

ELON UNIVERSITY

Elon, North Carolina

2012-2013

Faculty Handbook

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The information in this document serves as a guide and reference to faculty members. It is not a contract, but rather a statement of practices followed at Elon University. Changes to the faculty bylaws (Section I) are discussed and voted upon at faculty meetings prior to submission to the President and Board of Trustees for final approval. Changes to non-bylaws sections are approved by the Academic Council and may be subject to additional approval at faculty meetings.

Information in the *Faculty Handbook* is updated by the Office of the Provost/Vice President for Academic Affairs. Content that is changed will be highlighted in yellow within the document and new language will be added immediately after the non-bylaws sections. Each summer the Office of the Provost/Vice President for Academic Affairs will incorporate the year's changes into the text of the document and post the new document online.

To view the current *Faculty Handbook* online, go to "Faculty Information" at <http://www.elon.edu/e-web/academics/> and click on the most recent academic year. A searchable PDF of faculty handbooks (since August 2012) is linked from that site.

**THE FACULTY HANDBOOK (ITEMS IN SECTIONS I AND II) ARE ALSO
AVAILABLE ON THE WEB. www.elon.edu/fachandbook**

**ADDITIONAL ITEMS FOR FACULTY INFORMATION
(ITEMS IN SECTIONS A-D) ARE ONLY AVAILABLE ON THE WEB
www.elon.edu/fachandbook**

FACULTY HANDBOOK

2012-2013

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Foreword

Whether you participate in the governance of the university as a member of the faculty, staff, administration, student body or board of trustees, what unites us is a vision of Elon University in which the quality of student learning experiences and the overall learning environment of the university are our central focus. Elon has a strong tradition of effective communication about the major issues facing the institution in any given year. The open dialogue and collegial spirit that we have fostered at Elon have directly impacted the university's rapid ascent on the higher education scene.

The Elon University *Faculty Handbook* contains policies and procedures for teaching faculty, administrative staff with faculty rank, and support staff with faculty rank. Many members of the University community have assisted in editing this volume, and it is our hope that readers will find the *Faculty Handbook* helpful. Questions and suggestions are welcome and should be addressed to the office of the provost/vice president for academic affairs, 2200 Campus Box, leedixie@elon.edu or extension 6647.

Leo M. Lambert
President

(8/11)

Elon University Mission Statement

Elon University embraces its founders' vision of an academic community that transforms mind, body, and spirit and encourages freedom of thought and liberty of conscience.

To fulfill this vision, Elon University acts upon these commitments:

- a). We nurture a rich intellectual community characterized by active student engagement with a faculty dedicated to excellent teaching and scholarly accomplishment.
- b). We provide a dynamic and challenging undergraduate curriculum grounded in the traditional liberal arts and sciences and complemented by distinctive professional and graduate programs.
- c). We integrate learning across the disciplines and put knowledge into practice, thus preparing students to be global citizens and informed leaders motivated by concern for the common good.
- d). We foster respect for human differences, passion for a life of learning, personal integrity, and an ethic of work and service.

Unanimously approved by the Elon faculty February 4, 2000

Unanimously approved by the Elon Board of Trustees March 14, 2000

Unanimously amended by the Elon faculty December 3, 2010

Unanimously amended by the Elon Board of Trustees January 5, 2011

Martha and Spencer Love School of Business Mission Statement

Vision

To be a leader in transformative business education

Mission

To provide exceptional learning experiences that facilitate the transformation of students into knowledgeable, responsible business professionals and leaders who make a difference in their professions, their organizations, and the global economy.

Values

As a collaborative, inclusive community of students, faculty, and staff, we value:

- Engaged learning
- Scholarship
- Responsible behavior
- Diversity
- Courageous leadership
- Global awareness
- Innovative partnerships

(7/09)

School of Communications Mission Statement

Communication is central to our lives and to our world. The mission of the School of Communications is to prepare students to be exemplary communicators in an increasingly diverse, interactive and global age.

To fulfill this mission, the school provides dynamic undergraduate and graduate programs where students learn to appreciate the roles, responsibilities and social impact of media around the world. We value freedom of expression and the importance of serving the public good.

We are committed to helping students become better writers, speakers, creators and thinkers. We want them to learn and innovatively harness the technologies that are transforming the way we communicate. We promote the primacy of accuracy, integrity, professional standards and ethical principles.

The school prepares students for careers and lives of purpose through excellent classes, outstanding student media, professional internships, entrepreneurial experiences and other forms of engaged learning.

(06/11)

School of Education Mission Statement

Elon's School of Education has as its primary focus the development of outstanding teachers and the promotion of health and wellness. The school prides itself in a student-oriented, evidence-based philosophy of teaching, early and continuous field experiences, and national accreditations of its programs.

(7/10)

School of Law

To establish a law school that will:

- complement and strengthen the University's existing programs, particularly those that relate to the arts and sciences, experiential education, technology and its application, international studies and programs, business, leadership and public service
- be a national leader in examining and addressing opportunities and problems in the legal profession and legal education through research, public service and innovation
- provide a distinctive program of legal education that will develop exceptionally-educated, well-motivated, technologically savvy, internationally aware, and effective lawyer-leaders for whom there will be a continuing need
- help meet the national and regional demand for legal education in times of great demand, and compete successfully for excellent, well-motivated law students in times of diminished demand
- be positioned qualitatively within the University as a synergistic center of excellence that helps generate resources of talent, energy, commitment, information, credibility and capital that will assist Leon in implementing stable, continuous improvements to each and every one of the University's integral components.

(08/11)

The Elon Teacher-Scholar

Elon strives to attract gifted and well-educated faculty who are deeply committed to the potential of their disciplines to enhance our understanding of the human condition and the world. As teachers, mentors, and scholars, the faculty are dedicated to modeling the intellectual values they seek to impart to students, including a learned, reflective, and critical approach to life. In these roles, the faculty take joy in the process of inquiry and sharing their knowledge with others. As active members of the academy, the faculty participate in professional activities that keep them current and enlarge the intellectual and practical opportunities available to students. And finally, as responsible members of the university community, Elon teacher-scholars also dedicate their talents, experience, and leadership skills to activities that sustain, develop, and improve the entire institution.

The Elon faculty embrace the idea that scholarship and teaching are inseparable because scholarship is the foundation of teaching. The scholarly and professional activities of faculty connect them to a vital intellectual community beyond the walls of Elon, ensure their continuing development as enlightened seekers, contribute to the body of knowledge and wisdom, and renew their enthusiasm to engage students. The Elon community is committed to creating an environment that allows the faculty to excel as teachers, scholars and mentors.

Elon University is principally dedicated to teaching undergraduates in and out of the classroom. Faculty strive to instill in their students a commitment to intellectual endeavors and a life-long devotion to learning and the ideals of citizenship. They share with their students a sense of the history and vitality of scholarly inquiry that emerges from disciplinary depth and expands to interdisciplinary inquiry. All faculty recognize their responsibility to convey a foundation of established knowledge, but their ultimate goal is to cultivate informed critical thinking, creative expression, and a desire to serve the common good.

While classrooms, laboratories and studios are the traditional focal points of an intellectual community; scholarly inquiry extends beyond these environments. As teacher-scholars, the faculty are committed to improving the content and pedagogy of their teaching. By developing classroom environments in which all persons are respected and informed engagement is valued, faculty challenge students to develop the skills necessary to understand complex issues and topics. Simply stated, the classroom is a place to challenge students to be engaged learners and to establish mentoring relationships that extend interactions beyond the traditional classroom. The challenge to be engaged learners extends not only beyond the classroom but even beyond the confines of the institution.

Elon recognizes, values, nurtures and provides support for innovative approaches that strengthen the linkages between knowledge and experience through programs such as international study, service learning, cooperative learning, leadership training, undergraduate research, internship experience, and civic engagement. As a consequence of this broader view of faculty engagement with students, the university encourages productive interactions that blur the boundaries separating traditional teaching activity, scholarship, and professional activity. For example, faculty may experiment with service-learning projects that combine classroom learning with direct applications in the local community, use their professional consulting expertise to develop case studies for the classroom, or employ web-based technologies to guide and enhance student internship experiences with employers located across the country. One of the strongest connections between disciplinary expertise and student experience occurs when faculty mentor students in the process of scholarly inquiry, encouraging and supporting presentations at student research forums and professional disciplinary meetings. Scholar-mentor activities combine traditional teaching, experiential education, and professional expertise to mold graduates ready to take their place as working members of their profession or to continue their academic training in graduate or professional school.

The faculty's ability to model intellectual engagement is based on their intentional and continual development as professionals. While they share common goals, each Elon faculty member possesses unique gifts, skills, training, perspectives, and approaches that enrich the academic community. The university recognizes and values the differences between individual faculty members and encourages each to grow and develop as a teacher-scholar. Thus, the Elon faculty reflect the comprehensive nature of the institution and the variety of their disciplines in that they are scholars, mentors, philosophers, theoreticians, researchers, artists, writers, educators, and professional practitioners.

At Elon, professional activity is broadly defined as any activity involving the serious practice of disciplinary expertise. Scholarship is essential to an intellectually vibrant and enriching community, and so it represents the most fundamental form of professional activity. Other forms of professional activity include service to the profession, developing new research skills, taking special courses, attending workshops related to one's discipline, attending workshops on teaching pedagogy and attending conferences, performances, or exhibits. As they mature professionally, faculty may serve as consultants and accept leadership roles in disciplinary organizations.

Scholarship is a creative process of inquiry and exploration that adds to the knowledge or appreciation of disciplinary or interdisciplinary understanding. It is the serious exercise of what is being taught in the education of students -- clear goal setting, adequate preparation, intense inquiry, and critical reflection. Elon University encourages and recognizes a broad array of scholarly endeavors just as it has adopted a broad view of faculty engagement with students. Scholarship adds significantly to our understanding by: 1) discovering or uncovering new knowledge or insights, 2) generating new theories and techniques that guide discovery, 3) integrating knowledge within or across

disciplines, 4) applying knowledge responsibly to solve problems, and 5) developing pedagogical innovations that facilitate the dissemination of knowledge.

Distinct differences exist in the types of scholarly activities that are valued both within and between disciplines as a consequence of the unique historical development of each discipline. However, across all disciplines, recognized scholarly work shares some common features:

- It results in a product, presentation, exhibition, or performance that expands knowledge, skills, or understanding that can be shared with others.
- It extends beyond the limits of the institution.
- It develops and/or expands the expertise of the faculty member and lifts the faculty member's standing within the institution and in his/her greater community (scholars, artists, researchers, professional practitioners).
- The work is reviewed by those outside the institution who have appropriate expertise.

The tangible results of scholarship include academic publications, presentations at professional meetings, grant proposals, artistic performances, musical scores, screenplays, art exhibits, computer software, patented inventions, professional manuals, video productions, and other work determined by each faculty member's academic department. Scholarship is also reflected in pedagogical innovations (such as textbook ancillaries, laboratory manuals and experiential activities) that are shared with the academic world outside of Elon. Works of synthesis that translate knowledge for those lacking expertise or summarize current understanding for those with expertise further represent important scholarly work valued by the institution.

Elon University is a rich intellectual community committed to providing a dynamic and challenging curriculum that emphasizes learning across the disciplines and encourages students to put knowledge into practice. Faculty model a life of learning through their engagement with students and their scholarly accomplishments. As a part of a vibrant academic community, they share with their students the joy of mental, physical, and spiritual transformation, guiding them to become informed and caring citizens of the global community.

Board of Trustees

Elon University is governed by a self-perpetuating Board of Trustees consisting of 41 persons: 36 regular trustees, 2 youth trustees, and 3 ex-officio trustees.

(8/04)

Administrative Policy

The administration of Elon University makes every effort to practice democracy in administrative matters. Authority for the administration of the university is vested in the Board of Trustees and in its selected administrative officer, the president. The faculty, however, is given the responsibility of making the decisions that involve the teaching program of the university. Faculty committees are asked to make studies and to report to the faculty, which renders decisions within the scope of its authority. On matters beyond the authority of the faculty, the faculty may make recommendations to the Board of Trustees. The administration recognizes that the most important function of the university is that of teaching. It is the aim of the administration to maintain an atmosphere that is conducive to good teaching and where faculty members can pursue the search for the truth in an atmosphere of academic freedom. In a democracy, such a freedom is obtained only as the faculty exercises that freedom and assumes its responsibility to guard that freedom against abuses.

(7/96)

Shared Governance

Elon University recognizes that the most effective way of conducting university affairs necessarily entails the active engagement of all of its distinct constituencies. Thus, a vibrant, inclusive, and well-defined system of shared governance is crucial to the University's success as an institution of higher learning. Elon's commitment to shared governance acknowledges that collective intelligence leads to better decision making and creates an optimal environment for fostering academic integrity, delivering quality educational programs, and ensuring academic freedom and democratic practice.

Elon University is composed of multiple constituencies: the Board of Trustees; administrators with faculty rank (with titles ranging from associate dean to president); teaching faculty; support staff with faculty rank; staff without faculty rank; and students. Among the many facets of university affairs (from strategic planning to fundraising, admissions to curriculum), there are few if any that reside solely within the purview of one constituency. Cooperation, transparency, communication, and seeking out the counsel of a variety of university members should be the default positions on university matters.

Nevertheless, the constituencies that make up the University, while united in the common purpose of maintaining and furthering the University's institutional strength, relevance, and quality, have distinct perspectives and areas of expertise. Having an effective system of shared governance recognizes that those differences, when utilized intentionally and successfully, enhance the University's ability to govern itself wisely. It is appropriate, then, for the University to arrange the many rights, responsibilities, and duties associated with conducting University affairs among its various constituencies so as to best employ their respective strengths and talents.

For the purposes of defining more clearly how governance is shared within the faculty as broadly defined in the *Faculty Handbook*, it behooves the University to articulate which aspects of University affairs are the primary responsibility of each of the three categories of faculty as defined in that document. In general terms, these areas of responsibility are divided in the following ways:

Administrators with faculty rank have primary responsibility for issues that transcend individual schools, departments, or programs. These include strategic planning, coordination of the needs and interests of the various components of the university, and overseeing the institution's financial resources and infrastructure.

Teaching faculty have primary responsibility for aspects of the university related to curriculum (including requirements for graduation, subject matter, methods and quality of instruction, and the evaluation of student work); research; faculty status; and those aspects of student life which relate to the educational process.

Academic support staff with faculty rank have primary responsibility for programs *that supplement the academic curriculum by providing* educational opportunities for students, *implementing* academic procedures, or otherwise *supporting* the educational mission of the university.

The identification of a particular aspect of University affairs as primarily associated with one category of faculty is not intended to exclude other faculty from conversations or decisions on such matters. It is, however, to recognize that in certain circumstances, one or more constituencies should have a greater degree of decision-making responsibility than others.

Handbook Definitions

A. As a handbook created to explain policy and procedures for faculty members, this document requires a clear definition of the term “faculty.” The term faculty is customarily used in academic and public culture to refer to educational personnel whose primary task is teaching. At Elon, this is also the typical use of the term. However, as with many other institutions, Elon, in addition to its teaching faculty, grants faculty rank to other academic affairs personnel. To this extent, there are three mutually exclusive categories of individuals who may be granted faculty rank, plus a fourth category that includes the other three. The four categories below explain which people are included in the various policies and procedures described in this handbook.

1. Faculty

- a. The most generic use of the term “faculty” refers to those Elon University employees with faculty rank. “Faculty Rank” refers to an appointment that is given by the Board of Trustees. All persons with faculty rank attend the monthly faculty meetings. Those holding the rank of lecturer, assistant professor or above (as well as those teaching more than 18 semester hours in an academic year) may vote on matters that come before that body. Elon University grants faculty rank to all its full time teachers and its adjunct instructors teaching 18 or more semester hours in an academic year. But because Elon University also grants faculty rank to personnel who may be employed primarily in administrative or support staff positions (and may or may not actually teach courses), the use of the generic “faculty” is not specific enough to delineate accurate inclusion or exclusion for a number of policies.
- b. Each Elon employee with faculty rank will belong to one of the three categories listed below as their primary status in addition to their inclusion in the more general “faculty” category, even though people belonging to one category may sometimes perform duties associated with the other two categories.
- c. The categories of personnel below are distinguished by the nature of their contracts with the university, by the descriptions of professional expectation pertinent to their roles, and by the evaluation procedure used to measure their individual growth and competency.

