spokesperson for the University; and (2) a faculty member is to exercise academic freedom with discipline, responsibility and in the context of the assumptions of this policy statement and the particular mission of Anderson University.

Out of respect for the church, the university accepts guidance from the church about what is appropriate with regard to teaching about homosexuality: that instruction should bring understanding to issues related to homosexuality, but will not endorse or promote homosexual behavior as an acceptable alternate or Christian lifestyle. In addition, although the church has not spoken officially on this matter, the university will be sensitive to the concerns of some in the church about the use of live, undraped models in art classes.

The institutional mission and employment standards of Anderson University are stated in writing at the time of initial faculty appointment and also are stated above in 3.00. Adopted by the Board of Trustees, April 27, 1984.

3.94 Political Involvement

Occasionally a member of the faculty or staff of Anderson University chooses to participate in the political process of our community or State and is unsure of related rights and limitations because of employment by the University. It has been judged wise for the University to formulate a policy statement for guidance in such situations. This statement follows and is shared for your information and guidance.

"Employment at Anderson University does not limit the right of a citizen to participate in the political process of the society at large. However, as a not-for-profit corporation, Anderson University cannot and must not be involved, directly or indirectly, in that political process. When an employee of the University chooses to be active in the political process, that employee is obligated to make certain that the name and the resources of the University are not employed as part of that process, either by direct use of letterheads or other materials identifiable with the University, or by implication."

3.95 Public Information Media Policy

In order to ensure that accurate information about the university is disseminated, the university has adopted a policy related to how employees of the university should approach news media or how they should respond to requests from media for information. See Appendix C.

3.96 Library Materials: Acquisition and Access

Anderson University maintains an institutional policy (3.93) regarding faculty academic freedom and responsibility. The stated context for the concept of this freedom and responsibility extend also to the acquisition of library materials. The nature and mission of Anderson University encourages an open atmosphere in which faculty and student learning benefit from access to current historical information representing all available points of view on any subject under examination. In fulfillment of this policy, the University, guided by its statement of mission, maintains a set of operational guidelines designed to enhance and ensure the integrity of the learning process through the acquisition of and access to library materials. (Adopted by the Board of Trustees, April, 1986.)

3.97 Faculty Grievance Policy and Procedure

In cases where a faculty member has a grievance, the policy and procedures described in Appendix F will be followed.

4.00 ACADEMIC STANDARDS AND PROCEDURES

Although a wide range of individuality is encouraged in the design and implementation of courses and learning experiences, there are many elements of common practice which should guide faculty members in academic planning and implementation.

4.10 Process of Instruction: Faculty

4.11 Class Rosters

Class rosters are distributed in campus mail to all instructors as follows:

At the end of the week preceding Semester I, Semester II, and Summer, a tentative class roster of students will be furnished.

After Semester I and II classes begin, the University Registrar will supply updated class rosters following the first (tentative), second and third weeks. The instructor of the course can also obtain this information at any time via computer.

4.12 Syllabi and Course Plans

A syllabus is to be prepared by the instructor for each course. Three copies are to be sent to the dean of the appropriate college and one to the department chair. Syllabi should be distributed in each class as early in the course as possible.

A syllabus should state clearly the purpose and objectives of the course, the standards of expectation established by the instructor with regard to quality of work, standards of class attendance, the nature and scope of written work required, and evaluation standards maintained for the course. The syllabus should be much more than a chronological list of assignments from the textbook or other materials. In essence, it is the learning plan that guides the course.

Notice should be given to the dean of the appropriate college at the beginning of each semester regarding any class for which a syllabus is not prepared and distributed. There should be a substantial instructional reason why such a course introduction is not provided for students.

Faculty members are expected to review their syllabi on a regular basis. Typically this will be as a result of the incorporation of new materials and instructional procedures, a change in the relationship of the course to the total curriculum, a shift in student needs and priorities, or the obvious advantage of freshness in class structure and presentation.

4.13 Standards of Instruction

Class periods normally are 50 minutes in length, beginning on the hour. Some classes are scheduled for one and one-half periods (one hour, fifteen minutes), a double period (one hour, fifty minutes), or more, depending on the time of offering and the nature of the class. Classes held for more than two hours should include a ten-minute break unless by their laboratory nature students have a great degree of freedom.

The instructor typically should expect an average of two hours work done outside of class for each period in class. This should be regarded as a median standard.

Faculty members should feel considerable freedom in the organization and structuring of learning experiences in a course. Usually such experiences will be more profitable to the student if the student has a full understanding of the instructor's expectations and procedures.

Faculty members must take great care in avoiding absences from class. In the case of an unavoidable absence (e.g., attendance at a professional meeting), the faculty member should endeavor to work out an appropriate substitute procedure with a colleague. If a class session must be canceled, the instructor should notify the department chair who will ensure that a notice is posted for the students' information.

Full-time faculty members are expected to be on campus regularly and on a patterned basis for five days a week--Monday through Friday. Any variation of this standard will be as a result of a specific written agreement with the dean of the appropriate college.

Notice is to be provided the department chair regarding occasions when it is necessary to be off campus for a full day(s). This may be accomplished by a note indicating date, place, purpose of the event requiring absence, and arrangements made for all class sessions.

4.14 Tests and Examinations

It is the responsibility of each instructor to provide for an appropriate and valid program of student evaluation in each course. A carefully worked out examination procedure, suited to the objectives and practices of the course and coordinated with written and other assignments, should be developed and described clearly in the syllabus. The time allotted to classes during final examination week should be used by the instructor for activities appropriate to the end of term.

4.15 Grading Practices and Standards

The identity and meaning of grades are listed below. The grades given for a student's performance shall be based upon a significant portion of the student's work through the term in question.

The following are the grades and their meanings:

- A, A- : Superior quality
- B+, B, B- : Good quality
- C+, C, C-: Average
- D+, D: Basically unsatisfactory, but passing
- F - Clearly unsatisfactory, unacceptable for credit
- I - Incomplete
- W - Withdrew
- WF – Withdrawn failing
- S - Satisfactory (C level or above)
- U - Unsatisfactory
- CR - Credit (C level or above)
- NC - Noncredit
- AU - Audit
- W, S, U, CR, NC, AU not figured in cumulative average

The grade of "I" (Incomplete) is given only by written agreement of the instructor and student. If given, it is the student's responsibility to contact the instructor and submit work or take examinations appropriate to the removal of the Incomplete. Normally some lapse of time should take place between the giving of the "I" and its removal. The change of an Incomplete to a regular letter grade must be accomplished by the instructor, on a form available in the Registrar's Office, not later than the end of the fifth week of the first full semester following the giving of the Incomplete. Otherwise, the grade of Incomplete automatically becomes a grade of "F". If meeting this deadline is impossible because of circumstances beyond the control of the instructor or the student, the instructor should contact the dean of his or her college to request an extension.

The academic calendar distributed at the beginning of the school year should be checked for due dates of mid-semester and final grades. Instructions regarding the posting of grades will be sent to the faculty by the Office of the Registrar at least one full week in advance of the due date. Rosters are attached to grade instructions. Grades must be entered at a computer terminal for every course listed.

Changes of grade are filed on final grades only. Forms for changing a grade are available in the Office of the Registrar. If a letter grade is to be changed, it must have the approval of the appropriate college dean. If an "I" grade is changed to a letter grade, the instructor files the form directly with the Office of the Registrar.

Midterm grades constitute an official indication to students of the quality of work as viewed by the instructor. The midterm grade need not relate in any specific manner to the final grade. Only the final grade is recorded on a student's permanent academic record.

Grades are sent to students by the Registrar's Office.

4.16 Course Audit Procedures and Expectations

As a means of enrichment to the student, Anderson University recognizes the following ways of auditing a course:

1. Occasional class visitation: A student may wish to visit a class to hear a lecture and/or a discussion on a given topic. The instructor's consent is the only necessary requirement.
2. Auditing one course without fee: Any student registered for 12 or more hours who has a satisfactory academic record may wish to attend an additional class on an Informal Audit or Recorded Audit basis.
 - a. Informal Audit: Infrequent attendance of a class with no course obligation. Although formal registration is not required, the student must have the written consent of the instructor. Permission forms are available in the Registrar's Office. No record is made of the audit on the student's permanent record card.

b. Recorded Audit: Regular attendance with normal course obligations for the purpose of having the audit recorded on the student's permanent record card. In this situation, the student should follow these procedures:

- (1) Register as an audit using the Schedule of Classes form or Change of Schedule form, signed by the adviser.
- (2) Adhere to attendance regulations.
- (3) Complete sufficient work of "C" quality or better in order to have the audit recorded.
- (4) Changes of schedules to or from an Audit must be done no later than the end of the 5th week of the semester.

The course will be recorded on the student's permanent record card as an audit if the above conditions are met, and the student does satisfactory work in the course. If the above conditions are not met, the instructor will notify the Registrar's Office and no record of the audit will be made.

3. Auditing with payment of fee: A student who does not meet the specific requirements as outlined above may, upon payment of the per semester hour audit fee, audit a course as outlined under "a" or "b" of Item 2 above.

4.17 Emergency Cancellation of Classes

Cancellation of classes because of severe weather or other extraordinary circumstance will be determined by the Vice President for Academic Affairs after consultation with other university officers as appropriate and possible. Information about such a cancellation will be communicated via e-mail, voicemail, WQME, other local radio and television stations, and otherwise as necessary and practical.

4.20 Process of Learning: Students

4.21 Advising: Basic and Major

Basic Advising:

The academic advising of freshmen is administered through the Office of Academic Advising. Initial basic advising is done by a team of trained faculty and staff members. These advisers meet with students on a one-to-one basis for discussion of significant questions and concerns related to the student's interest and needs. These discussions include identification of the student's career and personal goals and assessment of the student's strengths and weaknesses. The adviser and student then discuss planning options and work on a schedule that will reflect both academic and personal objectives. Following the initial advising session the student is assigned a faculty mentor. The mentor serves as the student's academic adviser until the student declares a major, at which time the student is assigned a faculty adviser in his/her major department.

Major Advising:

In the semester in which 24 semester hours are completed, students who have not previously done so are asked to declare a major and are given the option of choosing a minor. If a student does not declare a major during this time, he/she is advised during the sophomore year by the Office of Academic Advising. Students must declare a major before the completion of 52 semester hours. As soon as a major is declared, the records of a student are transferred to the department involved. A departmental faculty member advises the student regarding courses for the major as well as courses and other requirements necessary for graduation. However, the student is responsible ultimately for meeting all graduation requirements.

4.22 Standards of Student Class Attendance

It is a starting assumption of this policy that class attendance, by both the instructor and the student, is fundamental to the teaching/learning process and a crucial element of effective, quality teaching and learning at the university level. With this rationale in mind, the faculty of Anderson University adopted the following policy on class attendance.

Any absence from a class results in a loss of learning for the student. It is the student's obligation to personally notify the individual course instructor(s) about any absence, in advance if possible. **Students may be directly penalized only after the number of absences exceeds the number of class meeting hours per week.** Where a student misses more than the number of classes stated above, the course instructor has the discretion to allow for the completion of missed work and determines how such work will be evaluated, including possible penalties.

This policy recognizes that the loss of participatory learning and class involvement due to class absences by students will differ depending on the particular course and instructor. For this reason, the individual instructor is responsible for setting the specific course policy for each class regarding: make-up work, sanctions for missed classes (after the student misses more than the number of class meeting hours per week), missed course examinations, laboratory session, field experience, class presentations, and special class events. **Whatever specific policy a given instructor adopts for a class should be clearly documented in the course syllabus and reviewed with students at the beginning of the semester.**

(Adopted by the Faculty - February 21, 1995)

4.23 Policy on Academic Integrity

Anderson University seeks to support and promote qualities of academic honesty and personal integrity and regards cheating, plagiarism and all other forms of academic dishonesty as serious offenses against the University community. Such offenses will be dealt with in an appropriate manner.