2. Teaching Faculty

- a. Teaching faculty are those members of the university holding faculty rank whose fundamental responsibilities are the instruction of students, professional activities and, where appropriate for their type of faculty

appointment, scholarly or artistic forms of expression that are the basis of a university community. Teaching faculty are subject to professional and institutional expectations outlined in the *Elon University Faculty Handbook*.

- b. Teaching faculty status is limited to those whose performance assessment is linked to the completion of an annual Unit I (Annual Report for Teaching Faculty), which describes teaching, scholarship (appropriate to faculty appointment), and professional/university service activities during the preceding year. Teaching faculty also participate in an annual review process which includes the department chair, and dean of the school or college. Furthermore, such faculty are normally subject to formal review by the promotions and tenure committee at various points during their career at the university. Teaching faculty typically are employed through annual contracts specifying nine months of service during an August-May period.
3. Administrators with Faculty Rank
 - a. Administrators with faculty rank are members of the university holding faculty rank whose positions include oversight for the university as a whole as well as management of its broader educational goals and programs. The category of administrators with faculty rank includes those members who are at the position of vice president or above, Deans and Associate Deans of Schools and the College of Arts and Sciences, members of the academic affairs advisory council and the athletic director.
 - b. Administrators with faculty rank are typically employed through annual contracts, which specify a June-May period of service. Their duties are specified formally in official position descriptions maintained by the university but may also include other responsibilities as assigned by the president or the Board of Trustees. They are subject to annual performance evaluations, which include formal input from faculty they supervise as well as judgments, rendered by their pertinent supervisor, the provost/vice president for academic affairs, and the president.
 - c. The provost/vice president for academic affairs is evaluated annually by the president of the university. The president is evaluated annually by the Elon University Board of Trustees.
4. Support Staff with Faculty Rank
 - a. Support staff with faculty rank are members of the university holding faculty rank of assistant professor or above who have supervisory responsibility for specific programs that provide educational opportunities for students, implement academic procedures, or otherwise support the educational mission of the university.

- b. Support staff with faculty rank typically are employed through annual contracts specifying a June-May period of service. Their duties are specified in formal position descriptions maintained by the university. They are subject to annual performance evaluations which include formal input from those they supervise as well as judgments rendered by their pertinent supervisor, vice president, and the provost/vice president for academic affairs.

(6/10)

- B. In this handbook, the terms “faculty,” “all faculty,” and “the faculty in general” will be used to refer to all employees with faculty rank. When a more specific sub-group is being referred to, either the title of the section or the first reference to the group within the section will indicate the appropriate sub-group. Occasionally the descriptor “faculty who teach classes” may be used to refer only to those employees with faculty rank who have actual classroom responsibilities.
- C. As they relate to benefits at Elon University, the terms “spouse/qualifying partner” and “dependent” are defined as follows:

Spouse/qualifying partner is either an individual who is in a marriage recognized by the law in the state of residence or an individual with a qualifying same-sex partner, as determined through the Office of Human Resources.

Dependent is the spouse/qualifying partner and all unmarried children, including an adopted son or daughter and stepson or stepdaughter.

(6/08)

Faculty Bylaws

ARTICLE I

Name of the Organization

Section 1. The name of this organization shall be the faculty of Elon University.

(7/01)

ARTICLE II

Purpose

Section 1. Objective of the Organization. The objective of the organization is to enable the faculty, administrative officers, students, and Board of Trustees to engage in conscious, deliberate, and purposeful cooperation so that each may most effectively contribute to the growth, development, and functioning of Elon University.

(8/01)

ARTICLE III

Membership

Section 1. The faculty shall consist of the teaching faculty, administrators with faculty rank and academic support staff with faculty rank.

Section 2. Voting members shall be those persons elected by the Board of Trustees to the rank of lecturer, assistant professor or above and/or all teaching personnel with a load of 18 or more semester hours in the current academic year.

(7/04)

ARTICLE IV

Officers

Section 1. The officers of the faculty shall be a chair and a secretary.

Section 2. Method of Selection. The president of the university shall serve as chair of the faculty. The secretary shall be elected by the academic council for a 1-year term.

Section 3. Duties. The chair or his/her appointee shall serve as the presiding officer at meetings of the faculty, exercise supervision over the activities of the organization, and represent and speak for the organization to other organizations and to the public. The

secretary shall keep an accurate record of the proceedings of the meetings, prepare the minutes, and cause to be preserved all reports and documents of the organization.

ARTICLE V

Powers

Section 1. General Powers. The general powers granted to the faculty by the charter of Elon University are "to confer by and with the consent of the Board of Trustees all degrees and marks of literary distinction as are usually conferred by colleges and universities and to make regulations regarding courses of instruction, student discipline, and such other matters as may be assigned to it by the Board of Trustees."

Section 2. Specific Powers. The following specific powers are granted to the faculty to be exercised subject to review by and approval of the president and the Board of Trustees:

- a. To recommend the academic standards for admission of students to Elon University and for continuation therein;
- b. To determine the courses of study, requirements for admission thereto, and standards of performance;
- c. To determine and to maintain current requirements for granting of academic degrees;
- d. To evaluate student performance and to recommend approval of student applications for graduation;
- e. To determine and recommend to the Board of Trustees standards for selection, promotion, and tenure of faculty members;
- f. To make rules for the implementation of the instructional program;
- g. To evaluate (1) effectiveness of the instructional program, (2) performance of individual faculty members in execution of the program, and (3) proposals for improvement of academic instruction;
- h. To make rules for conduct of faculty business and to organize such councils and committees as may be required;
- i. To discipline members for infractions of faculty rules;
- j. To make rules of conduct for aspects of students' lives relating to the educational process and to discipline students for infractions thereof;
- k. To make recommendations to the Board of Trustees through its academic affairs and campus life committees on any matter pertaining to the educational program of the university;
- l. To define ethical and professional standards for members of the faculty.

ARTICLE VI

Academic Council

Section 1. Membership. The Academic Council shall consist of 18 members elected for terms of 3 years, the chair of the University Curriculum Committee, without vote, an adjunct faculty representative, the president, without vote, and/or the provost/vice president for academic affairs, without vote. Six of the elected members shall be elected

from the College of Arts and Sciences (two each from fine arts and humanities, mathematics and natural sciences, and social sciences), eight from the schools (two each from the School of Education, the Love School of Business, the School of Communications, and the School of Health Sciences), and one shall represent support staff with faculty rank. In addition to these 15 elected representatives, three additional members shall be elected as at-large members: two at-large teaching faculty members from the College of Arts & Sciences and one university wide at-large faculty member serving 3-year terms elected by the teaching faculty members. On occasions when Academic Council so requests, the president and the provost/vice president for academic affairs shall not meet with Academic Council. Such requests may be made as a matter of course, and need not signify any exigency. In addition, the president, and the provost/vice president for academic affairs will not meet with Academic Council when it is serving as a nominating committee or as a hearing committee. Elections to the Academic Council occur on a 3-year cycle. In the first year of the cycle the following will be elected: (1) three at-large members; and (2) a member of the academic support staff with faculty rank. In the second and third year of the cycle one member shall be elected from each of the following: (1) the division of fine arts and humanities; (2) the division of mathematics and natural sciences; (3) the division of social sciences; (4) the School of Education; (5) the Martha and Spencer Love School of Business; (6) the School of Communications; (7) the School of Health Sciences. The adjunct faculty representative will be elected bi-annually in April, and must be currently employed by the university as an adjunct faculty member during her/his term, and have taught a minimum of two contiguous semesters at the University.

Transition Note: The number of representatives from the School of Health Sciences will start with one representative in 2011-2012 and expand to a total of two representatives in 2013-2014. Therefore, the second School of Health Sciences representative seat will remain vacant until a second faculty representative is elected to start in 2013-2014. This note will then be removed from the *Faculty Handbook*.

- a. Eligibility to Serve. To serve as a voting member of the Academic Council, a faculty member must be a voting member under the terms of these bylaws, and must have 2 years of service on the faculty. Divisional and school representatives must hold the rank of senior lecturer, associate professor, or above; at-large members must hold the rank of lecturer, assistant professor, or above. No more than two members of the faculty whose principal duties are administrative may serve on Academic Council at any one time.
- b. Eligibility to Vote for Members. All faculty members who have voting privileges under the terms of these bylaws shall be eligible to vote for members of Academic Council. The only exception to this will be for the adjunct representative who will be elected by adjunct faculty.
- c. Election. At the March Faculty Meeting or the February School/College Meeting, election of members will follow a prescribed cycle:

- Year One: Member of academic support staff with faculty rank and three at-large members
- Year Two: The divisions of fine arts and humanities, mathematics and natural sciences, and social sciences; the School of Education; the Martha and Spencer Love School of Business; the School of Communications; and the School of Health Sciences
- Year Three: The divisions of fine arts and humanities, mathematics and natural sciences, and social sciences; the School of Education; the Martha and Spencer Love School of Business; the School of Communications; and the School of Health Sciences

In year one, at-large members will be elected by full voting faculty. Academic Council shall solicit interest in serving, but will not provide a slate of nominees. All nominations for Academic Council will be made from the floor. All voting will be by secret ballot. Also in year one, a representative of the academic support staff with faculty rank will be elected at a meeting of that group coordinated by the current Academic Council member. In years two and three, divisions and schools shall elect their representative at the February School/College meeting. The current Academic Council members from each division and school will coordinate these elections. Members of Academic Council shall take office during the last Academic Council meeting of the academic year and shall serve until their successors are duly installed.

- d. Vacancies. In the event of an elective vacancy on Academic Council, an election shall be held at the next regular meeting of the faculty to fill the unexpired term. The manner of election shall be the same as that by which the vacating member was elected.
- e. Right of Recall. The faculty reserves the right of recall of any member of Academic Council. A two-thirds vote of the faculty shall be required.
- f. Re-election or Reappointment. No member of Academic Council shall serve for more than two consecutive terms.
- g. Election of adjunct representative. Adjunct faculty will hold an on-line election in April for the adjunct representative.

(07/12)

Section 2. Officers of Academic Council. The members shall elect annually a chair-elect. The chair-elect will serve one year in that role and then assume the duties of chair in the following year. In the third year they will serve as past-chair.

- a. Duties of chair-elect
 - 1.) Serve in the place of the chair in his/her absence.

- 2.) Serve on the Academic Council Chair Advisory Committee.
 - 3.) When possible, attend meetings between the chair and the president and/or Provost/VPAA.
 - 4.) Act as a liaison between the Academic Council and the Standing Committees of the Faculty.
 - 5.) Serve as recorder at the teaching faculty Town Hall Faculty Forums.
- b. Duties of the chair
- 1.) Chair the Academic Council Chair Advisory Committee
 - 2.) Meet regularly with the Provost's Advisory Council and the Academic Affairs Advisory Council
 - 3.) Work with the president in planning the agenda for the Full Faculty Meetings. Assemble the agenda for and preside over the Academic Council portion of the Faculty Meetings, and the Academic Council Faculty Forums.
 - 4.) Assemble the agenda for and preside over the regular meetings of the Academic Council. In consultation with the administration, the chair will designate on each item on the agenda the capacity in which the Academic Council will serve on that item: Make a decision, make a formal recommendation, advise, or receive a report.
 - 5.) Act as a liaison between the administration and the teaching faculty and academic support staff with faculty rank in meetings with the president and the Provost/VPAA.
- c. Duties of the past-chair
- 1.) Serve on the Academic Council Chair Advisory Committee in an advisory role.
 - 2.) In the eventuality that the past-chair is not a member of Academic Council, they will not attend the regular meetings of the Academic Council.
- d. Academic Council Chair Advisory Committee. Academic Council shall have an Academic Council Chair Advisory Committee consisting of the chair of Academic Council who shall serve as chair of the advisory committee, the chair-elect, the past-chair, and the chair of the University Curriculum Committee. The Academic Council Chair Advisory Committee will advise the chair in her or his duties and will act as a bridge between Academic Council and the University Curriculum Committee.

Section 3. Powers and Responsibilities of Academic Council

- a. The Academic Council shall act as coordinating committee of the faculty and shall deliberate on any matter within the province of the faculty for the purpose of formulating general policy for approval or disapproval of the faculty. Those matters which are the responsibility of standing committees shall be referred to the appropriate committee.

- b. Academic Council shall work with the president in planning the agenda for meetings of the faculty in order to provide for timely and appropriate discussion of faculty business and to provide adequate information about matters of concern to the faculty.
- c. In its role as coordinating committee of the faculty, the Academic Council shall communicate regularly with members of standing committees. Faculty representatives of standing committees who have concerns about issues of shared governance in areas relevant to their committee should report those concerns to the Academic Council. Academic Council shall consider these concerns and, where it deems appropriate, formally address them in regular Academic Council meetings. On matters deemed to be of general concern, Academic Council may report directly to the faculty, or request that standing committees do so. In addition, the Academic Council shall collect formal reports on a yearly basis from the chairs of all standing committees.
- d. Academic Council shall act in an advisory capacity to the president. It shall advise the president on the setting of priorities and the planning of long-range goals for the university. Academic Council shall avail itself of pertinent information that is required to carry out these advisory duties effectively.
- e. Academic Council shall act in an advisory capacity to the administration. It shall assist in the selection of members for all campus-wide ad hoc committees. It shall also advise the administration in the early stages of explorations of new programs that do not originate in a department or school.
- f. Academic Council shall supply the faculty yearly with information relevant to its participation in the formulation of the goals and priorities of the university and shall supply the faculty yearly with information relevant to these priorities and goals.
- g. Academic Council shall serve as an appointing committee for elective members of standing committees of the faculty with the exception of the Academic Council, the University Curriculum Committee, and the Promotions and Tenure Committee.
- h. Academic Council shall oversee the non-bylaws portion of the Faculty Handbook by approving or disapproving changes. A detailed account of such changes shall be included in the minutes of the meeting.
- i. Academic Council shall oversee editorial changes to these bylaws by approving or disapproving the changes. Examples include changes to the bylaws that reflect a modification of the wording of a title, changes in the name of a division, department, etc.
- j. Academic Council shall develop and maintain a Statement of Professional Standards and publish it upon adoption by the faculty. Council shall submit

proposed amendments to this statement to the faculty. Approval shall require an affirmative vote of the majority of the voting members present at a regular meeting of the faculty subsequent to the one in which the proposal was presented.

- k. Elected members of Academic Council shall serve as a hearing committee, when a hearing is to be held, in cases involving 1) the dismissal or suspension of a faculty member or 2) charges of unprofessional conduct against a faculty member with the exception of complaints of harassment or discrimination based on membership in protected categories in Elon's non-discrimination statement. Any dismissal, suspension, or disciplinary action as a result of a finding of a violation of the university's nondiscrimination/nonharassment policies may, upon request by the accused faculty member, be heard by Academic Council.

(04/12)

- l. Academic Council shall solicit names and appoint faculty to serve as temporary replacements on all standing committees of the faculty as necessary, except Academic Council, Curriculum Committee, and Promotions and Tenure Committee.

Section 4. Meetings and Procedures of Council. Academic Council shall determine its place of meeting and its procedures. Meetings of Academic Council shall be held no less than twice a month during the academic year and at such other times as it shall deem necessary. At least one monthly meeting shall be of the entire Academic Council, and at least one monthly meeting shall be of the elected members, the adjunct representative, and the chair of the University Curriculum Committee.

Section 5. Reports.

- a. The chair of Academic Council shall make reports on the deliberations and recommendations of Academic Council at all Full Faculty Meetings and shall make such other reports as may be required by the faculty.
- b. The agenda for each meeting of Academic Council shall be distributed by the elected representatives of each division and school to their constituencies at least two days in advance of the meeting.
- c. Academic Council shall produce minutes for each meeting. Council shall edit and approve the minutes at the next regular meeting of Academic Council or portion thereof. The elected representatives of each division and school shall distribute the minutes to their constituencies within one week of their approval.
- d. All reports of Academic Council shall be maintained in a venue that is easily accessible to all faculty members. The annual goals and objectives of Academic Council shall be maintained in the same space with contact persons for each item.

Section 6. Committee on Committees. At the beginning of each academic year, the chair-elect shall select seven additional members of Academic Council to serve on the Committee on Committees, ensuring that all four of the schools, all three of the divisions in the College of Arts and Sciences, and the support staff with faculty rank are represented. The chair-elect shall serve as chair of the Committee on Committees.

(07/12)

- a. In order to help Academic Council fulfill its responsibility to act as the coordinating committee of the faculty (see Section 3, a and 3, c, above), the Committee on Committees shall perform the following duties.
 - 1.) Oversee the collection of annual reports from the chairs of standing committees.
 - 2.) Serve as the liaison between Council and the standing committees. In that role, the Committee on Committees will receive concerns from faculty representatives of standing committees about issues of shared governance in areas relevant to their committee, and will communicate with chairs of standing committees on behalf of Council.