Cheating or academic dishonesty is defined as the deception of others about one's own work or about the work of another. Examples of cheating include but are not limited to:

1. Submitting another's work as one's own or allowing another to submit one's work as though it were his or hers.
2. Failure to properly acknowledge authorities quoted, cited, or consulted in the preparation of written work (plagiarism).
3. The use of a textbook or notes during an examination without permission of the instructor.
4. The getting or giving of unauthorized help on assignments.
5. Tampering with experimental data to obtain a "desired" result or creating results for experiments not done (dry labbing).
6. Tampering with or destroying the work of others.
7. Submitting substantial portions of the same academic work for credit or honors more than once without permission of the present instructor.
8. Lying about these or other academic matters.

Students who are guilty of such academic violations can expect to be penalized. An instructor whose definition of cheating may differ from that stated above has the responsibility and obligation to so inform the student, in writing, at the beginning of the course. Those instructors who fail to do so have no basis for disciplinary action in instances of purported student dishonesty outside of the above provisions.

In all instances of academic dishonesty, instructors are urged to discuss the incident with the student and, if necessary, refer them to the Dean of Students office for more extensive counseling.

The course instructor shall have the authority to deal with instances of academic dishonesty within the framework of the following guidelines.

1. Faculty members must report any student who has violated the policy on academic integrity to the Vice President for Academic affairs. Following two reports against a particular student, action will be initiated under provisions of the judicial code and may lead to dismissal of the student from the University.
2. The maximum assessable penalty for a first offense shall not exceed double the original value of the assignment plus no option to make up the work in question.
3. Alternate courses of action may include, but are not limited to, the following:
 - a. Work may be redone for full or partial credit.
 - b. Alternate assignments may be given for full or partial credit.
 - c. Work may not be redone and no credit will be given for that particular assignment.

Students who, in the judgment of the instructor, have committed a serious act of academic dishonesty are to be reported to the Vice President for Academic Affairs. Following two such reports against a particular student, action will be initiated under provisions of the judicial code and may lead to dismissal of the student from the University.

The student has the right to appeal actions under this policy through the regular channels as established by the grade appeal process.

Grounds for appeal are:

1. insufficient evidence of dishonesty;
2. penalties assessed in excess of those allowed under the above guidelines;
or
3. provisions of grade appeal cited in the Student Handbook.

In all instances of academic dishonesty, instructors are urged to counsel offenders and, if necessary, refer them to the Vice President for Academic Affairs for more extensive conversations.

4.24 Procedure for Student Appeal of Grades or Other Grievances Concerning Evaluation Policies or Procedures

Students may at times believe themselves to be subject to unfair academic evaluation. Students who have any such grievances have the right to make an appeal and to receive a fair hearing.

Grievances may result, for example, from receiving a lower semester grade than one expected in a class or from the belief that a given instructor failed to exercise caution against the possibility of grading bias ("halo effect"), did not follow stated evaluation policies or procedure, was negligent in the proctoring of examinations, failed to specify necessary course prerequisites, set up unrealistic standards, was careless in such matters as guarding the security of tests, used unreliable and invalid evaluation procedures, or failed to follow guidelines regarding violations of academic integrity.

The following procedure outlines the steps to be taken by a student (or group of students) in making appeals and the manner in which complaints will be handled:

1. A student who has a grievance is normally expected, first, to attempt to resolve the issue through consulting with the instructor with whom the grievance exists. This should be done during the semester at the time the grievance occurs unless it is in reference to the semester grade, final examination, or grades or other information not known to the student before the end of the semester. In the latter instances, the consultation with the instructor should occur no later than 30 days after the aggrieved student receives notice of the semester grades. A student who is some distance from campus and no longer within the community at this time may consult with the instructor by telephone or by letter. It is conceivable that on occasion extenuating circumstances may be such that it would not be feasible or advisable for the student to register a complaint with the instructor. In such unusual circumstances, the student may present the grievance directly to the dean of the appropriate college (the one in which the course was offered) as outlined in paragraph two).
2. A student who is unable to reach a satisfactory agreement with the instructor, or one who for reasons stated above has not conferred with the instructor, may then file a petition (in person or by letter) with the dean/director of the appropriate college/school requesting a review of the complaint. Such petition is to be filed within 15 days following the discussion with the instructor or, if the contact has been by letter, 15 days following the receipt of the instructor's reply. In filing said petition, the student must state the grievance clearly, indicate the date or dates on which the instructor was consulted, and give a brief statement as to his/her interpretation of the outcome of this discussion.
3. Upon receiving a petition for review of a grievance, the dean/director involved may seek additional information from the student (through interview or by letter) in an attempt to understand as fully as possible the nature of and the justifications for the complaint. The dean then will confer with the faculty member and may talk with both the faculty member and student together.
4. If the dean/director involved is unable to resolve the issue to the satisfaction of the student, that dean/director will request the Chair of the Appeals Committee to call a meeting of the committee for its consideration of the case. The committee will review all the information available to the dean involved and will give a hearing to the student and also to the instructor.

The committee may consult with other students who are or were in the same course and also with the departmental chair or other faculty members in the department of the instructor against whom the complaint is registered.

5. When the Appeals Committee has made a thorough review of the case and has reached a decision about the grievance presented, it shall make its decision and recommendations known, in writing, to the student making the complaint, to the instructor against whom the complaint is filed, to the dean involved, and to the Vice President for Academic Affairs. If it is the conviction of the committee that the complaint is either partially or totally justified, the committee may make whatever recommendations appear appropriate to the instructor regarding reassessment of past performance or readjustment of future procedures. If a semester grade is in question, the committee may recommend to the instructor that a change of grade be considered. In unusual circumstances the Vice President for Academic Affairs may initiate such a change if the faculty member will not do so and there appear to be compelling reasons for such action.
(Adopted by Academic Policies Committee September 18, 1984)

4.25 Personal Student Contact

It is the strong conviction of this university community that one of the principal means of students' growth and development emerges from meaningful contact with significant persons. Cultivating such contacts should be a matter high on the agenda of each faculty member. Differing approaches are used by faculty members, but faculty are encouraged to be both creative and diligent in fostering opportunities for interactions with students that go beyond the classroom setting.

4.26 Student Need for Counseling

Students often have problems that are or could lead to serious emotional, physical and/or spiritual consequences. The faculty member is often the primary person to give an early warning of potential problems. At the same time, the vulnerability of the faculty is extremely high, as these problems may well require special professional expertise. Each faculty member is encouraged to refer any student suspected of having a potentially serious emotional problem to an appropriate counseling resource on campus. These include the following:

General, vocational, psychological and psychiatric counseling:
University Counseling Center or the Office of the Dean of Students

Marriage and related counseling: Director of Kardatzke Marriage and Family Center

Religious counseling: Campus Pastor or the Office of the Dean of Students

4.30 Additional Academic Policies

4.31 Academic Penalty from Student Suspension

In the instance of a student suspension from classes resulting from institutional disciplinary action, academic work missed as a result of that suspension may not be completed prior to, during or after the stated period of suspension.

4.32 Academic Probation Policy

1. The Vice President for Academic Affairs will provide an **academic probation report** to the Academic Policies Committee each semester. This report will provide information concerning the number and progress of students on academic probation, and present, if appropriate, recommendations for changes in probation policy.
2. A barring appeals committee, comprised of one college dean, one faculty designate, and one student life staff member will be appointed by the Vice President for Academic Affairs to hear all barring appeals and requests for exemption from those policies concerning academic probation as stated in the Student Handbook or the Anderson University Catalog.

Additional academic policies are found in the current issue of the Catalog.

5.00 SUPPORT SYSTEM FOR INSTRUCTION

The University endeavors to provide appropriate resources for the faculty member as courses are designed and taught.

5.11 University Library, Microcomputer Support, Center for Educational Technology

Information regarding these resources is to be found at
<http://www.anderson.edu/vpaa/documents.html>

5.12 University Bookstore

All materials required to be purchased by students should be handled through the University Bookstore. Individual faculty members should not become involved in selling directly to students any materials which they assign or advertise. (An exception to this policy may be necessary when pamphlet or mimeographed material or sheet music is not substantive enough or required in sufficient quantity to merit handling by the Bookstore. Any such exception needs to be clarified with the department chair.)

Near the end of each semester the Bookstore manager will send textbook requisition forms to each faculty member for the purpose of ordering materials for the following semester. The faculty member specifies the material required for all students and submits the requisition to the Bookstore.

5.20 Facility and Secretarial Support

5.21 Teaching Facilities

Classrooms for all courses are assigned by the Office of the Registrar in light of the purposes, procedures and size of each class. Any questions should be directed to the Assistant Registrar; and changes in classrooms may be made only with the approval of the Assistant Registrar.

Audiovisual resources needed in the classroom may be secured through the Nicholson Library or the Center for Educational Technology.

See <http://www.anderson.edu/vpaa/documents.html> for details.

5.22 Office Facilities

With few exceptions each faculty member is assigned a private office space with private telephone line and adequate desk, book storage and filing cabinets.

Assignments are made by the Office of the Vice President for Academic Affairs. Requests for special equipment which may be necessary are made through the department chair. No assignments of space are considered permanent since changing space needs occasionally make necessary changes of space assignments.

5.23 Secretarial Assistance

Access to a departmental secretary, secretarial pool and/or student assistance for secretarial and other tasks generally is available to faculty members. Such assistance is certified in the spring of each year for the following year to departmental chairs by the dean of the appropriate college.

5.30 Financial Support

5.31 Departmental Budgets

Academic department budget requests are prepared annually by the department chair in light of institutional and departmental goals and objectives. These are submitted to the dean of the appropriate college for review and recommendation prior to consideration by the Vice President for Academic Affairs and the Budget Committee.

The department chair is responsible for approving all expenditures from the departmental budget. This includes supplies, duplicating services, telephone calls, etc. Purchases to be charged to any part of the institutional budget must be made by a university purchase order requisitioned through the Business Office. Requisition forms are available from the Business Office.

5.32 Professional Meeting Expense

Reimbursement of certain travel expenses in connection with attendance at professional meetings is done through the office of the dean of the appropriate college according to the following procedures:

1. Faculty members desiring university assistance in the cost of attending recognized national professional meetings in their field shall apply for that assistance at least two weeks in advance, through the office of the dean of the appropriate College.

Following return from the trip and submission of an expense statement along with receipts for commercial travel, lodging and conference registration fees, the University will reimburse an amount not to exceed \$500 per year.

The basis for computation of the trip expenses:

If by auto, by the institutional rate. If by air, actual plane fare (coach); actual housing and food costs. If two faculty members attend the same convention, travel and other expenses should be shared whenever feasible.

2. Those serving as officers of national professional associations, or those who have been asked to present papers at the meeting, may apply for an additional supplementary grant.

5.33 Special Study Grants

Anderson University maintains a program of educational assistance grants to faculty members for individual professional growth. Typically, this support is for graduate study to complete master's or doctoral programs essential to the faculty member's employment at the university, but might also apply to support of advanced institute or workshop programs, or special writing or research projects.

Subject to the conditions of continued service or reimbursement set forth in the following paragraph, when master's or doctoral studies in a faculty member's primary field of institutional assignment are approved in advance by the vice president for academic affairs and the appropriate college dean, the University may pay up to 100% of all mandatory tuition and fees, to a maximum of \$3,000 in any one fiscal year. Related travel, lodging and meals typically will not be reimbursed by the University because, by law, such reimbursement would be considered taxable income. Dissertation hours (ABD) will be supported for a maximum of two years. Requests for funding of a second advanced degree will be considered on a funds available basis.

As a condition of the University's payment of graduate tuition and fees on behalf of a specific faculty member, as set forth above, the faculty member must first agree in writing to the following:

1. To continue employment with Anderson University for a minimum period of six semesters following the semester in which the most recent reimbursed education occurred (the "Six Semesters Expectancy"); or,
2. In the event the faculty member does not remain employed with the University and does not complete the Six Semesters Expectancy, to reimburse the University as follows:
 - a. If the faculty member at the time of departure has not completed any of the Six Semesters Expectancy, to repay to the University the total amount the University invested in the faculty member's graduate study during the three calendar years preceding the faculty member's departure; or,
 - b. If the faculty member at the time of departure has completed only a portion of the Six Semesters Expectancy, to repay to the University a prorated percentage of the total amount the University invested in the faculty member's graduate study, such percentage to equal the percentage of the Six Semesters Expectancy not completed by the faculty member.

Details available at <http://www.anderson.edu/vpaa/documents.html>

5.34 Faculty Development Grants

In addition to general institutional support for professional growth activities, a faculty member may receive a grant from the Faculty Development Committee. Guidelines, timetables and funding criteria for these competitive grants are distributed annually by the Committee.

5.35 Distinguished Scholar Program

Purpose

The Distinguished Scholar Program at Anderson University is designed to support those faculty members who excel in the production of exemplary research which leads to the publication of peer-reviewed books and journal articles and those faculty members who excel in the creation or performance of art works which lead to major exhibits or performances in significant artistic venues around the world. Faculty members involved in this type of scholarly and creative work indicate that their greatest need is additional release time from some of their teaching responsibilities during the semester in which a major paper, book or artistic project is reaching its final stage of development.

To address the needs of these faculty members, Anderson University has established a Distinguished Scholars Program that will allow full-time faculty members who meet the

criteria listed below to apply for up to six hours of release time in one semester during the late stages of a major project. The Vice President for Academic Affairs and the Academic Cabinet will oversee the program.

See <http://www.anderson.edu/vpaa/documents.html> for details.

6.00 FACULTY PERSONNEL POLICIES AND PROCEDURES

Policies and procedures have been defined to provide for an efficient and just manner of administering the appointment, professional development and termination of faculty members. These and related matters follow.

6.10 Faculty Rank and Status

6.11 Tenure Track Teaching Faculty. Tenure Track Teaching Faculty refers to those members of the faculty whose primary assignment is classroom teaching and who (1) generally are appointed on the basis of a national search, (2) are expected to earn the highest academic degree in their field of study, (3) may be eligible for academic tenure as defined in this Faculty Handbook, provided established procedures and requirements are completed successfully, and (4) are expected to work toward achieving academic tenure as defined in this Faculty Handbook. Tenure Track Teaching Faculty may be ranked as follows:

Instructor. An Instructor generally holds a master's degree, is making satisfactory progress toward a doctorate or equivalent terminal degree, and demonstrates evidence of effective teaching, substantial professional growth, substantial institutional service, and some community service.

Assistant Professor. An Assistant Professor generally holds a doctorate or other equivalent terminal degree and demonstrates evidence of effective teaching, substantial professional growth, substantial institutional service, and some community service.

Associate Professor. An Associate Professor generally holds a doctorate or equivalent terminal degree and demonstrates evidence of a high order of teaching effectiveness and professional development, substantial institutional service, and continued community service. If a terminal degree is not held, substantial (all but dissertation) progress toward a doctorate or equivalent terminal degree is expected.

Professor. A Professor generally holds a doctorate or equivalent terminal degree and demonstrates the highest order of competence as a teacher-scholar and substantial institutional and community service.

In addition the university maintains the designation of University Professor, a senior and distinguished scholar/teacher-in-residence honored for particular potential to combine publication and teaching in the service of the mission of the University. (Board of Trustees, April 12, 1989)

6.12 Tenure Track Library Faculty. Tenure Track Library Faculty refers to those members of the faculty whose primary assignment is service in Nicholson Library, and who (1) generally are appointed on the basis of a national search, (2) are expected to earn

appropriate graduate credentials in library science and academic disciplines, (3) may be eligible for academic tenure as defined in this Faculty Handbook, provided established procedures and requirements are completed successfully, and (4) are expected to work toward achieving academic tenure as defined in this Faculty Handbook. Tenure Track Library Faculty may be ranked as follows:

Instructor. Instructor is an entry level faculty designation for the librarian or instructional technologist who holds a bachelor's degree with an acceptable emphasis and the appropriate professional terminal degree (I.e. For librarians the terminal degree is M.L.S. from an accredited institution per standards of the Association of College and Research Libraries. For the IMC this is an appropriate degree in the field of instructional technology.

Assistant Professor. An Assistant Professor holds the appropriate terminal degree and a second master's degree or significant library experience with a commitment to continuing professional involvements and educational endeavors that will optimize effectiveness of service. Evidences of broader institutional service and continued community service will include: campus committee assignments; participation in formal continuing education; workshop attendance; professional meeting attendance; leadership roles of a nature that is both internal and external to the institution; and other edifying inclusions within the professional portfolio.

Associate Professor. An Associate Professor will demonstrate maturing professional experience and achievement that continues and builds upon the streams of accomplishment and effectiveness noted at the Assistant Professor level. Evidences of substantial institutional service and continued community service can be demonstrated. A second master's degree or a development contract which extends professional credentials measurably beyond the professional standard will have been completed or the individual will exhibit substantial progress toward completion of same.

Full Professor. A Full Professor will exhibit fully-developed professional skill, and evidence of substantial institutional and community service can be demonstrated. In addition, this individual will either hold a completed second master's degree or will have successfully completed the programs and objectives of the development contract approved and undertaken at the Associate Professor level.

6.13 Non-Tenure Track Faculty. Non-Tenure Track Faculty refers to those members of the faculty who, though qualified to teach at the university level, (1) generally are not appointed on the basis of a national search, (2) are not required as a condition of employment to earn the highest academic degree in their field of study, and (3) are not

eligible for academic tenure as defined in this Faculty Handbook. Non-tenure track faculty are employed on an annual contract basis and may be released from an existing contract only for cause (as defined in 6.43). Full-time non-tenure track faculty have the same professional obligations (e.g., attending faculty meetings, service as academic advisor, and serving on committees) that are required of tenure track faculty. Non-tenure track faculty may be ranked as follows:

Instructor. An Instructor generally holds a master's degree, and demonstrates (1) evidence of potential and progress toward becoming an effective teacher, (2) professional growth, and (3) commitment to significant institutional service. Teaching responsibilities generally are limited to lower division (freshman and sophomore level) courses.

Assistant Professor. An Assistant Professor generally holds a doctorate or other equivalent terminal degree and demonstrates evidence of effective teaching, substantial professional growth, substantial institutional service, and some community service. Assistant Professors may teach both lower and upper division courses. If the faculty member does not hold a terminal degree, the faculty member must have completed, in consultation with his/her department chair and college dean, a coherent program of studies appropriate to the discipline of the faculty member.

Associate Professor. An Associate Professor generally holds a doctorate or equivalent terminal degree and demonstrates evidence of a high order of teaching effectiveness and professional development, substantial institutional service, and continued community service. If a terminal degree is not held, the faculty member must have completed, in consultation with his/her department chair and college dean, a coherent program of studies appropriate to the discipline of the faculty member.

6.14 Part-time and Adjunct faculty
Part-time Faculty. Part-time Faculty refers to those members of the faculty who hold the appropriate graduate degree, and are assigned an occasional or ongoing teaching load of less than six semester hours per semester in an area for which the university has need for such a teaching and load assignment.

Adjunct Faculty. Adjunct Faculty refers to persons holding the appropriate graduate degree, assigned an ongoing teaching load of a minimum of six semester hours each semester in an area for which the university has ongoing need for such a teaching and load assignment.

While part-time and adjunct faculty are welcome to attend faculty meetings, they do not hold voting privileges. The manner of determining compensation for adjunct, and part-time instructors is detailed in 7.20.

6.15 Administrative Faculty Certain university administrators are recognized as having the training, experience and/or assignment which qualify them for "faculty status." Such administrators have full voting rights on all matters to come before the faculty, are eligible to serve on all faculty committees, and may participate as faculty in all university

ceremonial events involving the faculty, including faculty processions. Such administrators are ineligible for faculty rank or tenure.

6.20 Initial Faculty Appointments

6.21 Faculty Appointments: Standards

Initial appointments to the Anderson University faculty will include written agreement relative to base salary, fringe benefits, rank and, if applicable, the relationship of prior experience to promotion and tenure considerations. Continuing appointments to the Anderson University faculty will include written agreement relative to base salary, fringe benefits, rank and tenure status. All appointments are made annually through the offering of the faculty contract. The faculty member's signed contract indicates agreement with and commitment to the Statement of Mission and Employment Standards (See 3.00 above for this statement) and the policies and procedures contained in this Faculty Handbook.

6.22 Faculty Appointments: Procedures

When a tenure track faculty position is determined to be open correspondence is established with persons whose names have come from one of the following sources: (a) the continuing files on potential faculty maintained by the deans of the undergraduate colleges, based typically on information supplied by many persons in the university community; (b) recommendations of university placement offices and certain professional placement agencies; (c) individual recommendations of faculty members, including those forwarded from university academic departments and from church and private sources.

All vacant tenure track positions are announced through various media so as to attain maximum visibility in the academic, professional and church communities. Specifically, the Anderson University website, the Chronicle of Higher Education, the appropriate professional journals or news services, placement offices of universities, Signatures Magazine, Anderson University alumni lists, letters to Church of God pastors, and the Council for Christian Colleges and Universities website are the usual means for announcing faculty positions and obtaining prospective candidate names. All inquiries regarding a vacant position are responded to with an application form containing the Statement of Mission and Employment Standards and a position description. As consideration proceeds with selected candidates, copies of the View book or Catalog, the University's Ethos Statement, and the "We Believe" statement of the School of Theology are provided.

Persons wishing to be formal candidates for a position submit the Application for Faculty Position with the Statement of Educational Mission and Employment Standards, along with supportive materials they wish to present--such as transcripts, letters of reference,

publications, etc. The dean of the appropriate college receives all materials, screens all candidates in terms of the stated standards and seeks similar screening from the appropriate department chair and/or faculty. This process typically results in a determination of three to five "final" candidates. Telephone conversations are held with such candidates by the dean of the appropriate college and the department chair during which each of the standards is tested again. A campus visit is proposed for one or more of these candidates.

A campus visit of one or more days is arranged during which the candidate visits with the following: the President, Vice President for Academic Affairs, dean or director of the appropriate college or school, other appropriate administrative persons, the appropriate department chair, other department faculty members, other faculty/staff members, and, when possible, students majoring in the candidates teaching discipline.

Following the campus visit, each person who visited with the candidate is asked to submit a written evaluation of the candidate. These evaluations plus discussions between the department chair and the dean of the appropriate college provide the basis for a recommendation by that dean. A recommendation to employ the candidate is submitted to the Vice President for Academic Affairs and, if supported, is submitted to the President for final decision.

6.30 Faculty Evaluation, Reappointment and Promotion

6.31 Process and Criteria for Faculty Evaluation

Faculty evaluation has two major purposes. The first is to promote the professional growth of the faculty member. The second is to supply evaluative information to inform promotion, tenure, continuance and other personnel decisions.

An evaluation portfolio is maintained for each faculty member by the appropriate college or school dean or director. This portfolio includes faculty annual reports, student evaluations of classroom performance, department chair evaluations, dean or director evaluations, transcripts of all post-secondary work and any other information informally supplied. The faculty member is to supply the transcripts of all post-secondary work attempted and qualification of degrees received. The faculty member has the right to review this portfolio and append any data or comments to its contents.

The decision-making process for reappointment, promotion and tenure involves utilization of three categories of information. One of the categories is the information on teaching effectiveness, professional development, institutional service, and community service (described below). A second category is support of the institutional mission and

employment standards (as set forth in 3.00 of the Faculty Handbook). The third category involves circumstantial constraints of the institution, such as enrollment projections, the continuance of programs, and financial considerations. In addition, in instances where a faculty member serves in an administrative position (either full time or as a split assignment), overall performance in that assignment will be considered as a part of the evaluation process.

The criteria of teaching effectiveness, professional development, institutional service and community service are described below. They are listed in order of relative importance.