- b. In order to help Academic Council fulfill its responsibility to act as the appointing committee for standing committees (see Section 3, g, above) and as an advisory committee to the administration in the creation of campus-wide ad hoc and special committees (see Section 3, e, above), the Committee on Committees shall have the following duties.
 - 1.) Create and maintain a database of all faculty members serving on standing committees, advisory committees, special and ad hoc committees, search committees, and task forces.
 - 2.) Submit to Academic Council a slate consisting of one name for each opening on standing committees of the faculty (with the exception of the Academic Council, the University Curriculum Committee, the School- and Division-Based Curriculum Committees, and the Promotions and Tenure Committee) at least one week in advance of the April Council meeting. The Committee on Committees shall secure the consent of persons being nominated.
 - 3.) Serve as a nominating committee for elected members of the University Curriculum Committee and the Promotions and Tenure Committee, submitting to the Academic Council during the month in advance of either the March Faculty Meeting or the February School/College Meeting the recommended names for each place to be filled. Normally, the number of nominees will exceed the number of places to be filled. The Committee on Committees shall secure the consent of persons being nominated.
 - 4.) Recommend to Academic Council faculty members to serve as temporary replacements on all standing committees of the faculty as necessary, except Academic Council, University Curriculum Committee, and Promotions and Tenure Committee.

- 5.) Recommend to Academic Council faculty members to serve on ad hoc or special committees created by Council.
- 6.) Recommend to the chair of Academic Council faculty members to serve on ad hoc or special committees created by the president or provost. The chair of Academic Council shall forward these names to the president or provost.
- 7.) Recommend to the chair of Academic Council faculty members to serve on search committees for administrators with faculty rank. The chair of Academic Council shall forward these names to the president or provost.

(7/11)

- c. In fulfilling these responsibilities, the Committee on Committees will attempt to balance the need to provide opportunities for committee service to interested faculty with its responsibility to ensure that standing and special committees successfully contribute to effective shared governance.

(7/10)

ARTICLE VII

Faculty Meetings

Section 1. Faculty Meetings. The regular faculty meeting shall be held on the first Friday of the months of October, December, March, and May. The president or his/her designee shall cause to be prepared and distributed to each member, at least three days in advance of regular meetings, a written notice and an agenda accompanied by minutes of the previous meeting. The agenda shall be prepared jointly by the president and the chair of the academic council, with the advice and counsel of the chair-elect of academic council and the Provost/Vice President for Academic Affairs.

- a. Order of Business
 - Call to Order and Invocation/Meditation
 - Minutes of the Previous Meeting
 - Academic Council Business Items (led by the chair of the Academic Council)
 - Report and Resolutions of the Academic Council, with discussion
 - Reports and Resolutions of Standing Committees, with discussion
 - Questions and Concerns to Council
 - Reports of Task Forces or Special or Ad Hoc Committees (led by either chair of the academic council or the president of the university)
 - Administrative Business Items (led by the president of the university)
 - Reports of Administrative Officers
 - Unfinished Business
 - New Business

- Announcements
 - Adjournment
- b. Procedures
- Formal announcement of faculty action shall be made only by the president or his/her designee or by vote of the faculty.
 - Non-voting members may participate in discussion.
 - A major policy item, including a curriculum change, will not be allowed to come to a vote at a regular meeting unless the proposal in writing has been distributed with the agenda 3 days in advance or unless the item has been discussed at a previous meeting.
 - All elections shall be decided by a majority of all legal votes cast.

Section 2. Special Meetings. The president shall call a special meeting whenever (1) the president considers it necessary, or (2) the academic council or any ten faculty members request such. Special meetings follow the order of business and procedure for faculty meetings.

Section 3. School/College Meetings. The 1st Friday of September and February are reserved for meetings of the faculty of each school or college for the purpose of consideration and discussion of matters within their purview, including curriculum. The September meeting will include election of members to the School- and Division-Based Curriculum Committees. The agenda of the meeting shall be set by the appropriate dean, who will also preside over the meeting. Each dean shall prepare and distribute to all faculty of the relevant school or college, at least three days in advance of the meeting, a written notice and an agenda accompanied by minutes of the previous meeting. Additional meetings may be scheduled by the dean of each school/college when needed and/or meetings may be scheduled on alternative dates according to pre-established practice.

(7/11)

Section 4. Town Hall Faculty Forums. Elon University's Statement on Shared Governance begins with the premise that the active engagement of the university's various constituencies is a prerequisite for effective, democratic governance (see Section I-3). In order to promote this level of engagement, the university's governance structure must provide opportunities for those constituencies to communicate and cooperate in a way that meets the following conditions. First, all faculty members—teaching faculty, support staff with faculty rank, and administrators with faculty rank—must feel empowered to express their ideas honestly and in a productive way. In addition, they must feel confident that a structural mechanism exists to ensure that these ideas, once expressed, will be taken seriously by those who participate directly in the governance of the institution. Town Hall Faculty Forums, described in more detail below, are designed to satisfy both of these conditions.

Procedures

- Three separate Town Hall Faculty Forums, one for each of the three categories of faculty as defined in the *Faculty Handbook* (see Section I-4), will be held on the first Friday afternoon in November and April. These forums will be led by the following faculty members: the chair of Academic Council will lead the teaching faculty forum; the Academic Council representative of support staff with faculty rank will lead that group's forum; and the president or provost will lead the faculty forum for administrators with faculty rank. The chair elect of Academic Council will serve as recorder at the teaching faculty Town Hall Faculty Forum. The leaders of the other two Town Hall Faculty Forums will appoint an eligible faculty member to serve as recorder. In each case, the leader will prepare the agenda for his/her forum and publicize that agenda to the faculty.
- With the help of the faculty members who served as recorders, each of these three leaders—all of whom are members of Academic Council—is responsible for accurately conveying to the Council the sense of the discussion that occurred at their respective forums. In this way, the ideas expressed at each of the Town Hall Faculty Forums will be incorporated into Council's deliberations on issues of importance to the university community.
- As the term, "Town Hall Faculty Forums," makes clear, these meetings exist for the express purpose of fostering discussion and communication. Since these forums are not official meetings of the faculty, no official business can be transacted.

(6/10)

ARTICLE VIII
Standing Committees

Section 1. Election and Appointment of Members to Standing Committees. Election of members for the Promotion and Tenure Committee shall be held at the regular March meeting of the faculty. Election of at-large members of the University Curriculum Committee shall be held at the regular March meeting of the faculty and the School/College representatives shall be elected at the February School/College Faculty meetings. Elections of members for School- and Division-Based Curriculum Committees will occur at the February School/College Faculty Meetings. Membership on other standing committees will be appointed by Academic Council at their April meeting, based upon a slate provided by Council's Committee on Committees. Faculty of the law school are excluded from service on standing committees. Appointments for student representatives on standing committees (for the following academic year) will be completed by the Student Government Association no later than May 15.

(07/12)

Section 2. Staggering of Terms on Standing Committees. Notwithstanding other provisions of the article, upon initial election total membership shall be provided, and where staggered terms of membership are required, elected committee members shall assign themselves to short terms by lot.

Section 3. Student Membership on Standing Committees. Student members shall be full-time students; have at least a 2.0 cumulative average; and, unless otherwise provided for in this article, shall be elected annually in May by the newly installed student senate from nominations submitted by the president of the student government association. Members appointed by the president of the student government association shall be approved by the student senate. No student shall serve on more than one committee at the same time. Those standing committees with student members may submit a list to the student government association president and student senate of suggested names for future membership on their committees.

Section 4. Meetings of Standing Committees

- a. Standing committees shall meet at least once each academic semester and at other times as called by the chair.
- b. When they are considering matters of general concern to the faculty, standing committees shall announce the time, place, and agenda of their meetings and shall seek out information from faculty, and other knowledgeable sources.
- c. Any committee may convene in executive session at its own discretion.

Section 5. Operating Procedures for Standing Committees

- a. Standing committees shall agree on procedures for carrying out their duties, including their method of reporting to the faculty and the academic council, and shall publish these procedures as information in the *Faculty Handbook*.
- b. Administrative officers are responsible for insuring that necessary information and clerical assistance are provided to the committees.
- c. Standing committees shall furnish the academic council with regular, written, and substantive reports of their activities.
- d. Standing committee members who have concerns about the degree of participation in decision-making on issues falling within their purview should report those concerns to the academic council.
- e. Standing committee chairs shall communicate with the chairs of other standing committees as appropriate on issues of shared concern.

Section 6. Academic Standing Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

- a. Membership

- 1.) Provost/Vice President for Academic Affairs or designee, administrative officer
 - 2.) Vice President for Student Life and Dean of Students
 - 3.) Registrar
 - 4.) Six members of the teaching faculty elected for 2-year terms, one from the college of arts and sciences and one from each of the schools into which the institution is organized, and two members-at-large from among the teaching faculty. Three members will be elected each year, with at-large members elected in different years. The committee shall elect annually in May a chair from among these faculty members.
 - 5.) Representative appointed by and from the Academic Advising Office, ex officio, without vote
 - 6.) Two student members appointed by the president of the student government association
 - 7.) Faculty of the law school are excluded from service on this committee
- (7/07)
- b. Duties
- 1.) To periodically review standards for satisfactory academic performance by undergraduate students of the university
 - 2.) To periodically review academic standards for probationary status or suspension of undergraduate students whose work fails to meet these standards
 - 3.) To recommend an appeals procedure for undergraduate students contesting academic standing decisions
 - 4.) To establish procedures for the readmission of suspended undergraduate students
 - 5.) To periodically review the operation of the grading system and to propose changes that will provide for academic quality
 - 6.) To publish periodic reports of its work to the faculty
 - 7.) To advise on standards for making Dean's list, Honors, and other academic programs and recognition for the undergraduate program

- 8.) To consider special projects or policies as proposed by Academic Council
- 9.) To evaluate the effect of curricular or program change on academic standing issues (e.g., General Studies changes, student body changes)
- 10.) To periodically review the grade appeal process
- 11.) None of the above duties of the committee shall apply to the law school or graduate programs

(07/12)

Section 7. Academic Technology and Computing Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- (1) Assistant Vice President for Technology/CIO
- (2) Dean and University Librarian or designee, without vote
- (3) Faculty Fellow for Technology, without vote
- (4) Seven faculty members: three from the College of Arts and Sciences (one from each division) and one each from Love School of Business, School of Communications, School of Education, and School of Health Sciences. Each member will serve a 3-year term. To ensure membership continuity, membership is staggered in a 3-year cycle:

Year 1: Arts & Humanities, Business, Health Sciences

Year 2: Social & Behavioral Sciences, Communications

Year 3: Natural/Mathematical/Computational Sciences, Education

Further, the committee membership shall annually elect a chair-elect from the first-year members at the final meeting. The chair-elect shall assist the chair during the second year of service and then assume the responsibilities of chairperson in the third year.

- (5) Two student members appointed annually
- (6) Faculty of the law school are excluded from service on this committee

b. Duties

- 1.) To make recommendations regarding improvement, extension and development of the services and facilities provided to make computational and multimedia technologies available for academic use
- 2.) To report to the faculty regarding the level of provision of educational technology to the academic community both in absolute terms and in

comparative terms relative to other institutions

- 3.) To serve as a liaison committee between the faculty, the students, and Instructional and Campus Technologies (I&CT). The committee should also discuss administrative matters pertaining to the provision of suitable technological support of the academic function

(07/12)

Section 8. Admissions Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- 1.) Provost/Vice President for Academic Affairs
- 2.) Vice President of Admissions and Financial Planning, administrative officer
- 3.) Registrar
- 4.) Four faculty members, serving 2-year terms, with two elected each year. The committee shall elect annually in May a chair from among these four faculty members.
- 5.) Faculty of the law school are excluded from service on this committee

b. Duties

- 1.) To recommend to the president standards for the admission of students to the university
- 2.) To establish procedures for reviewing individual applications that are on the borderline of acceptability and collectively making decisions on acceptance
- 3.) To publish periodic reports of its work to the faculty
- 4.) None of the above duties shall apply to the law school

(7/10)

Section 9. Athletics Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- 1.) Director of Athletics, ex officio, without vote
- 2.) Senior Associate Director of Athletics for Administration Compliance and Campus Relations, ex officio, without vote
- 3.) Associate Athletics Director and Senior Woman Administrator, ex officio, without vote

- 4.) Faculty Athletics Representative (FAR), appointed by the University President, with vote
- 5.) Six faculty members elected for 3-year terms all with vote. Elections occur in three-year cycles. In the first year of the cycle, one member shall be elected from the School of Communications and one member shall be elected from the College of Arts and Sciences. In the second year of the cycle, one member shall be elected from the Love School of Business and one member shall be elected from the School of Education. In the third year of the cycle, one member shall be elected from the College of Arts and Sciences and one member shall be elected at large. The committee shall elect a chairperson in May from among these members.
- 6.) Two student members, one student representative appointed by the President of the Student Government Association, with vote and the President of the Elon University Student Athletic Advisory Council or his/her designated appointee from the SAAC executive committee, with vote

(7/11)

b. Duties

- 1.) To oversee the intercollegiate athletics program and make recommendations about its academic and fiscal integrity; gender equity, diversity and student athlete welfare; and athletics governance
- 2.) To monitor adherence to approved Athletics Department gender equity and diversity plans
- 3.) To serve as a liaison and provide faculty oversight of intercollegiate athletics and to report annually to academic council
- 4.) To review and recommend guidelines regarding participation in and scheduling of intercollegiate athletics contests
- 5.) To review and recommend general institutional guidelines for awarding, reducing and terminating grants-in-aid
- 6.) To review and make recommendations regarding the university's athletics conference and to advise the Faculty Athletics Representative concerning institutional positions on NCAA and conference legislative matters
- 7.) To review annually the Athletics Department's progress toward meeting its established priorities and to advise the athletics director regarding priorities

(07/12)

Section 10. Curriculum Committees

University Curriculum Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership (14 members)

- 1.) Provost/Vice President for Academic Affairs, or designee
- 2.) Dean and University Librarian, without vote
- 3.) Registrar, without vote
- 4.) Director of General Studies
- 5.) Three elected teaching faculty members serving 3-year terms, representing the College of Arts and Sciences, one each from the fine arts and humanities, math and natural sciences, and social sciences.
- 6.) Four elected teaching faculty members serving 3-year terms, representing the following schools, one each from the Love School of Business, the School of Communications, the School of Education, and the School of Health Sciences.
- 7.) Two at-large teaching faculty members from the College of Arts & Sciences and one university wide at-large faculty member serving 3-year terms, elected by the teaching faculty members
- 8.) At least seven of the ten elected teaching faculty members must have achieved the rank of Senior Lecturer, Associate Professor, or Professor.
- 9.) Elections to the curriculum committee occur on a 3-year cycle. In the first year of the cycle representatives from the College of Arts and Sciences shall be elected. In the second year of the cycle, representatives from the schools shall be elected. In the final year of the cycle, at-large representatives shall be elected. One of these elected representatives shall be elected by the committee each May as chair and one as vice-chair. These members must have achieved the rank of Senior Lecturer, Associate Professor, or Professor.

(07/12)

b. Duties

- 1.) To study and make decisions, Subject to Article V, Section 2 of the Faculty Bylaws, in regard to all areas of the instructional program of Elon University, including the content, methods, and objectives of all courses and major fields of study. Proposals for new graduate programs are subject to the provisions of Section II-15 of the *Faculty Handbook*.
- 2.) To evaluate proposed additions to or deletions from the curriculum and to approve curricular changes
- 3.) To be responsible for periodic studies of the curriculum in order to provide an instructional program which is consistent with the aims and objectives of Elon University and which will meet the needs of the students who are currently enrolled

- 4.) To review and make recommendations on major changes in curriculum in early planning stages
- 5.) To review and make recommendations on all major grant proposals with curriculum implications
- 6.) To review and approve independent major proposals submitted to the director of general studies
- 7.) To serve as the coordinating committee of the elected standing committees that deal directly with the curriculum (the Study Abroad Committee, the General Studies Council, and the Graduate Council).
- 8.) Upon receipt by the Chair of Academic Council of a written request, decisions made by the University Curriculum Committee shall be subject to discussion and vote at the next scheduled faculty meeting. The request for a faculty vote must be signed by at least 15% of the fulltime teaching faculty and must be received by the Chair of Academic Council at least one week prior to the next scheduled meeting of the full faculty. In that event, the decision made at the faculty meeting shall take precedence.
- 9.) None of the above duties of the committee shall apply to the curriculum of the law school, nor shall the law school faculty participate in the decisions of this committee.