1. Teaching Effectiveness. This criterion involves creating that environment, in and out of the classroom, which optimizes the potential for student learning. For example: Does the teacher possess and convey effectively relevant course content? Is the material presented in the classroom appropriate to the level of the course and student preparations? Are classroom presentations and activities educationally effective? Is the teacher able to recognize and adapt to special situations? Does the pedagogical approach elicit critical thinking on the part of the students? Is the teacher able to establish a rapport with students which enhances learning? Is the teacher interested in the subject and does he/she endeavor to pass that interest on to students?
2. Professional Development. This criterion involves growth as an academician and as a teacher. For example: Is the faculty member actively involved in an appropriate professional association? Does he/she keep abreast of his/her discipline? Is the faculty member pursuing formal coursework toward a terminal degree in his/her discipline if not yet obtained? Does the faculty member show a concern and interest in being a better teacher? Is the faculty member involved in research, scholarly study or artistic/creative (including performance) activity? Has he/she published the results of artistic/creative activity?
3. Institutional Service. This criterion involves assisting in activities outside the classroom. For example: Is the faculty member involved in service assignments such as committee work and student advising? Does the faculty member effectively teach liberal arts courses and/or reflect liberal arts concerns in other courses? Does the faculty member endeavor to create and maintain good relationships with colleagues? Is the faculty member involved in and supportive of departmental concerns and activities? Does the faculty member exhibit a concern for total student welfare and development? Does the faculty member demonstrate an ability to engage in “the pursuit of truth from a Christian faith perspective?” Is the faculty member involved in and supportive of chapel/convocation? Does he/she serve as an effective life/learning model for at least some students?
4. Community Service. This criterion focuses on being involved beyond the campus community in activities which are important to an accomplishment of institutional mission. For example: Is the faculty member active in community service, voluntary, governmental or other such organizations? Or is he/she involved in the life of the church at the local, state and/or national level?

There will be a written evaluation of each faculty member by the departmental chair, always to be completed biennially but to be accomplished annually for non-tenured faculty members. This evaluation should address the above criteria, plus additional matters the chair feels are pertinent to the evaluation. The evaluation for non-tenured faculty members should speak specifically to the questions of retention. The chair should meet with the faculty member being evaluated and discuss his/her evaluation. Chairs are encouraged to visit the classroom of faculty being evaluated.

In addition, each faculty member submits an annual report as outlined in 3.80. The college or school dean or director, in return, will reply to that annual report. In the response, strengths, weaknesses, and professional growth needs will be identified. To the degree possible and where appropriate, opportunities for growth in areas of weakness should be made available.

6.32 Reappointments

Faculty appointments and reappointments are made annually. Contracts normally will be sent to faculty members on or about February 15, containing salary and other information relating to conditions of employment for the forthcoming year. These contract offerings by the University are valid for 30 days from their date of issuance. It is assumed that a faculty member who does not return the signed contract by the designated date has made other plans for the following year. The University may then initiate steps for procuring a replacement.

If there is some question about renewing the contract of a non-tenured faculty member, the appropriate college dean and department chair will discuss and seek agreement on the matter before that dean makes a recommendation to the Vice President for Academic Affairs. The Vice President for Academic Affairs will make the final recommendation regarding the matter to the President. A faculty member who is not to be retained after the first year of service will be given written notice to this effect on or before March 1 of the first year. A non-tenured faculty member who is not to be retained after two or more years of service will be given written notice to this effect not later than November 1.

Dismissal of a non-tenured faculty member before the expiration of the appointment shall be for cause (see 6.43). In the case of a tenured faculty member, procedures described in 6.44 apply.

6.33 Promotion

Faculty members with the rank of instructor, assistant or associate professor normally shall be eligible for consideration for promotion during their fifth year within a given rank. (This shall reflect the holding of a rank from other colleges, if previously stated in

writing as in 6.10 above). No promotion in rank is automatic by virtue of elapsed time only.

These Promotion Procedures are effective beginning with the 1995-1996 Academic Year.

1. At the beginning of each academic year, all eligible faculty members will be invited to apply for promotion by their college or school dean or director. All materials in support of promotion must be submitted by November 1, and should address the following:

- a. eligibility for next rank as stated in 6.10.
- b. evidence of teaching effectiveness, professional development, institutional service, and community service as described in 6.31. A current annual report must be on file with the appropriate college dean or academic supervisor.
- c. support of the institutional mission and employment standards as set forth in 3.00. In addition to an indication of support, there should also be a discussion of how the philosophy and work of the applicant have been informed by the institutional mission and values implicit in 3.00.

Details regarding the application for promotion are at <http://www.anderson.edu/vpaa/documents.html>.

2. Upon receipt of the application for promotion, the college dean will request a letter of recommendation from the appropriate department chair or academic supervisor. After reviewing the application for promotion and recommendation letter, the college dean will then make recommendation concerning promotion to the vice president for academic affairs.

3. The Vice President for Academic Affairs will consult with the Committee on Promotion and Tenure and together they will make recommendations to the President, usually in January.

4. After the promotion decision is made, each applicant will be notified in writing concerning the promotion decision and related evaluations (by February 15). In addition, if promotion is denied, specific suggestions for improvement prior to re-submission of the application will be provided by the appropriate dean or supervisor.

6.40 Academic Tenure

6.41 Definition of Academic Tenure

Academic tenure means the right of a member of the faculty of Anderson University to be re-employed for successive annual contractual periods, subject to the terms and conditions of employment that exist from period to period, unless there exists just cause for discharge (detailed in 6.43). By granting tenure, the University recognizes the contribution of a member of the faculty to the University and, by accepting it, the faculty member reaffirms a continuing commitment to the goals and the statement of Statement of Mission and Employment Standards of the University (See 3.00 above) and to his/her own professional development and effectiveness. While academic tenure provides expectation annually of a contract between the University and the faculty member (except for the existence of just cause as noted below), such expectation does not relate to questions of salary, promotion or institutional assignment.

6.42 Eligibility for Academic Tenure

Except as provided below, academic tenure shall be attained by a faculty member upon the University's issuance of a contract for the year following the completion of seven years of full-time tenure-track service.

Up to three years credit may be granted for such teaching at other institutions of higher education; a statement of such credit shall be made part of the initial appointment. Four of the seven years of full-time service must have been at Anderson University. Time spent on special leaves of absence during this period normally will not be counted toward the seven years total unless otherwise agreed upon.

The above normative pattern notwithstanding, in particular circumstances the institution may offer (or the faculty member may request) a one-, two-, or three-year contract, beyond the seventh year or its equivalent as defined above, without tenure thereby having been granted. The particular circumstances commending such procedure shall be stated clearly in writing, together with some indication of the criteria which will be operative at the time of the tenure decision during the last year of the contract. No contract or series of contracts may extend more than three years beyond the time when a faculty member first becomes eligible for a tenure decision.

Not later than June 15 of the third year, the dean or director of the appropriate college or school (or in the case of library faculty, the director of the library) will convey in writing to the faculty member the status of the decision process, study procedures already undertaken, the nature and status of relevant issues and anticipated procedures leading to a final tenure decision.

Not later than June 15 of the sixth year, the dean or director of the appropriate college or department (or in the case of library faculty, the director of the library) will convey in writing to the faculty member the status of the decision process, study procedures already undertaken, the nature and status of relevant issues and anticipated procedures leading to a final tenure decision.

In addition to the credentials, competencies and commitments expected of faculty members at the times of initial appointment and rank promotions (particularly those related to the mission, goals and employment standards of the institution), tenure decisions also include consideration of (1) the long-term professional promise and (2) the long-term need of the institution for the particular professional competencies of the individual.

The decision regarding tenure is made by the President. The granting of tenure requires the concurrence of the Committee on Educational Policies and Personnel of the Board of Trustees. A decision not to grant tenure is conveyed in writing by the President to the faculty member not later than November 1 of the seventh year of service, except as provided above.

6.43 Causes for Dismissal of a Faculty Member on Academic Tenure

The services of a faculty member on tenure may be terminated for the following causes:

- a. Gross neglect of duty or unprofessional conduct.
- b. Immorality.
- c. Demonstrable financial exigencies of the University.
- d. The necessary elimination or reduction of a school or department.
- e. Open, vocal, and sustained contempt for the Christian Faith or the customs generally held by the Church of God (Anderson, Indiana) community.
- f. Retirement for disability
- g. Professional incompetence.

6.44 Procedures for Dismissal of a Faculty Member on Academic Tenure

When reason arises to question the fitness of a faculty member with tenure, the appropriate administrative officers (usually the dean of the appropriate college, or the dean or director of the school, and the Vice President for Academic Affairs) shall discuss the matter with the faculty member in personal conference. A written summation of this meeting shall be prepared and be made available to the concerned faculty member on request. The matter may be resolved by mutual consent at this point. However, if a resolution does not result, the President or the faculty member concerned may ask the Faculty Affairs Committee to inquire into the situation and seek to work out an accord agreeable to both parties. The Faculty Affairs Committee, prior to its deliberation, will be provided a copy of the written summation of the previous discussion between the administrative officers and the faculty member, as well as any written statement of rebuttal by the Faculty member. A written summation of the activities and resulting perspectives of the Faculty Affairs Committee will be transmitted simultaneously to the President and the faculty member.

If the President, having considered the perspectives of the Faculty Affairs Committee, decides to dismiss the faculty member on tenure, the President shall formulate the statement setting forth with reasonable particularity the grounds for dismissal. The President then shall address a communication to the faculty member containing the

statement formulated, and informing him/her that, if he/she so requests, a hearing will be conducted by the Committee on Promotion and Tenure. The faculty member shall state in writing to the President, within a period of one week from the date of the President's communication, whether or not such a hearing is desired. If no communication is received by the President, it shall be assumed that no hearing is desired by the faculty member.

The hearing, if desired, shall be conducted by the Committee on Promotion and Tenure under the following guidelines: copies of the two previous written summations and the President's letter stating the grounds for dismissal as well as any letters of rebuttal prepared by the faculty member will be made available to committee members. Having reviewed all such documents, the committee shall interview both the President and the faculty member. No legal counsel will be permitted to the President or faculty member in the hearing. Persons judged by the faculty member, the President or the committee to have crucial information/perspectives will also be interviewed to allow an informed committee judgment. Both the President and faculty member shall have the right to question any such persons before the committee. The meeting(s) of this hearing will be closed to other than those directly involved. Following the hearing the non-administrative members of the Committee on Promotion and Tenure will reach a decision by a simple majority vote. A Promotion and Tenure Committee member judged by the committee to have a conflict of interest will be disqualified from voting.

The President and the faculty member shall be notified simultaneously in writing of the findings and decision of the Committee on Promotion and Tenure and each shall be given a copy of the written summary of the hearing. If the President and the faculty member concerned accept the decision of the hearing committee, the matter shall be considered closed. If either the President or the faculty member concerned does not accept the decision of the hearing committee, and makes such known in writing to the other parties involved, the President shall convey to the Executive Committee of the Board of Trustees the written documents which had been available to the hearing committee, the written summary of the hearing itself and the letter stating non--acceptance of the hearing decision. After studying these documents and making whatever additional investigation it may feel necessary, the Executive Committee shall make the final decision.

Except for such simple announcement as may be required pertaining to the time and place of the hearing and similar matters, public statements about the case by the faculty member concerned, the officers of the University, or the members of the faculty committees shall be avoided. Any public announcement of the final decision shall be made by the President and shall include a statement of the actions of the hearing

committee and of the Executive Committee if these have not been made known previously. (Approved by the Board of Trustees, October 1986).

6.50 Sabbatical Leaves

Anderson University's provision for a program of sabbatical leaves is one facet of its provision for professional growth. The sabbatical program is not automatic. A sabbatical leave is conceived not as a bonus or reward for past service, but rather as an opportunity for the faculty member to prepare for increased usefulness to the institution. In all cases, the number of sabbatical leaves is contingent upon the availability of institutional resources, and may vary from year to year. Typically a sabbatical leave is used for advanced study, research, scholarly writing in the faculty member's field or other approved activity which will result in professional improvement within the faculty member's teaching area.

A faculty member with the rank of Instructor or above becomes eligible to apply for a sabbatical leave during the sixth year of full-time teaching at Anderson University. If the leave is granted, it should be taken in the following year. Subsequent eligibility for application is established during the sixth year after the sabbatical taken at Anderson University. If a person is required to delay a sabbatical leave because the institution requests the faculty member to do so, then he/she is eligible to apply in the fifth year after the delayed sabbatical leave. The precise timing of a sabbatical leave is determined jointly by the individual and the University to meet both institutional needs and individual opportunities.

Application for a sabbatical leave must be submitted in writing to the dean of the appropriate college not later than November 1 of the preceding academic year. The application shall state the professional purpose for the sabbatical leave and the proposed timing and activities. Following discussion and evaluation by the department chair, the dean of the appropriate college and the Vice President for Academic Affairs, a written response to the application will be made at as early a date as possible.

For an approved sabbatical leave, half salary will be paid for a one-year sabbatical leave or full salary for a one-semester sabbatical leave. In addition, regular fringe benefits are maintained, subject only to the willingness of the individual to maintain the proportionate payments for those benefits which are participatory. If faculty members expect to undertake activities involving financial compensation during a sabbatical leave, such information should be included in the application.

As part of the agreement relative to a sabbatical leave, a faculty member is expected to continue with Anderson University for a period of at least four semesters following the sabbatical leave. In the event the faculty member chooses not to remain with the University for such a period, that faculty member will reimburse to the University a proportionate sum of the base salary actually paid during the time of the sabbatical leave.

A written report shall be presented to the dean of the appropriate college or the dean or director of the appropriate school, and the department chair following completion of the sabbatical leave. It should review the program of activities maintained during the sabbatical leave and the degree to which objectives were achieved.

6.51 Leave of Absence

Faculty members may apply for a special leave of absence at times when sabbatical eligibility has not been established or for purposes other than those approved for sabbatical leave. Compensation for special leaves of absence normally is not provided. Regular fringe benefits normally are not continued unless circumstances are judged to warrant continuance. Application for a special leave of absence must be submitted in writing to the dean of the appropriate college not later than November 1 of the preceding academic year.

6.52 Reduced load/reduced salary arrangements: Full-time tenured faculty members may request to be placed on a reduced load and reduced salary arrangement for such issues as: family emergency, unusual professional opportunities, and medical problems that extend beyond those covered by medical leave. In addition, faculty may ask for a reduced teaching load and reduced salary before retirement. These reduced load arrangements may not extend beyond three years. The granting of these requests is at the discretion of the university. Among the factors that the university must consider in granting a request are the following: are there persons in this area who have the expertise to teach the courses that would not be taught by the requester? What will the impact of the reduced load have on the teaching and advising responsibilities of the remaining full-time professors in the department? Does the request carry the support of the departmental chair and college/school dean? Persons wishing to request such reduced load/reduced salary arrangements must inform their college/school dean by November 1 of the year preceding the year in which this arrangement is to take effect.

6.60 Resignation from the Faculty

A faculty member wishing to resign from the Anderson University faculty will submit such resignation in writing to the President, effective with the end of the academic year. Under two other circumstances a resignation shall also be effective:

1. Failure to return a signed contract for the next academic year before the expiration of its 30-day period of validity constitutes a resignation as of the end of the current academic year.
2. In urgent personal circumstances a faculty member may offer a resignation effective within the academic year, but not earlier than 90 days from the date that such a resignation is submitted.

6.70 Retirement Policy

There is no mandatory retirement age for faculty. However, performance appraisals, review of employment status and salary level will continue to be conducted on an annual basis as provided in the Faculty Handbook.

Persons wishing to retire should notify the President by October 1 of the year prior to retirement.

Qualified Retiree: A faculty member who voluntarily leaves the university is considered a *qualified retiree* when age plus years of service is equal to or greater than 80. *Qualified retiree* eligibility begins at age 55 and a minimum of 15 years of service is required. (I.e. age 55 plus 25 years of service; age 65 plus 15 years.) Faculty may be given Anderson University service credit for years of service in a comparable position at another institution of higher education. The University President must approve any exception to the qualified retiree guidelines.

Retiree Benefits

Qualified Retirees

Medical Insurance: A qualified retiree may choose to participate in the university group health plan on a *full-cost* basis until the age of 62. At age 62, the university will begin a contribution to the university group health plan at the same contribution level as active employees. At age 65, a qualified retiree may choose the University Medicare option or continue in the group health plan. At the end of the month the qualified retiree attains age 70, all university contributions to the health plan end. *Health insurance benefits are only available as a continuation of benefits and may not be initiated upon retirement or at a later time.* Contact Human Resources for premium information and benefit details.

Lump Sum Retirement Contribution: A qualified retiree participating in the university retirement plan will receive a lump sum payment into their retirement fund equal to 36 months of university contributions (based on salary in the final year before retirement). If retirement occurs after age 62, the lump sum payment will be equal to the university contribution for the number of months remaining until the end of the academic year the faculty member attains of age 65. No lump sum payment is made for retirement after age 65. A faculty member wishing to activate this option should convey that intention in writing to the Vice President for Academic Affairs by October 1 of the year prior to early retirement.

Remitted tuition: A qualified retiree may receive remitted tuition benefits for dependent children, self, or spouse. See the Remitted Tuition Policy.

All Retirees

Health Insurance: An employee retiring at age 62 may continue participation in the university group health plan at the same contribution level as active employees. At age 65, a retiree may choose the University Medicare option or continue in the group health plan. At the end of the month the retiree attains age 70, all university contributions to the health plan end. *Health insurance benefits are only available as a continuation of benefits and may not be initiated upon retirement or at a later time.* Contact Human Resources for premium information and benefit details.

Post-retirement service opportunities: A recently retired person may be invited to be involved in the life of the institution on a part-time basis in such activities as teaching, advising, or mentoring. If the retiree is asked to teach, he/she will be paid at a part-time rate of 150% of the current rate for adjunct faculty in the first three years after retirement. Circumstances governing a request to teach include such factors as the retiree's areas of specialization, the need for specific courses, and the availability of resources. Arrangements involving teaching in retirement should be made with the dean/director prior to retirement.

Retirement Income Benefits: Retirees should contact TIAA-CREF or the Church of God Board of Pensions to arrange for retirement income benefits. There are provisions for beginning retirement income at age 55.

University Christmas Gift: Retirees will be offered the Christmas gift option offered to active employees.

Use of University Facilities: Retirees may retain their university parking permit and identification card for use of the Nicholson Library and the Kardatzke Wellness Center.

University Events: Retirees will be invited to special events.

6.71 Faculty Emeritus

Persons who have served a total of 15 or more years as a member of the faculty of Anderson University and who have attained the rank of Professor or Associate Professor may be considered for election by the Board of Trustees to the rank of Professor Emeritus

or Associate Professor Emeritus upon their retirement. (The above policy became effective July 1, 1984, having been adopted by the Board of Trustees on April 27, 1984).

7.00 FACULTY COMPENSATION AND BENEFITS

7.10 Contracts and Salaries: Full-Time Faculty

7.11 Contracts and Salaries

Contracts offered to continuing full-time faculty members are placed in campus mail on or about February 15 each year and are valid for a stated period of time, usually 30 days.

Faculty salaries for each academic year are normally paid in 12 equal monthly installments on or about the 25th day of each month, beginning in September. Deductions include those mandated by law (Federal and State income tax withholding; Social Security), and the faculty member's own contribution to participatory fringe benefits. The individual may also request withholding for other special purposes if such items have been approved for withholding by both the individual and the University. Further information on salary deductions may be secured from the Controller.

7.12 Compensation for Overload Courses

Full-time faculty members are compensated at the same per-hour rate as adjunct faculty members for teaching regular credit-bearing courses, when such courses are determined by the appropriate college dean to be in addition to normal contractual obligations. Such determinations will be made only in cases which clearly are extraordinary, temporary and/or related to external programs associated with Anderson University.

7.13 Permission for Additional Employment

It is expected that a faculty member will not engage in any gainful employment during the school year for which compensation is received, or engage in any activity which would claim a considerable portion of time or professional attention, without first securing written permission from the dean of the appropriate college. Teaching more than one course overload (total) whether at Anderson University or in other institutions during a given semester would be deemed inappropriate.

7.20 Compensation: Part-Time and Adjunct Faculty

7.21 Part-Time Faculty

Defined in 6.14, Part-Time Faculty are compensated per credit hours taught. The compensation rate is reviewed annually.

7.22 Adjunct Faculty

Defined in 6.14, Adjunct Faculty are compensated per credit hour taught, and the compensation rate is reviewed annually. The percent of employment is certified annually by the appropriate college or school dean in relation to the academic year employment expectations of a full-time faculty member. Normally, a teaching load of ten hours each semester for both the fall and spring semesters, as determined in the summer prior to the beginning of the academic year, will be certified at the .75 level.

7.30 Summer School Compensation

Arrangements for summer school teaching are made through the Director of Summer School after consultation with the appropriate departmental chair. The compensation scale is indicated in Appendix E.

7.40 Fringe Benefit Programs

A brief description of the benefits available to full-time University faculty follows. Faculty are eligible for these benefits according to their employment category and will be notified of their eligibility by the Office of Human Resources. Certain fringe benefits may be available to adjunct faculty certified at the level of .75 or above as certified by college/school deans, annually on the basis of full-time equivalency. See the Office of Human Resources for details on these benefits, which may change annually.

Enrollment information and details of each benefit plan may be obtained from the Director of Human Resources Services.

7.41 Health Insurance

Faculty may choose to participate in the University medical, dental, and/or vision care plan. Eligible faculty may enroll in the medical, dental and/or vision plan within 30 days of employment or during December of each year. "Hardship" enrollments may be arranged with the Director of Human Resources if an eligible faculty loses other health coverage through no fault of their own.

The University will pay 65% of the health insurance premium for faculty. . Coverage may be elected for Employee only, Employee and Spouse, Employee and Children or Employee and Dependents for any of the benefits available.

7.42 Life Insurance

Faculty are eligible for \$30,000 of group term life insurance at the university's expense. Coverage is provided until separation from employment. Eligible employees may also purchase up to \$100,000 of optional group term life insurance; dependent coverage is also available. Contact Human Resources for additional information.

7.43 Flexible Spending Account Plan

Faculty may choose to purchase benefits on a pre-tax basis under the provisions of the Flexible Spending Account Plan. Included in this plan are: University health insurance premiums; University supplemental life insurance premiums; unreimbursed medical expenses; and dependent care expenses.

7.44 Long-Term Disability Insurance

Faculty will be provided Long Term Total Disability Insurance through the Standard Insurance Company after completion of full-year of service. The university pays the full cost of participation in this program.

7.45 Supplemental Retirement Annuities (SRA's)

Faculty may make contributions to supplemental retirement annuities, sponsored by Teacher's Insurance and Annuity Association/College Retirement Equities Fund (TIAA/CREF), upon employment. SRAs are similar to IRAs but contributions may be made by payroll deduction.

7.46 Retirement Program

Faculty may participate in the tax-sheltered annuity retirement plan sponsored by TIAA/CREF. TIAA/CREF annuities provide a lifetime income at retirement based upon total premiums paid before retirement and one's life expectancy thereafter.

The University will contribute 8% of salary for those eligible faculty members who contribute 3% or more. For those eligible faculty members who contribute 0-2% of salary, the University will contribute 2%. All contributions are placed in individually owned annuities and are fully vested from the initial contribution. In the event of death prior to retirement, the full value of the annuity accumulations will be paid to the faculty member's named beneficiary.

7.47 Remitted Tuition

Remitted tuition is an Anderson University employee benefit. Regular employees of Anderson University, and members of their immediate family may receive tuition reduction benefits for undergraduate classes taken at Anderson University, provided the student has been admitted to the University. To be eligible, a staff employee or faculty

member must meet the definition of "regular" employee on the first day of the school term for which tuition benefits are requested.

Applications for Remitted Tuition are available from the Office of Financial Aid or the Office of Human Resources. Completed forms must be returned to the Office of Human Resources for certification of eligibility.

Details of benefits provided can be found in Appendix D.

7.48 Worker's Compensation

All Anderson University faculty and staff are insured during the time they are carrying out any part of their employment responsibilities, as required by the State of Indiana. Should an accidental injury occur while at work, your supervisor should complete, within 48 hours, an Employer's First Report of Injury. This form is available from the Office of Auxiliary Services.