(6/10)

School- and Division-Based Curriculum Committees (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Defining the Curriculum Committees

- 1.) School-based curriculum committees shall be created for each of the schools (the Love School of Business, the School of Communications, the School of Education, and the School of Health Sciences).
- 2.) Three division-based curriculum committees shall be created in the College of Arts and Sciences, one each for fine arts and humanities, math and natural sciences, and social sciences.

(07/12)

b. Membership of Curriculum Committees

Membership of each committee shall be determined by the school or division in question. In doing so, these guiding principles shall be followed:

- 1.) The committee shall include the Academic Dean or his/her designee.
- 2.) At least five teaching faculty members shall be elected.
- 3.) The committee shall be chaired by one of the elected representatives.

c. Duties

- 1.) To evaluate proposed additions to or deletions from the curriculum in departments or majors located in their school or division, and to report to the University Curriculum Committee recommendations for curricular changes
- 2.) To study and make decisions regarding minor changes (those designated as reportable items) to the curriculum in departments or majors located in their school or division
- 3.) Upon the request of any member of the University Curriculum Committee, any decision made by a school- or division-based curriculum committee shall be subject to discussion and vote at the next scheduled University Curriculum Committee meeting. In that event, the decision made by the University Curriculum Committee shall take precedence.
- 4.) To ensure that proper consultation with the appropriate deans, department chairs, and curriculum committee chairs has occurred on any and all grant proposals that have implications for other divisions, schools, or colleges.
- 5.) To ensure that proper consultation with the appropriate deans, department chairs, and curriculum committee chairs has occurred on any and all curriculum proposals that have implications for other divisions, schools, or colleges.

(6/10)

Section 11. Faculty Research and Development Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- 1.) Teaching faculty members elected for 2-year terms. In odd numbered years one member shall be elected from each of the divisions and schools, except the law school. Four at-large members shall be elected in even numbered years. The committee shall elect annually in May a chair from among these teaching faculty members.
- 2.) Provost/Vice President for Academic Affairs, or his/her designee
- 3.) Director of Sponsored Programs, without vote
- 4.) Faculty of the law school are excluded from service on this committee

b. Duties

- 1.) To develop and recommend to the president policy regarding faculty development
- 2.) To help monitor the effectiveness of such policies

- 3.) To plan and help coordinate workshops, seminars, or other individual proposals related to faculty development
- 4.) To devise criteria for the administration and evaluation of individual proposals related to faculty development
- 5.) To receive, evaluate and approve such proposals
- 6.) To receive, study and evaluate proposals for research and advanced study submitted by members of the faculty, and approve those proposals which, in the judgment of the committee, should receive financial assistance
- 7.) To receive, study and evaluate requests for sabbatical leaves, and approve those requests which, in the judgment of the committee, should be granted
- 8.) To form a subcommittee, composed of teaching faculty from both the FR&D committee and the broader University, to select the recipient of Elon's Distinguished Scholar Award
- 9.) None of the above duties shall apply to the law school

(7/07)

Section 12. General Studies Council (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- 1.) Director of General Studies
- 2.) Members of the teaching faculty elected for 3-year terms, one from each of the divisions and schools into which the departments are organized, except the law school, and two at-large from among the teaching faculty. At-large members must represent different divisions. Elections to the general studies council occur in a 3-year cycle. In the first year of the cycle, one member shall be elected from each of the following: (1) Martha and Spencer Love School of Business; (2) School of Communications; and (3) an at-large member. In the second year of the cycle, one member shall be elected from each of the following divisions: (1) fine arts and humanities; (2) mathematics and natural sciences; and (3) social sciences. In the final year of the cycle, one member shall be elected from each of the following: (1) School of Education; and (2) an at-large member. The council shall elect annually in May a chair from among the eight teaching faculty members.
- 3.) Two student members elected for 2-year terms, one elected each year
- 4.) Writing Across the Curriculum Director, ex officio
- 5.) Faculty of the law school are excluded from service on this committee

(6/08)

b. Duties

- 1.) To advise the director of general studies in implementation of the general studies program
- 2.) To work in consultation with the departments to insure that department courses satisfactorily meet general studies requirements
- 3.) To provide leadership in creating, modeling, and promoting effective teaching methods for general studies courses
- 4.) To develop and implement assessment criteria and procedures to evaluate courses, student development, and the progress of the general studies program itself
- 5.) To promote the goals of general studies across campus
- 6.) To review periodically and make recommendations to the curriculum committee for curricular changes in the general studies program
- 7.) To approve petitions from departments not included in liberal studies for acceptance for one semester of an appropriate class for general studies credit at the advanced (300-400) level
- 8.) To approve petitions from departments for acceptance of courses carrying a general studies prefix
- 9.) To plan, implement, and review general studies seminars (first-year and advanced)

Section 13. Graduate Council (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- 1.) Provost/Vice President for Academic Affairs, or designee
- 2.) Director of each graduate program, except the law school, without vote
- 3.) Associate Dean for Admissions and Administration for the law school, or designee, ex officio, without vote
- 4.) Director of Graduate Admissions, or designee, ex-officio, without vote

- 5.) Registrar, or designee, ex-officio, without vote
- 6.) Three elected teaching faculty members serving three year terms, representing the College of Arts and Sciences, one each from the fine arts and humanities, math and natural sciences, and social sciences. Must have achieved the rank of Senior Lecturer, Associate Professor, or Professor.
- 7.) Four elected teaching faculty members serving three year terms, representing the following schools, one each from the Love School of Business, the School of Communications, the School of Education, and the School of Health Sciences. Must have achieved the rank of Senior Lecturer, Associate Professor, or Professor.
- 8.) Two at-large teaching faculty members serving three-year terms, elected by the teaching faculty members. At-large members must represent different divisions or schools and be elected in alternate years.
- 9.) Elections to the Graduate Council occur on a 3-year cycle. In the first year of the cycle representatives from the College of Arts and Sciences shall be elected. In the second year of the cycle, representatives from the schools shall be elected. In the final year of the cycle, at-large representatives shall be elected. At the May meeting, one of these elected representatives shall be elected by the committee as chair.

(07/12)

b. Duties

- 1.) To evaluate proposed additions to or deletions from the graduate curriculum and to approve graduate curricular changes
- 2.) To review proposals for new graduate programs and to report to the University Curriculum Committee recommendations on those proposals
- 3.) To recommend standards for admission and retention of students in graduate programs
- 4.) To develop and recommend policy with regard to graduate programs
- 5.) To recommend academic support and student services pertinent to graduate students
- 6.) To be responsible for periodic review of the graduate curriculum in order to provide an instructional program which is consistent with the aims and objectives of the Elon University Graduate Program Vision and Mission

Statement (Section II-15) and which will meet the needs of the students who are currently enrolled.

- 7.) To publish an annual report of its work to the faculty
- 8.) None of the above duties of the committee shall apply to the curriculum of the law school, nor shall the law school faculty participate in the decisions of this committee.

(07/12)

Section 14. Library Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- 1.) Dean and University Librarian
- 2.) Six teaching faculty members, three elected each year for a 2-year term. The committee shall elect annually in May a chair from among these six teaching faculty members.
- 3.) Two student members elected for a 1-year term
- 4.) Associate Dean for Library and Information Services for the law school or his/her designee, without vote

b. Duties

- 1.) To serve as a liaison committee between the faculty, the students, and the librarian and to discuss administrative matters pertaining to the library and make recommendations for the best possible library services
- 2.) To develop and recommend policy with regard to the library and library services
- 3.) To allocate funds for each department from the budget provided for the purchase of library materials; to evaluate requests for expenditures not provided for in the budget; to make recommendations regarding such requests
- 4.) To make recommendations regarding improvement, extension, and development of the services and facilities of the library

(07/12)

Section 15. Promotions and Tenure Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

Eight non-probationary teaching faculty, at least four of whom shall be full professors. Of the eight, at least four shall be tenured, and all shall hold the rank of senior lecturer, associate professor, or professor. Members will serve 2-year terms with no person serving more than two consecutive terms. Four persons shall be elected annually. A chair will be elected from and by the membership. Faculty members shall be ineligible for promotion or tenure while serving on this committee. Faculty members shall be ineligible for service the year following a promotion or tenure application. Faculty of the law school are excluded from service on this committee.

b. Duties

- 1.) To receive from the provost/vice president for academic affairs a list of faculty members who are eligible for promotion in rank and tenure
- 2.) To consider each eligible faculty member with the assistance of relevant information which may be available from administration, department chair, faculty, or students
- 3.) To submit to the provost/vice president for academic affairs of the university recommendations for the next academic year no later than January 10 of each year
- 4.) To make available to any eligible faculty member upon request, through the provost/vice president for academic affairs, its recommendations concerning him/her and a brief explanation of the basis for that recommendation
- 5.) To review the distribution of faculty ranks each year and to make recommendations for any needed changes for the next academic year prior to October 15
- 6.) None of the above duties of the committee shall apply to the promotions and tenure of the faculty of the law school.

(6/08)

Section 16. Religious and Spiritual Life Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- 1.) University Chaplain

- 2.) Four faculty members, serving 2-year terms, with two elected each year. The committee shall elect annually in May a chair from among these four faculty members.
- 3.) One to four student members elected for 2-year terms, two elected each year
- 4.) This committee may supplement faculty and/or student membership by electing non-voting members

b. Duties

To exercise an overall concern for the religious and spiritual life of the university and to advise the university chaplain on needs in this area of campus life

(07/12)

Section 17. Student Life Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- 1.) Four faculty members, serving 2-year terms with two elected each year. The committee shall elect annually a chair from among these four faculty members.
- 2.) Four student members appointed to 2-year terms by the president of the student government association. Student membership should reflect the variety of experiences and perspectives found in the student body. The committee shall elect annually a vice chair from the student members.
- 3.) Vice President for Student Life/Dean of Students, ex officio. The dean shall serve as secretary to the committee.
- 4.) President of the student government association, ex officio
- 5.) Director of Student Activities

b. Duties

- 1.) To advise and assist the vice president for student life/dean of students and student organizations
- 2.) To review extracurricular student activities and organizations periodically
- 3.) To recommend changes in policy and procedures affecting student life to the faculty and/or administration of the university
- 4.) To recommend to the vice president for student life/dean of students the bylaws of all new student organizations

- 5.) To promote more effective communication among the several campus constituencies in connection with student development and/or student life

Section 18. Study Abroad Committee (For Procedures and Policies, see II-12; for a list of current members, see Web Resources Standing Committees in the Table of Contents)

a. Membership

- 1) Dean of International Programs and the Director of Study Abroad, ex-officio, without vote
- 2) Isabella Cannon International Centre Faculty Fellow, ex-officio, without vote
- 3) Members of the teaching faculty elected for 3-year terms, one from each of the three divisions of the college of arts and sciences and from each of the schools into which the institution is organized, except the law school, and two members-at-large from among the teaching faculty. At-large members must represent different divisions/schools. All members shall have experience teaching a study abroad course at Elon. Three members will be elected the first 2 years and two the third year, with at-large members being elected in different years. The committee shall elect annually in May a chair from among the eight teaching faculty members.
- 4) Director of General Studies, ex officio, with vote
- 5) Two student members, with study abroad experience, elected annually by the Student Government Association.
- 6) Faculty of the law school are excluded from service on this committee

b. Duties

- 1) To promote the goals of study abroad
- 2) To develop and apply criteria and procedures for reviewing and approving study abroad course proposals by Elon faculty.
- 3) To work in consultation with faculty and departments on the development of study abroad courses
- 4) To review periodically and to make recommendations to the Curriculum Committee for general curricular changes in the Elon study abroad program
- 5) To promote the integration of study abroad experiences with other components of the academic programs of the institution
- 6) To review, with the Dean of International Programs, potential Elon study abroad program arrangements with other institutions
- 7) To work in collaboration with the Isabella Cannon International Centre on developing and conducting assessments to evaluate credit-earning Elon study

abroad courses and programs, including both academic issues and student development

- 8) To work in collaboration with the Isabella Cannon International Centre on reviewing and evaluating relevant programmatic aspects of the Elon study abroad program
- 9) To consult with the Dean of International Programs on the implementation of the Elon study abroad program

(07/12)

ARTICLE IX

Quorum

Section 1. Faculty Meetings. At regular or special meetings of the faculty, a majority of the voting members shall constitute a quorum.

Section 2. Meetings of the Academic Council. At meetings of the academic council, two-thirds of the voting members shall constitute a quorum.

Section 3. Meetings of the Standing Committees. At meetings of the standing committees, a majority of the voting members shall constitute a quorum.

(6/10)

ARTICLE X

Section I. Academic Freedom Statement

Elon University affirms principles of free inquiry and respect for the right of each person to her or his convictions. Academic freedom is the right of every faculty member to be responsibly engaged in scholastic efforts to seek, discover, speak, teach and publish the truth. Elon University will uphold its faculty's academic freedom and will protect all its faculty members against influences from inside or outside the university which would restrict them in the exercise of that freedom.

At the same time, Elon University enjoins its faculty members to exercise these freedoms in a professional and responsible fashion. As scholars and teachers, they should remember that others may judge their profession and their institution by their utterances. Hence they should at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for the institution unless so authorized.

Any faculty member, regardless of rank or contract status, who believes his or her academic freedom has been violated, may petition the academic council for a hearing. Following the hearing, the academic council will report its findings to the president and to the faculty member who initiated the petition.

(06/12)

Section II. Governmental Activities and Outside Employment

The holding of public office is consistent with the principles of academic freedom, but intensive campaigning or a significant time requirement to perform the public duties may constitute interference with the faculty member's loyalty to the University and to students. The amount and type of outside employment, especially with respect to outside teaching, consistent with the teaching objective is a matter to be resolved between the individual faculty member, the department chair, and the vice president for academic affairs. Research for monetary gain should be based upon an understanding between the individual faculty member and the University administration.

(10/07)

ARTICLE XI Department Chair

Section 1. Appointment. The appropriate dean will make a recommendation for a department's chair to the provost/vice president for academic affairs after consulting with all full-time department teaching faculty. The chair shall be appointed by the provost/vice president for academic affairs after conferring with the dean. A department chair shall normally be appointed for a period of 4 years. The chair may be reappointed for successive 2-, 3-, or 4-year terms.

Section 2. Duties. A department chair, in addition to performing all regular duties of teaching faculty members, shall serve as the chief administrative officer of the department and shall represent the department in general university matters. The chair shall involve department members in decision making especially with regard to curriculum proposals and appointment, promotion, and retention of faculty members. He/she may also delegate administrative duties. Specific responsibilities include the following:

- a. Planning courses, submitting class schedules, making teaching assignments, and supervising the advising of majors
- b. Keeping under continuous study the departmental curriculum and standards, and making efforts to strengthen teaching procedures and to improve the quality of instruction
- c. Holding annual individual conferences with all department members to review their progress on current goals, consider new ones, and determine how those goals

- might best be achieved
- d. Participating in the selection and orientation of new staff members and making recommendations relative to the retention and promotion of staff members
 - e. Preparing budget requests for the department and for library needs and requisitioning materials and equipment
 - f. Preparing catalog material related to the department, conducting correspondence, and maintaining files necessary for the department
 - g. Collecting the information necessary and writing the department annual report
 - h. Conducting the annual evaluation of faculty members within the department (Unit III of the teaching faculty evaluation process)

(7/05)

ARTICLE XII

Parliamentary Authority

Section 1. All meetings and other business of the faculty shall be conducted according to *Sturgis Standard Code of Parliamentary Procedure*.

ARTICLE XIII

Amendments to Bylaws

Section 1. Proposals for Amendment via a Faculty Meeting. A proposal for amendment to these bylaws may be originated by motion at any regular meeting of the faculty or at any special meeting called for such purpose. A written copy shall be distributed at the meeting.

Section 2. Proposals for Amendment via Academic Council. A proposal for amendment to these bylaws may be originated by a vote of the Academic Council. A written copy shall be distributed at least two weeks prior to the meeting at which the vote is to take place.

Section 3. Adoption. Approval of an amendment to these bylaws shall require an affirmative vote of two-thirds of the voting members present at a Faculty Meeting subsequent to the meeting of the faculty or the Academic Council at which the proposal was presented. All amendments are subject to approval by the Board of Trustees.