Medical expenses for work related illness and injury are paid by Worker's Compensation rather than by health insurance. Any medical expenses incurred should be sent to Auxiliary Services Office for processing.

If a work related illness or injury requires time off work, income payments under Worker's Compensation begin after 7 days of disability. You may use accumulated sick leave for the first 7 days of disability. Payment will be made from the first day of disability if you are unable to work for a period of 30 days or more. Contact the Human Resources Office in the event of work related illness or injury which requires you to be off work for 7 days or more.

7.49 Medical Leave

One month medical leave with pay for extended illness under a doctor's care is earned for each year of service completed. Unused medical leave is cumulative to a maximum of six months. Maternity is treated in the same manner as other medical conditions.

Medical Leave Policy Interpretation

In the event a faculty member is unable to continue his/her duties due to an extended illness or injury, the amount of salary paid after sick leave begins will be equivalent to Actual Pay Earned plus a maximum of 6 calendar months salary. If the disability

occurred after a new contract has been offered and accepted, the new salary amount will be effective as scheduled.

Actual Pay Earned Calculation

$$\begin{aligned} \text{Annual Salary} / \text{Academic Days per Year} &= \text{Daily Rate} \\ \text{Daily Rate} \times \# \text{ Academic Days Worked} &= \text{Actual Pay Earned} \end{aligned}$$

Calendar Months Salary Calculation

$$\text{Annual Contract Salary} / 12 \text{ months} = \text{Monthly Rate}$$

The university also complies with the Family and Medical Leave Act of 1993 by providing up to 12 weeks of unpaid, job-protected leave to "eligible" employees for certain family and medical reasons. See the Office of Human Resources for details.

7.50 Social Security

- (a) Benefit -- Social Security provides retirement benefits for the employee based upon monthly income during the years of employment. Social Security also provides a death benefit, disability payments upon proof of total disability and, in the event of death, monthly income to the spouse and children (if under the age of 18).
- (b) Cost -- Salary deductions are made on the basis of government requirements. Anderson University shares the cost on a 50% basis. Ordained ministers are not permitted to be covered as employees, but are included as self-employed persons.

7.51 Wellness Center Facilities: You and your family may use the Kardatzke Wellness Center and will be expected to show university-issued identification at each visit. You are responsible for knowing the regulations for use of the Wellness Center; these are available in the Wellness Center. Any use of the facility or equipment is at your own risk and the University will not be responsible for any injury occurring while using the facilities. Further, time spent using the Wellness Center facilities and equipment is not considered time worked.

Your spouse and/or dependents (ages 14 to 24) may obtain a Wellness Center pass by completing an **Application for Kardatzke Wellness Center Pass** available online at <http://hr.anderson.edu>, in the Office of Human Resources or the Wellness Center. A \$20 fee is required for the pass/ID card. Dependents under the age of 14 are not required to have a Pass but must be accompanied by a parent or guardian at all times while in the facility. Faculty and staff are fully responsible for the actions of their dependents under the age of 18 who are using the Wellness Center facilities.

To use the swimming pool, you may pay per admission or purchase a swim pass in the Business Office. Recreational programs and swimming instruction will be announced to faculty and staff as available.

APPENDICES TO THE FACULTY HANDBOOK

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APPENDIX A

DRUG-FREE WORKPLACE POLICY

The Drug-Free Workplace Act of 1988 requires Anderson University to provide a drug-free work environment and to certify such as a condition for receiving federal grants and contracts. Failure to establish and maintain policies designed to create a drug-free workplace could result in the loss of present and/or future federal grants.

Anderson University does not accept the inappropriate use of a controlled substance or alcohol by any individual employed by the University. As a participant in the Network of Colleges and Universities Committed to the Elimination of Drug and Alcohol Abuse (President's letter to Faculty and Staff dated November 16, 1988) and in compliance with the Drug-Free Workplace Act of 1988, the University seeks to increase awareness about the dangers and harmful effects of alcohol and controlled substance abuse to individuals and society. The University will be supportive of an individual seeking assistance, however, the consequences of and responsibility for overcoming dependency or inappropriate use of a controlled substance or alcohol rests with the individual. The following statements further specify the Policy of Anderson University.

1. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance or alcohol is prohibited on University premises or at University sponsored activities.
2. This Policy is a condition of employment and violations of same will be cause for one or more of the following disciplinary actions:
 - a) Documented verbal reprimand and a review of this Policy with the individual(s) in violation of Policy;
 - b) Written reprimand and a review of this Policy with the individual(s) in violation of Policy;
 - c) Written reprimand and requirement that the individual seek professional assistance in overcoming inappropriate use of or dependency on a controlled substance or alcohol;
 - d) Temporary suspension from employment without pay, normally not to exceed 90 calendar days; an individual may be expected to seek professional assistance as a condition of reinstatement to University employment (health and life insurance benefits may be continued during a temporary suspension);
 - e) Termination of employment if violation of and disregard for this Policy continues;
 - f) Termination from employment on the first offense for the illegal sale or distribution of a controlled substance on University premises or at University sponsored activities.A record of disciplinary actions will remain strictly confidential and a permanent part of the employee's personnel record. Seeking rehabilitation or other professional assistance will not affect future employment nor will such participation protect an employee from disciplinary action for substandard job performance or violation of University policies.

3. The University will provide education and information about: the dangers of drug and alcohol abuse; the Policy and standard pertaining to a drug-free workplace; the consequences of violation this Policy; and, the rehabilitation, counseling and medical services available in Central Indiana. Educational efforts will include, but are not limited to:

- a) the inclusion of this Policy in faculty and staff handbooks;
- b) the distribution of this Policy to persons presently employed by the University;
- c) the inclusion of Policy provisions in new employment orientation, and;
- d) a minimum of one presentation annually on this Policy and the detection, dangers and harmful affects of controlled substance and alcohol abuse (Examples: chapel/convocation, staff and faculty development sessions, safety meetings).

4. All persons employed by the University are subject to the provisions of this Policy and, as a condition of employment, and employee agrees not to violate this Policy. An employee further agrees to give notification of any criminal drug statute conviction no later than 5 days after such conviction in the following manner: faculty members give notification to the Vice President for Academic Affairs or the Dean of the School of Theology, respectively; all others give notification to the Director of Human Resources.

5. Anderson University is required to notify the federal granting agency of any incident where an employee engaged in work in connection with a federal grant is convicted of violating a criminal drug statute in the workplace. A convicted employee will be required to participate in a drug rehabilitation program as a condition of continued employment. Failure to participate satisfactorily in a drug rehabilitation program may result in termination.

To maintain our commitment to an alcohol and drug free workplace, the University reserves the right to request any employee to submit to a drug or alcohol test. Such testing will be requested when there is sufficient evidence to indicate the employee is under the influence of a controlled substance or alcohol while on University premises or at University sponsored activities. If the controlled substance has been prescribed by a physician, a statement from the attending physician describing expected side effects and the ability to safely perform assigned tasks may be required. An employee will be assumed in violation of this Policy for failure to submit to drug or alcohol testing, or provide a statement from an attending physician and will be subject to the disciplinary actions described in section 2.

Questions regarding the provisions of the Drug-Free Workplace Act and/or this Policy should be directed to the Office of Human Resources Services, Anderson University.

Definitions

1. "Controlled substance" means any narcotic drug, hallucinogenic drug, amphetamine, barbiturate, marijuana, or any other controlled substance in Schedule I through V of section 202 of the Controlled Substances Act (21 U.S.C. 812), and as further defined by regulation at 21 CFR 1300.11 through 1300.15.
2. "Conviction" means a finding of guilt (including a plea of nolo contendere) of imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the federal or state criminal drug statutes.
3. "Criminal drug statute" means a criminal statute involving the manufacture, distribution, dispensing, use or possession of any controlled substance.
4. "Drug-free workplace" means a site for the performance of work done in connection with the employee's assigned University responsibilities at which employees are prohibited from engaging in the unlawful manufacture, distribution, dispensing, possession or uses of a controlled substance or alcohol.
5. "Employee" means any individual engaged in the performance of work for the University.
6. "Policy" means the Drug-free Workplace Policy of Anderson University, approved by the President, June 1989.
7. "University premises" means any building, structure, vehicle, equipment, or any improved or unimproved land, or any part of any such building, structure, vehicle, equipment, or land which is owned, leased, used or occupied by Anderson University.
8. "University sponsored activities" means, but is not limited to, any participation in business, academic, athletic, or social event sponsored or paid for by Anderson University, or participation in any such events as a representative of Anderson University.

Office of Human Resources

APPENDIX B

SEXUAL MISCONDUCT POLICY

POSITION STATEMENT

Anderson University affirms its commitment to Christian higher education and a work/learning environment that encourages and enables individuals to strive for excellence. Behaviors which inappropriately assert personal characteristics (i.e., gender or physical attributes) as relevant to staff, faculty or student performance are damaging to this environment and are a violation of law and University policy. Sexual misconduct in any form will not be tolerated and will be dealt with promptly by the University. The University reserves the right to refuse employment or re-employment, and to dismiss or suspend from employment any staff or faculty who violates this policy. The University reserves the right to suspend or dismiss any student who violates this policy.

DEFINITION of SEXUAL HARASSMENT

Sexual harassment is any unwelcome sexual advance, request for sexual favors, and/or other verbal or physical conduct of a sexual nature when:

- submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of instruction, employment or participation in other University activity;
- submission to or rejection of such conduct by an individual is used as a basis for evaluation in making academic or personnel decisions affecting an individual; or
- such conduct has the purpose or effect of unreasonably interfering with an individual's performance or creating an intimidating, hostile or offensive University environment.¹

Sexual misconduct and/or harassment can take many forms. Some of these are overt and unambiguous while others may be more subtle and indirect. Direct forms of sexual misconduct or harassment include sexual assault and sexual advances accompanied by an offer of reward or threats of reprisal. Such behavior constitutes serious misconduct or harassment, and a single incident establishes grounds for complaint. Other forms of sexual misconduct or harassment include sexual conduct, physical or verbal, that is repeated and unwanted such as, but not limited to:

- sexual innuendoes, suggestive comments, repeated sexually oriented kidding, teasing, joking, or flirting, or offensive crude language;
- derogatory or demeaning gender-based comments and/or conduct;
- leering, whistling, touching, pinching, brushing against another person's body, making obscene gestures, or displaying objects or pictures which are sexual in nature that would create hostile or offensive work, learning, or living environments.

¹ Section 703, Title VII of the Civil Rights Act of 1964. As used herein, "sexual misconduct" shall also be defined to include any future amendments to this section.

Procedures for reporting a sexual misconduct complaint may be found in the faculty and staff handbooks, or in the Department of Student Life.

SEXUAL MISCONDUCT COMPLAINT PROCEDURES

REPORTING A COMPLAINT

Any person who believes that he or she has been sexually harassed (the complainant) is encouraged to bring the matter to the attention of the appropriate University official. The complainant should present the complaint as promptly as possible after the alleged misconduct occurs, normally within 30 days.

- a) By a **faculty member** toward any student, staff or other faculty member: The complaint should be reported to the Office of the Vice President of Academic Affairs and Dean of the College and will be handled by the Vice President's office. If a formal charge is filed, the investigation and disciplinary action, if any, will be resolved in a manner similar to other violations of University rules and regulations as outlined in the *Faculty Handbook*.
- b) By a **staff member** toward any student, faculty or other staff member: The complaint should be reported to the Director of Human Resources and will be handled by the Office of Human Resources in the same manner as other violations of University rules and regulations as outlined in the *Staff Handbook*.
- c) By a **student** toward any other student, staff or faculty member: The complaint should be reported to the Dean of Student Services and will be handled by the Office of Student Services in the same manner as other violations of University rules and regulations as outlined in the *Student Handbook*.
- d) By an **individual not currently enrolled as a student or not employed as a faculty or staff** member: The complaint should be reported to the immediate supervisor if involving an employee, or to the Office of Student Services if involving a student. These persons will determine the appropriate response.
- e) Any individual wishing to report a complaint but uncertain how to proceed is encouraged to contact the Office of Counseling Services or the Office of Human Resources for assistance.
- f) The Office of Human Resources will be informed of all informal and formal complaints of sexual misconduct. Human Resources will retain the records of investigation and resolution with the exception of complaints involving students only.

RESOLUTION OF A COMPLAINT

1. The initial discussion between the complainant and the University official will occur without formal written record; notes may be taken. The discussion will be handled in a professional and confidential manner. No formal action on the alleged charge will be taken at this time unless initiated by the complainant.
2. The University official will notify the alleged offender of the complaint and provide an opportunity for the alleged offender to respond.
3. Promptly after the initial conversations with the complainant and the alleged offender, the University official may initiate whatever steps he or she deems appropriate to affect an informal resolution of the complaint acceptable to both parties.
4. If the complainant or the alleged offender is dissatisfied with the informal resolution, either party may pursue formal procedures, normally within 90 days of the alleged incident. Formal procedures are as follows:
 - a) a written statement must be submitted by the complainant, or taken by the University official and signed by the complainant;
 - b) an investigation of the complaint will be conducted in an expeditious manner and at a minimum will include the following:
 - i) a fact finding interview with the complainant;
 - ii) an interview with the alleged offender in which he/she has an opportunity to respond to all allegations;
 - iii) interviews with all witnesses, individually;
 - iv) a written record of all interviews maintained in a confidential file.
 - c) the University official will review all the findings of the investigation and determine if the complaint is valid;
 - d) if the complaint is determined to be valid, University actions may include, but are not limited to: 1) reprimand; 2) disciplinary sanction; and/or 3) termination/expulsion. When determining appropriate disciplinary action, consideration will be given to the misconduct complaint as a whole, the record of the accused individual(s), and the totality of the circumstances, including the nature of the conduct and the context in which it occurred. If possible, the University official will seek the agreement of concerned parties in the resolution of a sexual misconduct/conduct complaint.

CONFIDENTIALITY

Any form of **sexual misconduct** is a sensitive issue that may potentially affect any member of the University community. Every attempt will be made to maintain the confidentiality of the parties involved in an allegation and the nature of the allegation. Decisions to release information will be made on a need-to-know basis and include consideration for the University's legal obligation to investigate allegations when such allegations are brought to the University's attention and/or to take corrective action. Once a complaint has been resolved, the record will be maintained as confidential.

NON-RETALIATION

Any attempt by a member of the faculty, staff or student body to penalize or retaliate in any way against a person bringing a **sexual misconduct** allegation is prohibited. Retaliation may be any behavior, attitude or conduct which is believed to be the result of filing a complaint and adversely affects an individual's employment or creates an intimidating, hostile or offensive environment. A complaint of retaliation will be treated as a separate incident and investigated as such.

PROTECTION OF THE ACCUSED

During the investigation of a formal complaint, the accused will be informed of the allegations, the identity of the complainant, the facts surrounding the allegations, and will be given the opportunity to respond. Persons interviewed during the investigation process will be advised that the investigation is confidential and they may be personally liable for the unauthorized release of any information. In the event the allegation is not substantiated, all reasonable steps will be taken to restore the reputation of the accused if damaged by the investigation process. A complainant found to have been intentionally dishonest in making an allegation, or to have made an allegation maliciously, is subject to the full range of the University's disciplinary procedures from official reprimand to dismissal. The University reserves the right, however, to report a complaint to the police and/or prosecutor if the complaint involves possible commission of a misdemeanor or felony.

CONSENSUAL RELATIONSHIPS AND CHARGES OF SEXUAL MISCONDUCT

There exists a unique relationship between students and faculty/staff members, with the faculty/staff member serving as educator, counselor, employer and/or evaluator. Because this relationship has the possibility of being abused or may have the appearance of being abused, the University will generally view it as inappropriate and inadvisable for a faculty/staff member to engage in romantic relations with students enrolled in their classes or subject to their supervision, even when both parties appear to have consented

to the relationship. In keeping with this position of the University, if charges of sexual misconduct are made, it will not be a defense to allege that the relationship was consensual.

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GENERAL

It is clear in the EEOC rules that the employer, its agents, or supervisory employees are responsible for acts of misconduct in the workplace/school where the employer, its agents, or supervisory employees knew or should have known of the conduct, unless the employer can show that it took immediate and appropriate corrective action. All forms of misconduct are a serious matter; it is the responsibility of each administrator to assure that this policy and the consequences for harassing behavior are communicated to all students and staff and faculty members in their respective areas.

DISTRIBUTION

The University shall communicate this policy to faculty and staff by including it in their respective handbooks. The University shall communicate this policy to students by inclusion in the student handbook that is distributed to all students each year.

DATE OF ADOPTION: April 16, 1997

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APPENDIX C

ANDERSON UNIVERSITY MEDIA POLICY

The President's Executive Staff of Anderson University has determined the following policy regarding external communications with the media. Please give your attention to the following information concerning Anderson University's media relations policies.

AUTHORIZATION: The office of University Communications is the only campus office authorized by the President to speak with the media on behalf of Anderson University. Any faculty, staff, student organization or affiliated agency of the university interested in receiving attention from the media are encouraged to contact the office of University Communications for assistance.

NEWS RELEASES: In addition to assisting with media inquiries, it is also the responsibility of the office of University Communications to disseminate news releases discussing news and story ideas related to the campus community (e.g. faculty, staff, student groups and affiliated organizations). News and story ideas may include, but are not limited to, past or upcoming events, awards, promotions, special research, etc. All faculty and staff are encouraged to contact the office of University Communications with ideas for news releases and media stories at least four weeks prior to an upcoming event or within two weeks of a past event.

COMMENTARY: When interacting with a member of the media, Anderson University faculty and staff should respond to inquiries directly related to their field(s) of study or work. For example, a business professor might answer a question related to marketing products, but he or she should not offer opinions on the university's viability. If a recipient is asked by the media to comment on an unfamiliar or inappropriate topic, the recipient can politely decline and forward the inquiry to the Director of University Communications. Any questions from members of the media concerning institutional policy, personnel, or position on a specific subject should be immediately referred to the office of University Communications. Should an Anderson University faculty or staff member desire to directly engage in editorial discussions of a political nature with the media, they should do so on an individual basis without indicating their institutional title and office or attaching their remarks to institutional letterhead or electronic communications (e-mail, web sites, blogs, etc.).

MEDIA INQUIRY: While all media inquiries should be referred to the office of University Communications; if a faculty or staff member receives an interview request from a member of the media directly, and the recipient deems himself or herself qualified to address the subject, please make the office of University Communications aware of the contact for record purposes.

SUMMARY: It is the policy of Anderson University that the office of University Communications is the only campus office authorized by the President to speak with the media on behalf of the university.

Date: Summer, 2005

APPENDIX D

REMITTED TUITION BENEFIT POLICY

Remitted tuition is an Anderson University employee benefit. Regular employees, with supervisor's approval, qualified retirees, and members of the employee's or retiree's immediate family may receive tuition reduction benefits for undergraduate classes taken at Anderson University, provided the student has been admitted to the University. Regular employees of the University may receive tuition benefits for graduate classes taken at Anderson University provided the employee has been admitted to the graduate program and received their supervisor's approval.

Remitted tuition benefits are prorated based on the percentage of full-time the faculty or staff member is employed. A minimum full time equivalency (FTE) of 50% is required to be eligible for tuition benefits. Employees employed less than 50% FTE, temporary staff employees and part-time faculty are not eligible for remitted tuition benefits.

A staff employee or faculty member must meet the definition of "regular" employee on the first day of the school term for which tuition benefits are requested. Remitted tuition benefits will be prorated if a staff employee or faculty member leaves University employment before the last day of a semester in which benefits were received. The tuition benefit "unearned" will be charged to the student's account.

Applications for Undergraduate Remitted Tuition are available from in the Office of Financial Aid, in the Office of Human Resources or at <http://hr.anderson.edu/>. Applications for Graduate Remitted Tuition are available in the graduate program office, the Office of Human Resources or at <http://hr.anderson.edu/>. Completed forms must be returned to the Office of Human Resources for certification of eligibility. A remitted tuition application form must be completed for each academic year benefits are requested.

BENEFITS PROVIDED

Undergraduate courses. Remitted tuition will be provided for regularly scheduled, under-graduate, for-credit classes including classes through the Office of School of Adult Learning and Advance Degree Program classes. Remitted tuition may not be used to meet expenses for graduate level courses, Tri-S courses, non-credit courses, fees, room, board, off-campus programs offered by other institutions, and other non tuition charges. The amount of remitted tuition for specially arranged courses such as a summer tutorial, reading or independent study course will be reduced by the amount of the direct institutional costs incurred for instructional compensation.

Remitted tuition benefits are prorated based on the percentage of full-time the faculty or staff member is employed. A minimum full time equivalency (FTE) of 50% is required in order for the employee to be eligible. Employees employed less than 50% FTE, temporary staff employees and part-time faculty are not eligible for remitted tuition benefits.

Remitted tuition benefits for children will be limited to the attainment of an initial bachelor's degree. This restriction does not apply to faculty or staff employees and their spouses.

Graduate courses. Tuition benefits will be provided for a limit number of regularly scheduled graduate credit hours each semester. Benefits will be granted on a first come first serve basis to eligible employees who have been accepted into the graduate program.

Falls School of Business. One tuition benefit recipient will be allowed per cohort in the Master's of Business Administration (MBA) program. The application deadline is June 1. One tuition benefit recipient will be allowed per cohort in the Doctor of Business Administration program.

School of Education. One tuition benefit recipient will be permitted each year in the Master's of Education (MEd.) program at 2 credit hours per semester. The application deadline is June 1. Tuition benefits are not available for the Transition to Teaching Program due to the hours of in-school experience required of enrollees during their course of study.

School of Nursing. One tuition benefit recipient will be allowed per cohort in the Master's of Nursing/Master's of Business Administration (MSN/MBA) program. The application deadline is June 1.

School of Theology. Twenty-four (24) credit hours per semester are available for Master's and/or Doctoral degree programs. A maximum of 6 credit hours per semester is available per employee. The application deadline is June 1 and preference will be given to current and prior School of Theology students.

UNDERGRADUATE REMITTED TUITION BENEFIT SCHEDULE

Eligible Eligible Group	Benefits (Full-time Enrollment)	
	Remitted TuitionActivity Fee	Administrative Fee*
Children	100% after→	\$250
Employee	100% after→	\$0
Spouse	50% after→	\$125

***The Administrative Fee is set each year; contact Student Financial Services to verify the current fee.**

COORDINATION WITH INSTITUTIONAL OR OTHER TUITION SPECIFIC AID

Should you or your child receive other institutionally provided aid, or other aid that is restricted to tuition only, the remitted tuition benefit may be reduced so that the total of such aid plus remitted tuition does not exceed the equivalent of full remitted tuition. Contact the Office of Financial Aid for more information.

APPLICATION FOR INDIANA STATE AID (Undergraduate Only)

Students must apply annually for Indiana State aid by completing the Free Application for Federal Student Aid (FAFSA). The FAFSA is to be completed by March 1 preceding the start of each school year and is available from the Office of Financial Aid. Indiana State law requires that Indiana State aid be applied only toward tuition and required fees (see above). Anderson University will supplement the student's eligibility for Indiana State aid so that the total of Indiana State aid and remitted tuition will equal covers the equivalent of full remitted tuition, administrative and student fees.

The requirement to file the a FAFSA application may be waived if: the date of University employment is after March 1; the family's adjusted gross family income (AGI) is above \$60,000 (or \$70,000 if more than one child in college); or the student is registered for less than 12 hours each academic term.

Students who fail to apply for Indiana State aid by March 1 will have their remitted tuition benefits reduced by the amount of Indiana State aid that they would have otherwise received.