Section 4. Editorial Amendments. Amendments that are editorial in nature (See Article VI, Section 3.i.) may be approved by an affirmative vote of two-thirds of the voting members present at the Academic Council meeting at which the Amendment was proposed or any Academic Council meeting thereafter. Upon a motion of a voting

member prior to the vote on the amendment, Academic Council will vote, using simple majority, on whether or not to require a vote on the proposed change at the next Faculty Meeting. All amendments are subject to approval by the Board of Trustees.

(6/10)

Recruitment and Selection of Teaching Faculty

- A. The teaching faculty determine and recommend to the Board of Trustees standards for selection and retention of faculty members. The faculty searches are cooperative endeavors of the faculty and the administration based on a shared sense of responsibility. This cooperation begins before the search is authorized, with a thorough understanding of the nature of the position to be searched and the desired qualifications of the successful candidate. The faculty are recruited and selected through the cooperative efforts of department chairs, deans and the provost/vice president for academic affairs. The department chair shall involve department members, where appropriate, in making selection recommendations.

The chair, dean, and the provost/vice president for academic affairs must establish the case for the recruitment of a new teaching faculty member, stating the nature of the need, area of competence, and recommended rank. The search may commence when the provost/vice president for academic affairs approves the position.

The chair, department colleagues, the dean, and the provost/vice president for academic affairs cooperate in the search for candidates. Where possible a national search should be undertaken through professional "networks," graduate schools and advertisements.

(1/06)

Responsibilities at the department, chair, dean, and provost/vice president for academic affairs levels are outlined below for both full-time and adjunct teaching faculty.

1. Recruitment of Full-Time Teaching Faculty

a. Department

- 1.) Works with chair to define position and organize search committee
- 2.) Following selection of the candidate pool by the department and/or search committee, reviews candidates' supporting documents, discusses candidates' relative merits, and recommends candidates to chair for campus visit
- 3.) Observes and interacts with candidates during campus visits
- 4.) Discusses candidates' relative merits and recommends a final candidate to chair

b. Chair (or Chair's designee)

- 1.) Initiates position request to dean following departmental consultation
- 2.) Works with dean and department to define position and establish criteria for the evaluation of candidates
- 3.) Organizes search committee
- 4.) Organizes preliminary reference calls
- 5.) Consults with department about final candidates and recommends to dean, candidates for campus visit
- 6.) Organizes candidate visits (with search committee chair)
- 7.) Conducts formal interview with candidates
- 8.) Supervises collection of supporting documents and makes them available to members of the department
- 9.) Confers with department regarding candidates and recommends final candidate to dean. If chair's recommendation differs from the department's, this information is shared with the department and dean.
- 10.) Coordinates letters to inform candidates of status of the search
- 11.) Provides support to successful candidate (information about area, housing, book orders, etc.)

c. Dean

- 1.) Requests authorization from provost for advertisement and salary
- 2.) Authorizes timetable for search and EEO strategies
- 3.) Places ads within budgetary guidelines
- 4.) Approves candidate visits
- 5.) Conducts formal interview with candidates
- 6.) Makes reference calls for final candidates
- 7.) Following consultation with department chair, approves final selection. This information is shared with the department.
- 8.) Completes negotiations and prepares contract
- 9.) Supervises collection of documents for employee file
- 10.) Supervises collection of EEO-related information on applicants

d. Provost/vice president for academic affairs

- 1.) Authorizes recruitment and expenditures for search
- 2.) Verifies information submitted by deans for contract preparation and forwards information to human resources

2. Recruitment of Adjunct Faculty

a. Chair

- 1.) Projects needs for adjunct faculty and discusses with department and dean
- 2.) Recruits and hires adjunct faculty for approved needs, with appropriate inclusion of departmental faculty input on candidate(s)

- 3.) Provides dean necessary contract information
- 4.) Supports participation of adjunct faculty in selected activities (e.g., family weekend and adjunct orientation session)
- 5.) Oversees preparation and performance of adjunct faculty and discusses with dean
- 6.) Provides appropriate support to adjunct faculty in performance of responsibilities in line with institutional and departmental mission

b. Dean

- 1.) Discusses adjunct faculty needs with chair and approves additional courses
- 2.) Prepares information for contract and schedule

c. Provost/vice president for academic affairs

- 1.) Establishes guidelines for employment and responsibilities of adjunct faculty
- 2.) Disseminates guidelines via adjunct faculty orientation sessions and adjunct faculty handbook
- 3.) Prepares contracts
- 4.) Maintains employee files

(1/06)

3. Process for Hiring with Tenure

In some unusual cases, tenure may be granted upon hiring. In the case where a candidate may be under consideration to receive tenure upon hiring, he/she must satisfy the criteria outlined in the Elon University Faculty Handbook for Full or Associate Professor and be under consideration for hire at that rank. Additionally, he/she must have earned tenure or the equivalent at their prior institution.

The following procedure must be followed in these cases;

- a. Following consultation with the department, the dean of the hiring school and the provost will have a meeting to discuss the rationale for hiring with tenure.
- b. The search is initiated.
- c. The candidates meet with the president.
- d. The search committee makes a recommendation for hiring on behalf of the department/program to the dean.
- e. The selected candidate's commitment to pursuing the position is ascertained.
- f. The candidate is asked to provide the appropriate documentation for supporting tenure. These documents should mirror those outlined in the Elon University Faculty Handbook.

- 1.) A current curriculum vita
 - 2.) A statement of teaching and evidence of effective and engaged teaching.
 - 3.) A statement of scholarship and supporting pieces of recent scholarly work.
 - 4.) A statement of service and documentation supporting a history of service.
-
- g. The dean consults with all post-probationary faculty from within the hiring department/program regarding the granting of tenure to the candidate.
 - h. The dean communicates his/her recommendation to the provost.
 - i. The applicant's supporting materials are sent to the Promotions and Tenure Committee for review.
 - j. The Promotions and Tenure Committee sends its recommendation to the provost.
 - k. The provost makes his/her recommendation to the president.
 - l. The president's recommendation is sent to the Board of Trustees for approval.
 - m. The offer is finalized.

(6/10)

B. Candidates for teaching positions should be evaluated on the basis of the following criteria:

1. There should be no question as to the academic and professional preparation and experience in the discipline concerned of the prospective employee
2. The prospective employee must be in fundamental sympathy with the established aims and objectives of Elon University as stated in the catalog
3. There must be a capacity for, skill in, and devotion to teaching
4. There must be an interest in intellectual life and scholarship
5. The applicant should be willing and able to teach in Elon's interdisciplinary general studies program

C. Elon's president makes the official offer of employment to the candidate. The department chair is responsible to see that expenses of candidates are paid. After an official acceptance is received from the candidate, the department chair, in coordination with the search committee chair, should write all other candidates, indicating that the position has been filled.

(1/06)

Contracts

A. Contracts for Teaching Faculty

1. Categories of Appointments

As set forth in policies established by the Board of Trustees, Elon University seeks to appoint and maintain a faculty that is 85-90% tenured/tenure track. Tenure track and tenure should be maintained at 85-90% departmentally and institutionally. The university offers the following types of appointments:

a. Tenure Track and Tenure Appointments

- 1.) Tenure track appointments are for full-time teaching faculty in tenurable positions. Only full-time faculty with tenure track appointments are eligible for tenure. On the 4-1-4 calendar, the standard load for tenure track appointments will be 24 semester hours.
- 2.) Tenure track appointments include a probationary period of 4, 5, or 6 years. During the probationary period these appointments are of a fixed term length, normally one academic year with no guarantee of reemployment. Following the probationary period and the tenure review process, the president may recommend tenure appointments to the Board of Trustees. The authority to grant tenure rests solely with the Board of Trustees. Those individuals not awarded tenure may be given one additional year of employment.
- 3.) The doctorate, or highest degree in the discipline or field, will be a basic criterion for tenure. Exception to this standard may be made in unusual cases where work experiences and accomplishments in the discipline or field outweigh the terminal degree.
- 4.) Tenure appointments are for full-time teaching faculty who have been tenured.

b. Continuing Track Appointment

- 1.) Continuing track appointments are for full-time teaching faculty (24 semester hours/yr) and provide for fixed term periods of employment with no expectation of tenure.
- 2.) Continuing track appointments include a probationary period of 4 years. During the probationary period, continuing track appointments are of fixed

term length, normally one academic year, with no guarantee of reemployment.

- 3.) Faculty on continuing track appointments are eligible for travel funds equal to that of tenure-track faculty and are eligible to compete equally for faculty research and development funds.
- 4.) In the fourth year, a teaching faculty member with continuing appointment is reviewed by his or her chair, dean, and senior departmental faculty. The continuance decision review is based primarily on demonstrated teaching and service and, secondarily, on professional activities appropriate to an assistant professor. Final decision for transition out of probationary status on the continuing track is made by the provost/vice president for academic affairs.

(07/10)

- 5.) Following the favorable probationary period, and upon favorable decision by the provost, a teaching faculty member with a continuing track appointment will receive a 2-year annually renewable contract. Those individuals not offered a continuing contract may be given an additional year of employment.
- 6.) Faculty on continuing track appointments may stand for promotion from Assistant to Associate Professor after at least 6 years in rank. Upon favorable promotion decision by the Board of Trustees, a teaching faculty member with a continuing track appointment will receive a 3-year annually renewable contract and an annual \$3,000 salary supplement.
- 7.) The doctorate, or highest degree in the discipline or field, will be a basic criterion for continuing track appointments. Exception to this standard may be made in unusual cases where work experiences and accomplishments in the discipline or field outweigh the terminal degree.
- 8.) Teaching faculty on continuing track appointments whose initial appointment was at the Associate Professor rank will receive a 3-year annually renewable contract and an annual \$3,000 salary supplement following the probationary period and upon favorable decision by the provost.

c. Lecture Track Appointment

- 1.) Lecture track appointments are for full-time teaching faculty (26-28 semester hours/yr) and provide for fixed term periods of employment with no expectation of tenure.

- 2.) Lecture track appointments include a probationary period of 4 years. During the probationary period, lecture track appointments are of a fixed term length, normally one academic year, with no guarantee of reemployment.
- 3.) Faculty on lecture track appointments are eligible for travel funds equal to that of tenure-track faculty and are eligible to compete equally for faculty research and development funds.
- 4.) In the fourth year, a teaching faculty member with a lecture track appointment is reviewed by her or his chair, dean and senior departmental faculty. The continuance decision review is based primarily on demonstrated teaching and service. Faculty holding lecture track appointments are expected to focus on and be exceptional teachers, and to be actively engaged in service to the institution. Lecture track faculty are also expected to participate in professional activities that keep them abreast of their fields and enhance their teaching and service to the institution. Final decision for transition out of probationary status on the lecture track is made by the provost/vice president for academic affairs.

(07/10)

- 5.) Following the probationary period, and upon favorable decision by the provost, a teaching faculty member with a lecture track appointment will receive a 2-year annually renewable contract. Those individuals not favorably reviewed may be given an additional year of employment.
- 6.) Faculty on lecture track appointments may stand for promotion from Lecturer to Senior Lecturer after at least 6 years in rank. Upon favorable promotion decision by the Board of Trustees, a teaching faculty member with a lecture track appointment will receive a 3-year annually renewable contract, a raise equivalent to that of a promotion from Assistant to Associate Professor, and a one-time 4-semester hour course reduction.
- 7.) Teaching faculty on lecture track appointments whose initial appointment was at the Senior Lecturer rank will receive a 3-year annually renewable contract, a raise equivalent to that of a promotion from Assistant to Associate Professor, and a one-time 4-semester hour course reduction following the probationary period and upon favorable decision by the provost.
- 8.) The master's will be a basic criterion for lecture track appointments.

d. Visiting Appointments

- 1.) Visiting appointments are for full-time teaching faculty (24 semester hours/yr) and provide for fixed term periods of employment with no expectation of tenure.
- 2.) Visiting appointments are of fixed term length, normally one academic year, with no guarantee of reemployment, and can be renewed for a maximum of three years. If needed, a visiting appointment can be renewed up to an additional three years.
- 3.) Faculty on these appointments are eligible for travel funds equal to that of tenure-track faculty and are eligible to compete equally for non-sabbatical faculty research and development funds.
- 4.) A teaching faculty on a visiting appointment is reviewed by her or his chair and dean yearly. The review is based on primary assignment, normally teaching and service.
- 5.) Faculty on visiting appointments may apply for lecture track, continuing track or tenure track appointments when they become available through the regular faculty recruitment process.
- 6.) The master's will be a basic criterion for visiting appointments.

e. Limited Term Appointments

- 1.) Limited Term appointments are for full-time teaching faculty (24 semester hours/yr) and provide for fixed term periods of employment, normally one academic year with no guarantee of reemployment, and can be renewed for a maximum of four years.
- 2.) Faculty on these appointments may be eligible for travel funds at the dean's discretion.
- 3.) A teaching faculty on a limited term appointment is reviewed by her or his chair and dean yearly. The review is based on primary assignment, normally teaching and service.
- 4.) Faculty on limited term appointments may apply for lecture track, continuing track or tenure track appointments when they become available through the regular faculty recruitment process.
- 5.) The master's will be a basic criterion for limited term appointments.

(6/09)

2. Granting of Tenure

- a. The university seeks to appoint and maintain a faculty that is 85-90% tenured/tenure track. Tenure track and tenure should be maintained at 85-90% departmentally and institutionally. These guidelines will enable the university to benefit from the stability of a core of tenured faculty and from the influx of new faculty. These guidelines will also provide flexibility to respond to enrollment and program changes that occur in the course of time. The administration is principally responsible for allocation of positions in accordance with the long-term direction of the institution and its obligation to manage resources so as to maintain the mission of the university. The faculty is principally responsible to provide information and evaluation regarding the individual's competence and relevance of training and skills to the present and short-term programmatic needs of the university.
- b. Tenure track positions are allocated to departments or programs by the provost/vice president for academic affairs in consultation with the deans and department chairs. If a tenure track position is available, the provost/vice president for academic affairs, and the appropriate dean, following consultation with the department chair and considering the overall needs of the university, determine that the position either be offered to a current member of the faculty or be advertised externally. When a tenure track position is offered to and accepted by a current member of the faculty, standard tenure review procedures will be followed.
- c. Subject to the financial resources of the university, academic tenure implies continuation of employment until retirement, provided that the faculty member continues to adhere to the standards of teaching and scholarship that are essential to the mission and goals of the university.
- d. It is of importance to the university to have the quality of faculty performance high and clearly demonstrated before tenure is awarded. The process and criteria associated with tenure are as described in section II-8. For tenure, the burden of proof rests with the faculty member. It is the responsibility of the candidate to know the process and the requirements and to ensure that his/her personnel file is complete. Faculty members who are granted tenure will be notified in writing of the decision; those who are not granted tenure will be given notice of that decision.

3. Review Process

- a. Probationary Period for Faculty on Tenure Track

- 1.) The length of the probationary period for a tenure track appointment is determined by the provost/vice president for academic affairs at the time of the initial appointment, following consultation with the dean. The faculty member should be consulted in making this decision. The probationary period is normally 4, 5, or 6 years, depending on the faculty member's prior full-time college teaching experience.
 - 2.) A faculty member with no full-time college teaching experience normally will have a 6-year probationary period. A faculty member with 1 year of full-time college teaching experience will have a 5- or 6-year probationary period. A faculty member with two or more years of full-time college teaching experience will have a 4-, 5-, or 6-year probationary period.
 - 3.) When eligible, tenure track faculty have a one-time only opportunity during their second year of appointment to request a change in their probationary period. Before contracts are offered in April of year two, faculty, in writing to the dean, may choose to change their pre-selected probationary period following the same guidelines as when initially appointed.
- b. Probationary Period for Faculty on Continuing Track and Lecture Track
- 1.) The length of the probationary period for a faculty member on continuing track is 4 years. Faculty in continuing track are reviewed annually by their chair. In the fourth year, the faculty member is reviewed by his or her chair, dean, and senior departmental faculty. Following the probationary period, and upon favorable decision by the provost/vice president for academic affairs, a teaching faculty member with a continuing track appointment will receive a 2-year annually renewable contract. Those individuals not offered a continuing contract may be given an additional year of employment.
 - 2.) The length of the probationary period for a faculty member on lecture track is 4 years. Faculty in a lecture track are reviewed annually by their chair. In the fourth year, the faculty member is reviewed by his or her chair, dean, and senior departmental faculty. Following the probationary period, and upon favorable continuance decision by the provost/vice president for academic affairs, a teaching faculty member with a lecture track appointment will receive a 2-year annually renewable contract. Those individuals not favorably reviewed may be given an additional year of employment.
- (07/10)
- c. Stop the Clock

In exceptional circumstances a faculty member may request a 1-year extension of the probationary period. The faculty member, following consultation with the department chair and dean, must submit this request to the provost/vice president for academic affairs, who makes the final determination.

d. Non-Renewal of Probationary Faculty

- 1.) Faculty in their first year of full-time teaching at Elon will be notified by January of the current academic year if their contract will not be renewed for a second year.
- 2.) After completing the first year, faculty will be notified by April of the current academic year if their contract will not be renewed beyond the next academic year.

e. Post-Probationary Reviews

All faculty will be reviewed comprehensively every 5 years following tenure and/or continuance decisions.

f. Applying for a Tenure Track Opening from an Existing Position

- 1.) When tenure track positions are announced by a department, qualified faculty members from continuing track, lecture track and visiting appointments may submit their name as applicants. If successful in securing the tenure track position, faculty should consult the chair and dean to determine the length of the probationary period prior to their tenure decision.
- 2.) For faculty on continuing track who accept a tenure track position, the annual cash supplement will terminate at the beginning of the tenure track contract period.