REMITTED TUITION APPEALS

Faculty or staff may appeal a decision to deny remitted tuition benefits based upon the provisions of this policy by sending a written request to the Office of Human Resources. Requests should include a brief description of the reason the request has been made (e.g. a health condition which prevented the student from attending full-time), and the specific resolution desired (e.g. an extension of benefits for one year to complete degree requirements). Academic or disciplinary probation, or any other similar situation, are not appropriate grounds for remitted tuition appeals.

Benefits in the Event of Death or Disability

A faculty or staff member employed at a full-time equivalency of 75% or more who dies or becomes totally disabled after 2 years of employment will have earned a remitted tuition benefit for his/her children living at the time of death/disability. Remitted tuition benefits will be available in accordance with the University Remitted Tuition policy in effect at the time the child becomes a University student and the following benefits accrual schedule:

Completed Contract Years/ Years of Service (1)	Benefit (2)
2 years	20%
3 years	30%
4 years	40%
5 years	50%
6 years	60%
7 years	70%
8 years	80%
9 years	90%
10 years	100%

(1) A year devoted to sabbatical leave will count toward total years of service; time spent on special leave or otherwise away from the University, will not count in total years of service. (NOTE: Up to 12 weeks of Family Medical Leave per year must be permitted without loss of benefits.)

(2) Benefits will not be prorated for partial years of service.

BENEFITS UPON RETIREMENT FROM UNIVERSITY EMPLOYMENT

A faculty or staff *qualified retiree* is eligible for remitted tuition for themselves and/or their dependent children. (See University Retirement Policies for the definition of Qualified Retiree) Remitted tuition benefits are prorated based on the percentage of full-time the faculty or staff member was employed at the time of retirement (minimum 75% full-time equivalency required). Retiree and/or spouse benefits are available provided class enrollment is on a space available basis. All other provisions of Remitted Tuition Benefit Policy apply to qualified retirees.

DEFINITIONS

- **Eligible family member:** 1) the spouse of a faculty member or staff employee; 2) natural or legally adopted children under the age of 24 of University faculty or staff, including married children, but not to the spouse of a married child; 3) step-children under the age of 24 of University faculty or staff who are claimed as dependents for Federal Income Tax purposes. If an otherwise eligible family member does not meet the IRS definition of dependent, remitted tuition benefits will be considered taxable income in accordance with IRS regulations.

- **Regular employee:** 1) a faculty member with a current contract; 2) exempt University staff; and, 3) non-exempt University staff having completed their trial period.
- **Activity Administrative fee:** A fee assessed to cover direct costs of non-academic services available to students. assessed as part of the tuition charge to support a range of undergraduate student activities including: health services, counseling services, athletic events; career and employment services; and student activities. Fees are prorated for students registered at least 6 hours but less than 12 hours; students registered for 12 or more hours pay the full fee. Contact Financial Aid for the current fee.

APPENDIX E.

SUMMER SCHOOL COMPENSATION POLICY

Compensation Scale for Scheduled Courses

The following serves as the basis for computing summer school compensation for full-time faculty members in relation to regularly scheduled courses with a minimum registration of seven (7) students. Audit students are counted on a three-to-one basis in determining the minimum of seven students. The appropriate index is applied against the faculty member's annual salary for the previous contractual year to determine the exact compensation based on teaching load and class enrollment. Scheduled classes of less than seven enrollees may proceed and be so compensated only with approval of the department chair and if the full schedule of class sessions is maintained.

LOAD (Hours)	ENROLLMENT						
	3	4	5	6	7-15	16-25	26+
8	.0624	.0848	.1072	.1296	.156	.178	.200
7	.0546	.0742	.0938	.1134	.136	.156	.175
6	.0468	.0636	.0804	.0972	.117	.134	.150
5	.0390	.0530	.0670	.0810	.097	.111	.125
4	.0312	.0424	.0536	.0648	.078	.089	.100
3	.0234	.0318	.0402	.0486	.058	.067	.075
2	.0156	.0212	.0268	.0324	.039	.044	.050
1	.0078	.0106	.0134	.0162	.019	.022	.025

Summer school compensation for an adjunct faculty member or full-time staff person teaching a regularly scheduled and credit bearing course is determined in the same manner as that for a full-time faculty member, except that the base salary used in the computation is the mean base salary of the instructor rank for the school year immediately preceding the summer term in question.

Compensation for Tutorial and Reading Courses

A tutorial course typically includes fewer than seven students. While meeting less frequently than a regularly scheduled course, it maintains an approved schedule of frequent and substantive student/teacher meetings. Compensation is at the rate of \$75 per student credit hour.

A reading course typically involves an arranged learning experience with an individual student. A student must have a cumulative grade point average of 2.50 to be eligible and normally cannot enroll in more than one such course per summer (the offering of such courses during regular semesters is discouraged and, when offered for student convenience, are not compensated beyond the regular contract salary). Compensation is at the rate of \$75 per credit hour for the first student in the course and \$65 per credit hour for each additional student in that course, with total payment for any one course not to exceed the amount that would be paid if the course were a regular course according to the schedule described above.

APPENDIX F

FACULTY GRIEVANCE POLICY AND PROCEDURE

I. Purpose

In light of our goal to enable each member of the university to become stronger in body, mind, and spirit, to experience what it means to love God and neighbor, and to adopt Christ-like servant ways in all of life, the Anderson University Faculty Grievance Policy and Procedure is designed to create an orderly, just, and effective means of dealing with faculty grievances in a reasonable and timely manner.

II. Definition

A "grievance" means a formal written complaint submitted by a member of the Anderson University (the "University") faculty (the "Faculty Member") regarding those conditions of employment or job-related conflicts that are not covered by the Faculty Handbook. For example, questions about tenure and promotion, or sexual misconduct are covered in the Handbook and would be governed by it. Other issues would be covered by this policy.

III. Policy

The University's environment will be most productive where individual complaints are addressed and resolved and where interpersonal relationships between faculty members and other members of the University community are healthy and strong. A Faculty Member is encouraged, therefore, to address difficulties and resolve conflicts that arise directly and without delay. This Faculty Grievance Policy and Procedure represents the University's effort to assist members of the University's faculty in addressing and resolving conflicts concerning conditions of employment and job-related interpersonal difficulties that are within the scope of this policy.

IV. Procedures

A. Informal Grievance Procedure

1. Personal Resolution. A Faculty Member is encouraged to resolve a conflict by communicating directly with the person(s) or office(s) with whom or with which he or she has the conflict. An effort should be made to reach a resolution without the intervention of others.

2. Involvement of College/School Dean. If a matter cannot be resolved by communication between the parties, the complaining Faculty Member may request the involvement of the College/School Dean in resolving the conflict. The College/School Dean must respond within 5 days.
3. Commencement of Formal Process. If a matter cannot be resolved by communication between the parties involved or by involvement of the College/School Dean, the Faculty Member may file a grievance pursuant to the Formal Grievance Procedure set forth in Paragraph B that follows.

B. Formal Grievance Procedure

1. Filing a Grievance

- a. To be heard, the grievance must be filed within [thirty (30)] days of the date of the event grieved.
- b. If, after making reasonable efforts to resolve a conflict directly using the Informal Grievance Procedure, a Faculty Member concludes that such efforts will not result in a successful resolution of the conflict, the Faculty Member may file a grievance with the Vice President for Academic Affairs. If the grievance is against the Vice President for Academic Affairs or the Dean of the School of Theology, the grievance should be filed with the President of the University. If the grievance is against the President of the University, the grievance should be filed with the Chair of the Board of Trustees.
- c. A Faculty Member who files a grievance is referred to herein as the "Complainant," and the individual or office against whom or which a grievance is filed is referred to herein as the "Respondent."
- d. The written grievance shall include (i) a statement of, and the basis for, the grievance; (ii) the date(s) of the occurrence resulting in the complaint; (iii) a description of the attempts to resolve the complaint; and (iv) the signature of the Complainant.

2. Grievance Filed with the Vice President for Academic Affairs/Appointment of, Investigation by, and Recommendation by Grievance Committee

- a. If the grievance is filed with the Vice President for Academic Affairs, the Vice President for Academic Affairs shall appoint a committee (the "Grievance Committee") comprising [at least three (3) full-time faculty members approved by both parties in the grievance, an academic dean, and a committee chair] who, in the opinion of the Vice President for Academic Affairs, are best able to conduct a thorough investigation and to render an objective decision with respect to the grievance.
- b. The Grievance Committee, in its sole discretion, shall determine the manner in which the investigation shall be conducted. The Grievance Committee may, but need not, offer the Complainant and the Respondent the right to submit written position statements or to be heard.
- c. The Grievance Committee shall communicate its recommendation with respect to the grievance to the Vice President for Academic Affairs, who, in turn, shall make a final determination with respect to resolving the Complaint. The Vice President for Academic Affairs shall communicate his or her decision to the Complainant and to the Respondent. The Vice President's decision shall be final.
- d. The Grievance Procedure shall be conducted in a timely manner.

3. Grievance Filed Against the Vice President for Academic Affairs or the Dean of the School of Theology

- a. To be heard, the grievance must be filed within [thirty (30)] days of the date of the event grieved.
- b. The grievance shall be filed with the University President.

- c. The University President, in his or her sole discretion, shall determine the manner in which the investigation shall be conducted. The University President may, but need not, offer the Complainant and the Respondent the right to submit written position statements or to be heard.
- d. The University President shall attempt to resolve the grievance to the satisfaction of the parties.
- e. The University President shall communicate his or her decision to the Complainant and to the Respondent.
- f. The University President's decision with respect to the grievance shall be final.
- g. The Grievance Procedure shall be conducted in a timely manner.

4. Grievance Filed Against the University President

- a. To be heard, the grievance must be filed within [thirty (30)] days of the date of the event grieved.
- b. The grievance shall be filed with the Chair of the Board of Trustees.
- c. The Chair of the Board of Trustees, in his or her sole discretion, shall determine the manner in which the investigation shall be conducted. The Chair of the Board of Trustees may, but need not, offer the Complainant and the Respondent the right to submit written position statements or to be heard.
- d. The Chair of the Board of Trustees shall attempt to resolve the grievance against the President to the satisfaction of the parties.

- e. If the grievance against the President cannot be resolved by the Chair of the Board of Trustees to the satisfaction of the parties, and if the Chairman of the Board of Trustees determines, in his or her sole discretion, that the issue is of sufficient institutional concern and importance to warrant review by the Executive Committee of the Board of Trustees, he or she may refer the matter to the Executive Committee of the University's Board of Trustees. The Executive Committee of the Board shall, in its sole discretion, determine the process to be followed to address the matter.
- f. The Chair of the University's Board of Trustees shall communicate the Executive Committee of the Board of Trustees' decision to the Complainant and to the President.
- g. The Executive Committee of the Board of Trustees' decision with respect to the grievance against the President shall be final.
- h. The Grievance Procedure shall be conducted in a timely manner.

C. Resort to Other Procedures

Issues with respect to promotion and tenure, and sexual misconduct, or other aspects of employment for which separate Faculty Handbook policies and procedures exist will not be addressed under the Faculty Grievance Policy and Procedure. For those matters that are subject to the Faculty Grievance Policy and Procedure, the full commitment of the University and of the Complainant to the process set forth in this policy and procedure is necessary in order to achieve its designed objectives. Accordingly, if the Complainant seeks resolution to the subject matter of a pending grievance in a forum or by a set of procedures other than that established in this procedure, whether administrative or judicial, the University may elect (1) to wait until the other procedure is concluded, or (2) not to proceed further with the grievance. (The mere filing of a complaint or action in another forum, in order to avoid exceeding a time limitation, shall not be considered a violation of the intent of this paragraph.)

D. Confidentiality

Grievance proceedings are intended to be confidential. Such proceedings shall be subject, however, to applicable law and the need of the Complainant and the University to comply with the procedures specified or to present their evidence in other administrative or judicial proceedings, where relevant. A formal written record of these proceedings shall be maintained by the Vice President for Academic Affairs. The formal written record shall consist only of the grievance, the responses, and the determination.

E. Participation of Legal Counsel

The Faculty Grievance Policy does not contemplate participation in the process by legal counsel.

October 16, 2000, Revised 3/18/02, April 16, 2009, April 30, 2009