4. Minimum Teaching Expectation

Faculty members periodically receive release time and reassigned time to support their teaching, university service and professional activity. In the event of an accumulation of release and reassigned time (including 499 and other accrued supervision), all full-time teaching faculty are expected to teach a minimum of 12 semester hours each academic year, with at least one course each fall and spring term. An exception may exist for sabbaticals and extraordinary university duties or projects, with approval of the appropriate dean.

5. Academic Associate Deans

Associate deans of the college/schools serve and support the dean of the college/school, carrying out specific responsibilities assigned by the dean, as well as assuming other duties in support of academic affairs, specifically, and the University, more generally. Duties vary and range within the scope of the dean's responsibilities as outlined in the Faculty Handbook. Though the associate deans may be called upon to assist their dean in personnel matters, decisions concerning faculty evaluation with regard to raises, promotions, and tenure, rest solely with the dean.

Associate deans normally teach two courses (8 shs) per academic year; are evaluated as teaching faculty (see Section II-8 in the Faculty Handbook) and, like department chairs, have their Unit III's completed by the dean of their college/school; remain eligible for promotion in rank; and continue to be eligible for teaching faculty professional development supports, excluding reassigned-times distributed either through departments or FR&D, and Summer Fellowships and year-long sabbatical options.

Following communication with faculty about the process, an appropriate open application period, participation of a faculty search committee, an announcement of the finalists, and opportunity for faculty and staff to offer feedback to the search committee on the finalists, associate deans are appointed by the dean of the college/school, subject to the approval of the provost. Appointment does not confer an expectation of continuous appointment as associate dean.

(07/09)

B. Contracts for Appointment to Faculty Rank: Academic Support Staff and Administrative Staff

1. At Elon University, persons holding administrative or academic support positions are appointed to faculty rank on the basis of three criteria: a) pertinent professional qualification, b) relationship to the educational mission of the university, and c) level of supervisory responsibility. Generally, those appointed to faculty rank should meet all three criteria.
 - a. Pertinent professional qualification. Individuals considered for faculty rank must hold professional degrees from accredited colleges or universities. These degrees are to be appropriate to a field of academic specialization or to a position of program leadership. Normally, these degrees should be at the master's degree level or above.
 - b. Relationship to the educational mission of the university. Candidates for faculty rank must occupy positions that are central to the broader educational

Contracts

Contracts for Appointment to Faculty Rank:
Academic Support Staff and Administrative Staff

Section II - 2

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goals of the university as reflected in the institutional mission statement. This connection should be made clear as grounds for the appointment.

- c. Level of responsibility. Normally, those appointed to faculty rank should have clear supervisory status, understood as educational leadership of other faculty or academic support staff. In general, faculty status is appropriate only for those who hold key positions of academic program leadership or coordination.
2. Letters of agreement for administrative staff and academic support staff with faculty rank are mailed on or before April 15 to be returned no later than April 30. Letters not accepted within this period and other letters not signed and returned by April 30 are void and the position is considered vacant.

(7/06)

Faculty Compensation

A. Faculty Salary

Annual faculty salary increases are distributed according to an overall base increase, a merit increase, and adjustments. A merit increase is based on the criteria for evaluation as listed in Section II-8 of the *Faculty Handbook*. A letter describing their increase is included with each faculty member's annual appointment letter.

B. Chair Overload Policy

Except under unusual circumstances, department chairs will not be allowed to carry an overload resulting in additional compensation. Approval to do so must be obtained from the dean prior to the start of the semester in which the overload is to occur.

C. Compensation for Internship Supervision

Elon University values experiential learning and desires that schools, departments and programs provide students with internship opportunities that are of high quality. Maintaining an internship program which is exemplary requires that faculty have adequate time and resources to plan, implement and assess internship experiences and that faculty are fairly compensated and recognized for their work. The university acknowledges that variation in size, structure and intent among schools, departments and programs necessitates some flexibility in a faculty internship compensation policy.

1. Internships supervised during fall, winter and spring semesters

a. Course-based Internships

Departments, schools and programs are encouraged to offer internships on a course-basis with the faculty sponsor compensated as part of his/her standard teaching load. Actual faculty load for course-based internships is generally determined using the following ranges of internship hours supervised.

- 10 – 23 hours of student internship = 1 faculty load hour
- 24 – 35 hours of student internship = 2 faculty load hours
- 36 – 47 hours of student internship = 3 faculty load hours
- 48 – 60 hours of student internship = 4 faculty load hour

Schools, departments and programs using the course-based approach should pay close attention to the quality of the experience for the individual student.

As a general rule, 12 students per course is the recommended upper limit for a single faculty supervisor to ensure a high quality experience for all students. Faculty supervising more than 12 students should consult with their department chair to discuss their course and supervision methodology.

b. Individual Intern-Basis: Compensation by Overload Pay

Internships may be offered on an individual basis with a faculty member receiving compensation above his or her annual contracted salary, particularly in situations where the number of student intern credit hours is low. The amount of compensation will be computed as overload pay when internship supervision causes a faculty member's annual load to exceed the standard load. Overload pay is calculated using current overload pay rates and the formula of 10 hours of student internship equals 1 faculty load hour. Faculty should supervise no more than 20 student intern credit hours (or 5 students) in any given semester. During Winter term, faculty should supervise no more than 12 student intern credit hours (or 3 students) if they are also teaching a course. Faculty will receive overload pay in the spring semester for all internship hours supervised as overload during the academic year.

c. Individual Intern-Basis / Multiple Semester Carryover of Load Credit Compensation by Course Release

When internships are offered on an individual basis, faculty may elect to accrue internship supervision hours for a future course release. Course release is determined using the formula of 10 student internship hours equals 1 faculty load hour. Faculty may bank intern credit hours over a two-year period; if they have not accumulated sufficient credit hours for a course release in the second year, they will be compensated with overload pay. Faculty should work with their department chair in determining the appropriate time for the course release.

d. In schools with an Internship Coordinator, faculty are not compensated for internship supervision.

2. Internships Supervised During Summer Semesters

Faculty who supervise internships in the summer semesters are compensated by pay for all internship hours according to the ratio of 10 student internship hours equals 1 faculty load hour applied to the standard formula for determining summer school compensation.

3. Procedures for Record Keeping

- a. Faculty supervising individual internships must inform the department chair of their intentions to seek annual overload pay or to accrue hours for course release.
 - b. Faculty supervising individual internships should document their hours.
 - c. Faculty seeking annual overload pay for internship supervision must submit a report of annual internship hours to the department chair by the first day of classes in the spring semester so that overload may be applied to the spring salary.
 - d. Faculty seeking a course release for internship supervision must submit a report of their supervision hours to the department chair and work with the chair to arrange the future course release.
 - e. Department chairs must verify faculty internship hours and make faculty aware of the compensation policy and procedures.
 - f. Department chairs must submit projected overload and course release information to the dean in a timely fashion to permit salary, schedule and hiring adjustments.
- D. Faculty Workload and Reassigned-Time Plan

1. Policy

Each academic department will administer reassigned course time proportional to the number of its full-time faculty. Reassignments will be given for teaching activities that are not counted as part of the course load, for service (contributions to the life of the University), and for professional activity/scholarship. Examples of these activities are described in the Criteria for Evaluation Tenured and Tenure Track Faculty (II-8, E). It is expected that reassigned time will be distributed in a manner suited to address the University's, the college's/schools' and the departments' objectives and to promote balance among teaching, service and scholarship. To request reassignment, members of the faculty must submit reassigned-time proposal forms to their department chairs in the fall and include the proposals as part of their Unit I development plans. Department chairs will recommend appropriate requests for approval by the deans. Faculty members must describe their progress on approved projects in the following year's Unit I reports.

2. Application

To request reassignment, members of the faculty must submit reassigned-time proposal forms to their department chairs in the fall and include the proposals

as part of their Unit I development plans. Department chairs will recommend appropriate requests for approval by the deans.

3. Time Schedule

The deadline for submissions of reassigned time requests will be announced each year and is generally in mid- to late-September. Department chairs will meet with their dean to review proposals during October. Reassigned time proposals are approved in early November.

4. Evaluation

Faculty members must describe their progress on approved projects in the following year's Unit I reports.

E. Undergraduate Research Mentoring Compensation Policy

Elon University values the experience students receive by participating in the scholarly process mentored by faculty and desires to support faculty who provide students with high quality, intensive research opportunities. Developing and maintaining a premiere undergraduate research program requires that faculty have adequate time and resources to mentor students and to maintain active research programs, and that faculty are fairly compensated and recognized for this important work. As part of an ongoing effort to support, compensate for and recognize the intensive work of mentoring, the faculty approved the 499 course designation for research in each discipline and the University has developed a compensation program based on 499 credit hours. (Courses numbered 498 denote honors research)

The Undergraduate Research Program shares with individual faculty members the responsibility for tracking the number of student hours earned. The Undergraduate Research Program will provide deans, department chairs, and individual faculty 498 and 499 mentoring reports in November, at which time, faculty will choose between compensation by course release or compensation by overload pay

Research supervised during fall, winter, and spring semesters (Faculty select one of the following.)

1. Compensation by course release:

- a. Course releases are based on accrued hours
- b. Faculty must inform the Director of Undergraduate Research of their intent to accrue for course release.
- c. The Director of Undergraduate Research will notify faculty, department chairs and deans by late November of hours accumulated to date.
- d. Faculty should also keep track of their 498 and 499 hours.
- e. Faculty will work with their department chairs to schedule the course release.

- f. Release time for 499 is based upon the following:
- 6 student hours of 499 = 1 faculty load hour
 - 12 student hours of 499 = 2 faculty load hours
 - 18 student hours of 499 = 3 faculty load hours
 - 24 student hours of 499 = 4 faculty load hours
- g. Release time for 498 is based upon the following:
- 4 student hours of 498 = 1 faculty load hour
 - 8 student hours of 498 = 2 faculty load hours
 - 12 student hours of 498 = 3 faculty load hours
 - 16 student hours of 498 = 4 faculty load hours

OR

2. Compensation by overload pay:
- a. Faculty will be compensated by overload pay when supervision of 498 or 499 causes their annual teaching load to exceed 24 semester hours.
 - b. Compensation for 499 is based upon the ratio of 6 hours of student research = 1 faculty load hour; compensation for 498 is based upon the ratio of 4 hours of student research = 1 faculty load hour.
 - c. Faculty will receive overload pay for all research hours supervised as overload during the academic year.
 - d. Faculty must inform the Director of Undergraduate Research of their intent to seek annual overload pay.
 - e. The Director of Undergraduate Research will notify faculty, department chairs and deans by the first week of February of their overload hours for the academic year.
 - f. Faculty should also keep track of their 498 and 499 hours.
 - g. Compensation is based on current overload pay rates and will be made in the spring.

Research supervised during summer terms

Faculty supervising 498 or 499 credit during the summer will be paid based upon the current formula for summer pay.

(08/07)

Faculty Rank & Responsibilities

A. Appointment with Faculty Rank

Section C (below) describes the minimum standards for appointment and promotion to faculty ranks for all faculty categories (teaching faculty, administrative staff with faculty rank, and academic support staff with faculty rank) and the responsibilities of each faculty rank. There may be occasions when the university must operate on the minimum level, but it is of great importance to all of the members of the university community to have standards as high above the minimum as possible.

B. Promotion Through Faculty Ranks by Teaching Faculty

1. The eligibility for promotion of each teaching faculty member is reviewed annually by the provost/vice president for academic affairs. Newly eligible teaching faculty are notified by the Provost in the summer prior to the academic year in which they are first eligible that they may make application for promotion. It shall be the responsibility of the faculty member to apply formally for promotion review. If the faculty member elects not to apply for promotion or is not awarded promotion, no further notification of eligibility will be sent in subsequent years.
2. For teaching faculty, promotion will not occur prior to a probation or tenure decision. Under normal circumstances there should not be split decisions where a faculty member is tenured but not promoted to associate professor.
3. Although the fundamental responsibilities of the faculty are qualitatively the same, regardless of rank, faculty who have been rewarded by the university with promotion or appointment to a higher rank and a higher level of compensation are expected to serve the university and to perform at a higher level of responsibility.

C. Faculty Ranks

1. Assistant Professor

- a. The appointment for persons with the doctorate and limited teaching experience or for persons without the doctorate and significant professional experience.
- b. Assistant professors are expected to be effective teachers, advisors and departmental members and to be engaged in serious disciplined and continuing study which will permit them to increase their competence in their

fields and/or other fields which will qualify them for promotion to a higher rank.

- c. Assistant professors should expect to serve 6 years in rank, of which at least four are at Elon University, before becoming eligible for promotion.
2. Associate Professor
 - a. The appointment for persons with the doctorate and at least 6 years' experience as an assistant professor or for persons without a doctorate, at least 6 years' experience as an assistant professor, and significant professional experience.
 - b. Associate professors should be actively engaged in teaching, advising, service, and scholarly activities of a high quality. Associate professors should be capable of undertaking institution-wide responsibilities which demonstrate their understanding of and interest in the attainment by the university of its overall mission and goals.
 - c. Only in very exceptional cases will persons be appointed to this rank who have not met the preceding standards.
 - d. Associate professors should expect to serve 6 years in rank, of which at least four are at Elon University, before becoming eligible for promotion.
 3. Professor
 - a) The appointment for persons with the doctorate or terminal degree and at least 6 years of experience as an associate professor.
 - b) Professors should have established ongoing records of exceptional teaching, professional activity including scholarship, and institutional service that surpass what is expected of faculty at other ranks. They should be recognized as exemplary teachers and advisors who uphold high professional and ethical standards in their contacts with students. They should be currently engaged in scholarly work that extends past achievements. Their service to the University should reflect understanding of its purposes and demonstrable leadership in fulfilling these purposes.
 - c) Only in very exceptional cases will persons be appointed to this rank who have not met the preceding standards.
- (7/05)
4. Lecturer

- a. The appointment for persons who have the master's degree.
 - b. Lecturers are expected to be effective teachers, to be actively engaged in service to the institution, and to participate in professional activities that keep them abreast of their fields.
 - c. Faculty on lecture track may stand for promotion to senior lecturer. Lecturers should expect to serve 6 years in rank, of which at least four are at Elon University, before becoming eligible for promotion to Senior Lecturer. Lecturers will not be considered for promotion to the ranks of assistant, associate or full professor.
5. Senior Lecturer
- a. The appointment for lecturers with at least 6 years of experience as a lecturer
 - b. Senior lecturers have established ongoing records of exceptional teaching and significant service to the institution, as well as activity that promotes professional development.
 - c. Senior Lecturers will not be considered for promotion to the ranks of assistant, associate or full professor.

(7/05)

6. Instructor

The appointment for persons without the doctorate serving in a visiting or limited term appointment.

7. Faculty Emeritus Status

- a. The appointment for retired faculty whose service to the institution exceeded the expected norm of performance, and who were members of the faculty at Elon University for at least 10 years are eligible for Emeritus Status.
- b. The members of the retired faculty person's department should initiate the procedure by formally recommending the faculty member be granted emeritus status. The recommendation is sent to the appropriate dean, who submits it, along with his or her recommendation to the Provost. The Provost in turn forwards a recommendation to the President who makes the final decision.
- c. Prerequisites granted to Emeritus faculty are:
 - 1.) Listing as Emeritus Faculty in the university catalog
 - 2.) Eligibility to maintain web pages on university server

- 3.) Eligibility to reserve university flats in London
- 4.) Invitation to monthly faculty meetings and lunches
- 5.) Continuation of E-mail and internet usage
- 6.) Phoenix ID Card use
- 7.) Continuation of parking permit usage
- 8.) Use of Belk Library
- 9.) Fitness Center usage
- 10.) Tuition remission for one course per semester
- 11.) Free flu shots
- 12.) Employee discount program
- 13.) Admission to cultural events
- 14.) Admission to athletic events
- 15.) Invitations to campus events
- 16.) Elon Faculty/Staff phone directory availability

(8/04)

D. Subject to review and change by the executive committee of the Board of Trustees, the following percentages may serve as teaching faculty guidelines: of all instructors, lecturers, senior lecturers, assistant, associate, and full professors:

1. Lecturers, instructors and assistant professors comprise approximately 40% of the total.

2. Associate professors comprise approximately 35% of the total.

Full professors comprise approximately 25% of the total.

(8/05)

Academic Freedom

Elon University affirms principles of free inquiry and respect for the right of each person to her or his convictions. Academic freedom is the right of every faculty member to be responsibly engaged in scholastic efforts to seek, discover, speak, teach and publish the truth. Elon University will uphold its faculty's academic freedom and will protect all its faculty members against influences from inside or outside the university which would restrict them in the exercise of that freedom.

At the same time, Elon University enjoins its faculty members to exercise these freedoms in a professional and responsible fashion. As scholars and teachers, they should remember that others may judge their profession and their institution by their utterances. Hence they should at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for the institution unless so authorized.

Any faculty member, regardless of rank or contract status, who believes his or her academic freedom has been violated, may petition the academic council for a hearing. Following the hearing, the academic council will report its findings to the president and to the faculty member who initiated the petition.

(06/12)

Statement of Professional Standards

Elon Faculty members embrace the values of academic freedom and liberty of conscience, which are consistent with the Elon University Mission Statement and the university's historic affiliation with the United Church of Christ. Elon faculty members accept and promote the aims and objectives of the university, show an overall concern for its welfare, and assume the following responsibilities.

- A. As educators and scholars, the members of the faculty agree that the following principles represent the standards we aim to achieve in fulfilling our professional obligations to our students and to Elon University.
1. Standards with Respect to the Classroom
 - a. To deal seriously and conscientiously with the teaching assignment, including careful planning and preparation of courses, regularity in meeting scheduled classes, clear explanation to students about course requirements, and fair and impartial grading.
 - b. To recognize that students deserve respect as individuals and have rights that must be protected; to have a concern for academic and personal problems of individual students, to give mature advice, to treat students courteously, and to use with professional discretion personal information about students which may come to the faculty member's attention.
 - c. To cooperate in strengthening and implementing the honor system on campus.
 - d. To seek ways to improve teaching effectiveness, through means such as exploring new ways of presenting academic subject matter, motivating students, improving methods of evaluating student achievements, constantly re-evaluating teaching methods and on-going writing and research following Elon's teacher-scholar model.
 - e. To recognize that the faculty member serves as a model and exercises a great influence on students and therefore must strive to set high standards in academic excellence and in personal integrity.
 - f. To recognize that in his/her influential classroom role the faculty member should not take advantage of his/her position by repeatedly introducing into class discussions subject matter outside the scope of the course.
 2. Standards with Respect to the Profession

- a. To seek and to state the truth in their subject as they understand it.
 - b. To keep up-to-date with developing knowledge in their academic discipline.
 - c. To advance knowledge in their academic discipline and to do so with integrity.
 - d. To conform to current guidelines set forth in the document "Ethical principles and review procedures for human participants in research" available from the Office of Sponsored Programs or the Institutional Review Board in all research involving human subjects.
3. Standards with Respect to the Institution
- a. To demonstrate respect for the right of students, administrators, and other faculty members to hold divergent opinions.
 - b. To seek ways to strengthen the educational program of the university at large.
 - c. To participate in committee, departmental and faculty meetings and in traditional and special university functions.
 - d. To assume a fair share of faculty committee assignments.
 - e. To avoid discussion with students of suspected incompetence, misconduct, lack of personal or professional integrity, or other possible shortcomings of another faculty or staff member, unless acting in an official capacity.
 - f. To fulfill conscientiously all the contractual obligations for the period of time agreed and to give the university reasonable notice when resigning to accept another position.
 - g. To be clear when making public statements that such statements do not represent the views of Elon University unless authorized to do so.
- B. In addition to these standards, Elon faculty members further recognize that, in order to protect our students and the institution, our conduct must be carried out within certain boundaries.
1. All employees with teaching responsibility or any position of authority with students must avoid inappropriate relationships with students. An inappropriate relationship is any romantic or physically intimate liaison. Positions of authority include, but may not be limited to, teaching, evaluating, supervising, coaching, or advising a student or student group. Pre-existing relationships are exempt from this policy.

2. All employees with teaching responsibility or any position of authority with students must avoid any kind of overt sexual harassment or implicit sexual discrimination.
 - a. Overt sexual harassment may be described as unwelcome sexual advances, requests for sexual favors, and other physically expressive behavior of a sexual nature where submission to or rejection of such conduct by a student may be used as the basis for academic decisions.
 - b. Implicit sexual discrimination or harassment may be described as conduct which has the purpose or effect of substantially interfering with an individual's academic performance or creating an intimidating, hostile, or demeaning educational environment.
3. All faculty members must avoid any exploitation of students for the faculty member's private advantage, including the acceptance of compensation for tutoring students under his/her professional jurisdiction.

(7/05)

Professional Development for Teaching Faculty

A. Introduction

Elon University provides resources for faculty professional development in two areas: development for research and scholarship and development in teaching. Funds for teaching faculty to engage in research and development, attendance at professional meetings, workshops, seminars, advanced study, released time fellowships and sabbatical leaves are provided by the university. In addition, the university employs a director of sponsored programs who seeks funds to provide these benefits for individuals and the university. These resources for faculty development are reviewed annually in the budgeting process.

Peer mentoring offers a means for development of teaching skills. Opportunities for mentoring are available through the schools or college, or through the Center for the Advancement of Teaching and Learning for interdisciplinary-based mentoring.

Professional development for teaching faculty includes public recognition of accomplishments in scholarly research and publication. Each year Elon presents the “Distinguished Scholar Award” to a faculty member who has demonstrated significant and sustained scholarly achievement. Guidelines for the award are included in this section.

B. Faculty Travel

1. Teaching faculty members are urged to associate themselves with at least one professional organization or learned society and to become active in its programs. The university will help defray expenses incurred by faculty members in attending such meetings.
2. Well in advance of the meeting, the faculty member should notify the department chair of plans, clearly indicating arrangements for the conducting of classes during the absence. If these arrangements are approved, they will be sent in writing to the dean for final clearance. Forms for reporting expenses should be obtained from the dean’s office or the chair’s office before the meeting, and expense forms should be returned as soon as possible after the meeting to that office. A brief written report of the meeting should also be submitted to the dean through the department chair.
3. Each full-time teaching faculty member is budgeted for travel to professional meetings as a part of the university’s interest in faculty development and professionalism. The budgeted amount is to cover actual traveling and living

expenses. The faculty member will be expected to cover costs above the budgeted amount. The budget allocation can be applied to total cost without distinction regarding attendance, reading a paper or serving in an official capacity. Unused funds may be carried over 1 year to enable a faculty member to attend more meetings or more distant meetings. There is no carryover beyond the second year. A faculty member may not transfer unused travel funds to another faculty member.

C. Grants Awarded by the Faculty Research and Development Committee

General Criteria for Awarding Faculty Research and Development Funds

- The project contributes to a discipline(s), the university, and/or the public good.

Projects that have the most potential to result in a scholarly product, and/or have significant impact, and/or gain recognition outside of the Elon University, are looked upon favorably. (Elon has a broad view of scholarship, as defined in the teacher-scholar statement in Elon's Faculty Handbook.)

- The project benefits the faculty member's career as a teacher-scholar.

Projects that have the most potential to contribute to the faculty member's effectiveness as a teacher-scholar are looked upon favorably.

- Other Considerations:

The proposal's clarity in addressing the above criteria is important. The proposal is, in essence, a persuasive document and should be addressed to a committee composed of faculty representatives from a variety of disciplines.

All things being equal, the committee looks favorably upon awarding those who have received little or no Faculty Research and Development funding in the past.

Any full-time teaching faculty member who meets the following requirements is eligible to apply for a sabbatical leave:

1. Sabbatical Leaves

- a. Eligible faculty are encouraged to apply for sabbatical leaves if they are conducting extensive research or engaged in a significant amount of additional study that will result in the recipient's professional development. Eligible faculty may apply for a leave of one-half a full year's teaching load at full salary or for a leave of a full academic year at half-salary.
- b. A sabbatical leave may be granted for one-half a full year's teaching load, 12 hours, at full salary, or for a full academic year, 24 hours, at half salary. The

sum total of teaching hours plus release time for departmental duties, such as chair responsibilities, plus 12 hours of sabbatical leave, will not exceed 24 hours for the recipient of a sabbatical leave in the academic year of that leave.

- c. One or more sabbatical leaves may be granted for a full-year at full-pay. Applicants for this highly competitive sabbatical will apply by October 1. Applications will be judged on the need for a full year to complete the scholarly project as well as the applicant's previous scholarly productivity. Those applicants who do not receive the full-year, full-pay sabbaticals can choose to have their application forwarded to apply for the type of sabbatical noted in 1.b.
- d. Any full-time faculty member who meets the following requirements is eligible to apply for a sabbatical leave:
 - 1.) Holds the rank of lecturer, senior lecturer, assistant professor, associate professor, or professor
 - 2.) Has completed at least 5 years of service to the university in full-time, continuing term status.
- e. For the period of the sabbatical, the recipient is released from obligations to attend department, faculty, and committee meetings. The recipient's advising load can be temporarily redistributed.
- f. All fringe benefits will continue through the period of the sabbatical leave.
- g. A minimum of 5 years of service to the university must elapse after a sabbatical leave has been taken before a tenured or continuing track teaching faculty member may apply for another sabbatical leave (in the Fall of the sixth year for a sabbatical in the seventh year).
- h. A member of the faculty who is within 2 years of retirement will normally not be considered to be eligible for a sabbatical leave.

If a faculty member is applying for tenure or professional status in the same year as the sabbatical application, the awarding of the sabbatical will be contingent upon the granting of tenure or professional status.
- i. A recipient of a sabbatical leave is expected to return to Elon University for at least 1 year. Recipients who fail to complete 1 year of full-time service at Elon University immediately following their sabbatical leave will be required to repay the monies advanced them by the university during their sabbatical unless the university terminates their employment.

- j. Application for a sabbatical leave should be made via the online form provided by the faculty research and development committee. All applications for sabbaticals for the next academic year must be submitted on-line and approved by both the chair and the dean by the published deadline (full-year, full-pay applications are normally due by October 1 and other sabbatical applications are normally due by November 1).
- k. The decision of the faculty research and development committee will be decided by blind review, based on the criteria stated in the beginning of this section and the merits of each individual case. The faculty research and development committee will report its decisions to the associate provost for faculty affairs.
- l. By October 15 of the year following the sabbatical, the faculty member is expected to submit a report to the associate provost for faculty affairs. A standard report form will be provided to all sabbatical award recipients addressing the following:
 - 1) the research or development objectives accomplished during the period of the sabbatical award,
 - 2) the refinements or changes, if any, to the original research or development plan, and
 - 3) a description of how the sabbatical project has influenced the teaching, mentoring, or future scholarship activities of the recipient.”
- m. The publication of the results of research projects supported by a grant from the university should include a printed acknowledgment of financial assistance from the university.

2. Summer Fellowships

- a. Faculty are encouraged to apply for summer fellowships if they are conducting research or engaged in a significant amount of additional study that will result in the recipient’s professional development. These fellowships are intended for those faculty members who will be doing a significant amount of work but not as much as a sabbatical leave would entail. The work for these fellowships should be completed during the university’s summer months. The amount of the Summer Fellowship is in excess of \$7,000 and it increases each year at the same percentage as faculty salary increases.
- b. Summer fellowships are intended to provide a period of uninterrupted time, similar in nature to a sabbatical (see section above), to be used exclusively in the pursuit of a project intended to result in publication or some other tangible expression of scholarship and/or professional development.

- c. Any full-time teaching faculty member who has served the university for one or more years is eligible to apply for a summer fellowship. Thus, the earliest possible award would be for the summer following a faculty member's second year at the university.
- d. Since summer fellowships are intended to provide for uninterrupted time, recipients should have six to eight weeks of the summer to dedicate to the fellowship. Summer fellows cannot teach more than the equivalent of one course during the summer.
- e. Teaching faculty members are usually not awarded summer fellowships in consecutive years. Recipients of summer fellowships are expected to return to Elon University for at least 1 year. Recipients who fail to complete 1 year of full-time service at Elon University immediately following their fellowship grant will be required to repay the monies of the grant unless the university terminates their employment.
- f. Applications for a summer fellowship should be made via the online form provided by the Faculty Research and Development Committee. All applications for Summer Fellowships for the following Summer must be submitted on-line and approved by both the chair and the dean by the published November deadline (normally November 1).
- g. The decision of the faculty research and development committee will be decided by blind review and based on the criteria stated in the beginning of this section and the merits of each individual case. The faculty research and development committee will report its decisions to the associate provost for faculty affairs.
- h. A report of fellowship activities completed by the recipient should address the following:
 - 1.) the research or development objectives accomplished during the summer,
 - 2.) the refinements or changes, if any, to the original research or development plan, and
 - 3.) a description of how the summer fellowship project has influenced the teaching, mentoring, or future scholarship activities of the recipient. The completed report form should be sent to the associate provost for faculty affairs by September 15 of the year of the grant.
- i. The publication of the results of research projects supported by a grant from the university should include a printed acknowledgment of financial assistance from the university.

3. Released Time Fellowships

- a. Faculty are encouraged to apply for released time fellowships if they are conducting research or engaged in additional study which can be completed during the academic semester for which they are requesting a reduced teaching load. Applicants may apply for a release of one or two courses; however, there is no guarantee that the release time fellowship applied for, if accepted, will be funded at the level requested. There is no monetary award associated with this type of fellowship, except for the continuance of full pay at current levels with reduced teaching responsibilities.
- b. Released time fellowships are granted for release from one or more courses during an academic year or semester. Released time fellowships are also granted for winter term. However, all full-time teaching faculty must continue to teach at least 12 credits during the academic year, including a minimum of one course in the Fall and Spring semesters.
- c. Applicants must indicate whether they are requesting a fellowship for research or development. As a result of initiatives of the Presidential Task Force for Scholarship, several additional course releases are available for research.
- d. Any full-time teaching faculty member is eligible to apply for released time fellowships.
- e. Decisions on research-related course releases are determined by an ad hoc committee chaired by one member of FR&D and representatives from all the schools, including representatives from the three divisions in Arts and Sciences. Members of FR&D that do not serve on this ad hoc committee are eligible to apply for research-related course releases.
- f. Released time fellowships are not intended to be used for degree completion.
- g. Recipients of released time fellowships are expected to return to the university for at least one semester. If recipients fail to complete these requirements in the semester(s) immediately following their released time, they will be required to repay monies advanced them by the university for their leave unless the university terminates their employment.
- h. Application for a released time fellowship should be made via the online form provided by the Faculty Research and Development Committee. All applications for released time fellowships for the following academic year must be submitted on-line and approved by both the chair and the dean by the published November deadline (normally November 1).

- i. The decisions of the faculty research and development committee and ad hoc committee for research-related course releases will be decided by blind review and based on the criteria stated in the beginning of this section and the merits of each individual case. The faculty research and development committee will report all decisions to the associate provost for faculty affairs.
 - j. Upon completion of the released time fellowship, the faculty member is expected to submit a report to the associate provost for faculty affairs. The report should address the following:
 - 1.) the research or development objectives accomplished during the period of the released time award,
 - 2.) the refinements or changes, if any, to the original research or development plan, and
 - 3.) a description of how the released time project has influenced the teaching, mentoring, or future scholarship activities of the recipient.
 - k. The publication of the results of research projects supported by a grant from the university should include a printed acknowledgment of financial assistance from the university.
4. Research, Development, and Advanced Study
- a. Faculty are encouraged to apply for money in this category if they are conducting research, working on a publication, pursuing professional development, working towards the completion of a dissertation, or engaged in additional study or course work at another graduate institution. Applicants should be aware that there is no guarantee that the amount of money requested, if accepted, will be funded at the level requested.
 - b. All full-time teaching faculty members are eligible to apply for assistance in their pursuit of scholarly research, publications, professional development, dissertation completion, advanced study or course work at graduate institutions. All research activities involving human participants, whether funded or not, must conform to the current guidelines set forth in the document "Ethical principles and review procedures for human participants in research" available from the office of the provost/vice president for academic affairs.
 - c. Applications for financial assistance should be made via the online form provided by the Faculty Research and Development Committee. Applications can be for financial assistance alone or in conjunction with a Sabbatical, Summer Fellowship, Released Time Fellowship, or Hultquist Award. All

applications for financial assistance related to research, development, and advanced study for the following academic year must be submitted on-line and approved by both the chair and the dean by the published November deadline (normally November 1).

- d. The normal grant period is June 1 of each year to May 31 of the following year. Funds unused by a recipient by the end of the grant period will be returned to the general university fund. A request for a change in any part of the grant originally approved by the committee must receive prior approval from the chair of the faculty research and development committee and notification in writing to the associate provost for faculty affairs.
- e. A recipient of a research, development, and advanced study grant is expected to return to Elon University for at least 1 year. Recipients who fail to complete 1 year of full-time service at Elon University immediately following their grant will be required to repay the monies advanced them by the university unless the university terminates their employment.
- f. At the conclusion of the grant period, the grant recipient must write a report addressing the following:
 - 1.) the research or development objectives accomplished during the period of the released time award,
 - 2.) the refinements or changes, if any, to the original research or development plan, and
 - 3.) a description of how the released time project has influenced the teaching, mentoring, or future scholarship activities of the recipient.”
- g. All applications for financial assistance must be accompanied by a detailed itemized budget. Applicants have the choice to accept or reject partial funding based on review of the itemized budget. Expenses may be reimbursed for:
 - 1) Special equipment and materials, books, photocopies, film, and manuscripts for research. Large equipment expenses cannot usually be covered.
 - 2) Statistical analysis, transcription, consultants
 - 3) Communication costs
 - 4) Travel and living expenses incurred away from home and pertinent to the project (with low priority given to travel expenses for coursework). Mileage, hotel costs, and other living expenses should be itemized.

- 5) Publication up to 50% of the requisite subsidy, but not to exceed \$1,500, including cost of images
 - 6) Tuition
 - 7) Other purposes deemed by the committee to be necessary for the successful completion of the proposed project and compatible with the general policies of the university, but not to include payment to the faculty member for time spent in research
 - h. When possible, supplies, equipment, and clerical services are to be acquired through other university channels. The committee will not approve the expenditure of its funds for materials or equipment which in its judgment should be supplied by the university through the departmental, dean's or library budgets.
 - i. Teaching faculty members desiring release from teaching responsibilities to conduct research or to develop projects are encouraged to refer to sections on sabbaticals and released time above.
 - j. All books, manuscripts, photocopies, films, and similar research materials purchased with funds from a grant approved by the committee become the property of Elon University and, upon completion of the project, are to be deposited in the library or other appropriate university repository. Textbooks required in course work will become the personal property of the grantee.
 - k. The publication of the results of research projects supported by a grant from the university should include a printed acknowledgment of financial assistance from the university.
5. Hultquist Fund Summer Fellowships

Full time faculty may apply for a Hultquist Fund Summer Fellowship during their first year at Elon to be used in the summer between their first and second years of teaching. Awards include, but are not limited to, research, scholarship and writing, and course development, and may be requested as stipend and/or expense reimbursement.

D. Distinguished Scholar Award

1. The Faculty Research and Development Committee offers a "Distinguished Scholar Award" to recognize an outstanding scholar among the Elon faculty. A committee of teaching faculty will select no more than one recipient per year. The recipient will be honored at the annual faculty-staff awards luncheon.

2. Purpose of the Award: The Distinguished Scholar Award recognizes and honors excellence in scholarship. This excellence must be acknowledged by both the Elon community and by the larger community of the candidate's discipline. Nominations must originate from individuals holding faculty rank at Elon University and be supported through letters of recommendation by colleagues qualified to judge the candidate's work.
3. Nature of the Award: The recipient shall receive a plaque and a cash award equal in value to the cash component of the Daniels-Danieley Award. He or she will also deliver a plenary "Distinguished Scholar Lecture" during the subsequent academic year.
4. Guidelines for nomination for the award:
 - a. The nominee is a full-time member of the Elon University faculty.
 - b. The nominee has made an original contribution to his or her field.
 - c. The nominee's contribution has been exposed to critical appraisal by professional peers through publication, exhibition or personal presentations.
 - d. The nominee has shown evidence that his or her creative activity has been prolonged and is ongoing. One indication of this would be a record of publications, presentations, artistic performances, or exhibitions spanning a period of time including the present or recent past.
 - e. The nominee must have completed a significant amount of scholarly work during his/her affiliation with Elon. Scholarly activities completed prior to joining Elon may serve to strengthen a potential recipient's nomination.
 - f. The nominee normally will have completed at least four years of full-time teaching and service at Elon University prior to being eligible for nomination.
5. Process of decision:
 - a. Each year, prior to the solicitation of nominations, the Faculty Research and Development Committee will establish a Distinguished Scholar Selection Committee of five teaching faculty members to select the award recipient. The committee will consist of:
 - 1.) Two members from the Faculty Research and Development Committee
 - 2.) Two members appointed by the Faculty Research and Development Committee from outside its membership, and

3.) The previous year's recipient of the Distinguished Scholar Award.

- b. Whenever possible, the members of the Distinguished Scholar Selection Committee will be chosen to provide representation for the Schools of Business, Education, Health Sciences, Communications and the College of Arts and Sciences.

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- c. Should it occur that there is no recipient in a particular year, the following year the chair of the Faculty Research and Development Committee will serve in the place of the previous year's recipient.
- d. The chair of Faculty Research and Development Committee will appoint as chair the committee member who has served on the Distinguished Scholar Committee the previous year.
- e. Nominations for the Distinguished Scholar Award will originate from the faculty and be sent to the chair of the Distinguished Scholar Selection Committee after having been solicited by the Provost in the fall semester. Members of the selection committee are not eligible for nomination.
- f. Nominees will submit a portfolio in support of their candidacy.
- g. Nominees will solicit at least three letters of recommendation in support of their scholarship from colleagues qualified to judge their work. At least one of the letters must come from a colleague employed by Elon, and at least one from a colleague not employed by Elon University. Nominees who are applying again may use letters from the previous three years.
- h. The Selection Committee's decision will be reported to the chair of the Faculty Research and Development Committee who will report the decision to the associate provost for faculty affairs who will arrange for plaque, stipend, and presentation of the award.
- i. Award recipients are not eligible to be re-nominated for at least four academic years.

(07/10)

Evaluation of Teaching Faculty

A. Introduction

So that personnel decisions may be systematic and equitable, a process for evaluating teaching faculty has been developed. This system provides for the periodic collection of information regarding faculty performance and for the subsequent review and evaluation of this information. On the basis of these materials, decisions concerning employment, retention, salary, tenure, and promotion are made. The process provides for multiple evaluations to give a broad and fair base of information for evaluation. It is not necessary that all evaluations be completed, but that the evaluation be comprehensive and substantive.

Some processes include evaluation by a Senior Faculty Review Committee. The following defines the membership and duties of that group

1. "Senior faculty" are full-time teaching faculty who hold the rank of senior lecturer, associate professor or professor.
2. A committee will consist of a minimum of three senior faculty members (as defined above) from one's department, when possible; appointed by the dean, in consultation with the chair.
3. Where there are an insufficient number of senior faculty members in a department, senior faculty from other departments will be appointed by the dean, in consultation with the chair.
4. A chair may serve as a senior faculty member on the review committee of another department within a school/division. However, a department chair may not serve on her or his department's review committee.
5. Appointments to the senior faculty review committee will be for 1 year on an as-needed basis.
6. Senior faculty review committees evaluate the teaching, service, and professional activity of candidates as is appropriate for contract extension. The committee prepares a written recommendation summarizing the conclusions of the committee and submits it to the dean by January 30.

B. Reviews

1. Annual Review

Each teaching faculty member is reviewed annually by the department chair (Unit III), whose evaluation reflects material included in the faculty member's annual report (Unit I), and the student evaluation of the learning process (Unit IV). The dean will indicate that he or she has reviewed all Unit III's by signing the Unit III report that is placed in the faculty member's personnel file. The dean will complete the Unit III for department chairs in his or her college/school.

2. Second Year Review

Occurs during the second year for teaching faculty on continuing track or lecture track and for those appointed to tenure track when the probationary review is scheduled for the fourth year of appointment. The faculty member's performance is thoroughly evaluated by the dean in consultation with the faculty member's department chair. This review could include classroom observations, annual evaluation material, and a conference between the faculty member and the dean. Results are forwarded from the dean to the faculty member and also are placed in the faculty member's personnel file.

3. Third Year Review

Occurs during the third year for teaching faculty appointed to tenure track when the probationary review is scheduled beyond the fourth year of appointment. The faculty member's performance is thoroughly evaluated by the dean in consultation with the faculty member's department chair. This review could include classroom observations, annual evaluation material, and a conference between the faculty member and the dean. Results are forwarded from the dean to the faculty member and also are placed in the faculty member's personnel file.

4. Continuance Decision Review

Occurs during the fourth year for teaching faculty on continuing track or lecture track appointments. The faculty member's performance is thoroughly evaluated by the dean in consultation with the faculty member's department chair and with the senior departmental faculty committee. This review could include classroom observations, annual evaluation material, and a conference between the faculty member and the dean. The decision to grant a continuing contract rests with the provost/vice president for academic affairs. Results are forwarded from the dean to the faculty member and also are placed in the faculty member's personnel file. Those candidates not offered a continuing track or lecture track contract may be given an additional year of employment.

(07/10)

5. Tenure Review

Occurs during the final year of the agreed upon probationary period (4, 5, or 6 years) for all teaching faculty on tenure track appointments. The review is similar in content to the second or third year review. Upon successful completion of this review, with the recommendation of the president and approval of the Board of Trustees, tenure will be awarded. (Refer to II-2 for further details regarding Contracts for Teaching Faculty.) The review is as outlined below in the Schedule of Activities for Evaluation of Teaching Faculty (Part H). The applicant is responsible to meet the guidelines in place at the year of application.

6. Promotion Review

- a. Faculty members eligible to stand for promotions appropriate to their appointment contract (refer to II-4, Faculty Rank and Responsibilities) shall be notified by the provost in the summer prior to the academic year in which they are first eligible. The faculty member must submit a formal letter of application to the provost/vice president for academic affairs indicating his or her desire to be reviewed for promotion. Faculty members who choose not to stand for review or who are denied promotion in a given year continue to be eligible in subsequent years. No further notification shall be sent to the faculty member. The faculty member must submit formal application in any subsequent year he or she wishes to be reviewed. The review is as outlined below in the Schedule of Activities for Evaluation of Teaching Faculty (Part H). The applicant is responsible to meet the guidelines in place during the year of application.
- b. Those teaching faculty not recommended for promotion should confer with their department chair and dean to understand the rationale for the recommendation and should outline methods to address existing concerns. It is recommended that these faculty members wait at least one additional year before re-applying for promotion.

7. Long Range Professional Development Review

This review occurs in the fourth year after successful completion of probationary review and every five years thereafter. The review should produce a professional development plan and a Unit V for each faculty member. These will be placed in the personnel file and the professional development plan will be updated annually in the faculty member's annual report (Unit I).

(6/08)

C. The Evaluation System for Teaching Faculty Applying for Tenure and/or Promotion

The evaluation system for teaching faculty involves four stages and follows the Schedule of Activities for Evaluation of Teaching Faculty (Part H).

1. Stage One

Involves the creation of a file, consisting of material drawn from the faculty personnel file as well as additional information included by the faculty member (see F,1). It is the responsibility of the individual faculty member to see that the file is in finished form by September 15 of each year (October 1 in 2012 only) so that stage two may proceed.

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2. Stage Two

Involves the separate evaluation of this file by the deans and by the promotions and tenure committee. Stemming from this evaluation, the deans prepare recommendations regarding employment, salary, tenure, and promotion while the promotions and tenure committee independently prepares recommendations regarding tenure and promotions.

3. Stage Three

Entails personnel decisions made by the president of the university on the basis of these recommendations.

4. Stage Four

Entails, as appropriate, personnel decisions made by the Board of Trustees.

D. The Evaluation System for Teaching Faculty Applying for Continuance at Elon on Continuing Track or Lecture Track Appointments

The evaluation system for teaching faculty on continuing track or lecture track during the fourth year involves two stages and follows the Schedule of Activities for Evaluation of Teaching Faculty (Part H).

1. Stage One

Involves the creation of a file consisting of material drawn from the faculty personnel file as well as additional information included by the faculty member (see F, 1). It is the responsibility of the individual faculty member to see that the file is in finished form by September 15 of each year (October 1 in 2012 only) so that stage two may proceed.

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2. Stage Two

Involves the separate evaluation of this file by the chair, the senior departmental faculty committee and the dean. Stemming from this evaluation, the dean prepares recommendations regarding removal of probationary status. Recommendations are given to the provost/vice president for academic affairs who will recommend the final decision to the president.

E. Criteria for Evaluation of Teaching Faculty

1. Criteria for Evaluation of Tenured and Tenure Track Faculty. (Also used for evaluation of Professional Status faculty.)
 - a. Full-time tenured and tenure track teaching faculty at Elon University are evaluated annually according to the criteria listed below and by the guidelines found in the Statement of Professional Standards.
 - b. The criteria for evaluation are divided into two levels of priority. All criteria are considered in evaluating faculty. Teaching is given top priority. The second level of priority is contributions to the life of the university and professional activity, each of which is considered necessary and of equal value.
 - c. Furthermore, a teaching faculty member is not expected to be accomplished in all indicators to fully meet the criterion. The list of indicators under each criterion is not intended to be a set of requirements, nor is the list exhaustive.

1.) First Level Criterion – Teaching

Effective teaching is activity which promotes the intellectual vitality of the university and the wider community. While the primary focus of this activity is transmission of knowledge and the development of new skills, insights, and sensitivities within the classroom, teaching is not limited to that setting. It also includes the advising, supervising and mentoring of students, the sharing of personal and professional growth with others, and the presentation of intellectual and moral concerns within the university community. Some indications of effective teaching are:

- a.) Modeling intellectual values and joy of inquiry
- b.) Fostering respect for diversity
- c.) Facilitating intellectual opportunities for students
- d.) Integrating scholarship and teaching
- e.) Conveying the foundation of established knowledge & theory
- f.) Creating class environments of mutual respect

- g.) Challenging students to be engaged learners
- h.) Cultivating informed critical thinking & creative expression
- i.) Integrating knowledge across disciplines
- j.) Extending learning beyond the classroom
- k.) Encouraging translation of knowledge into practice and service
- l.) Demonstrating an ability to communicate effectively with students
- m.) Being available to students
- n.) Demonstrating command of the subject matter
- o.) Demonstrating a commitment to improvement of teaching
- p.) Using appropriate and varied methods and strategies of teaching, assessing, and grading
- q.) Using current and relevant materials that enhance our understanding of the world
- r.) Being concerned for the wholeness and well-being of students
- s.) Using technology to meet course objectives

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2.) Second Level Criteria – Contributions to the Life of the University and Professional Activity

a.) Contributions to the Life of the University

Contributions to the university community reflect a commitment to the university and its mission and a willingness to be responsible for the life of the university. Indications of involvement can include activities such as:

- 1.) Leadership and service given to student organizations
- 2.) Leader or service to the academic programs
- 3.) Leadership or service within the wider community
- 4.) Participation in formal university events
- 5.) Participation in fund-raising, community relations, admission, trustee and alumni events
- 6.) Service on appointed task forces and advisory groups
- 7.) Service on school, college, or university committees

b.) Professional Activity

- 1.) Peer-reviewed scholarship, as defined in a document generated by the department and approved by a representative body of the faculty consisting of teaching faculty and the deans, is a necessary but not sufficient condition for promotion and tenure to associate or full professor.

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2.) Other professional activities are also expected. These activities should promote the exchange of ideas and acquisition of knowledge that enrich one's teaching and contribute to the advancement of learning in the profession at large. Indications of scholarly or artistic activity may be:

- a.) Academic presentations, exhibitions and creative performances of a professional nature that are not defined as peer-reviewed scholarship
- b.) Attendance at professional meetings and conferences
- c.) Continued study in one's field
- d.) Faculty internships
- e.) Grant proposal writing
- f.) Interdisciplinary study
- g.) Leadership roles in a professional organization related to one's field
- h.) Participation in workshops and seminars
- i.) Pedagogical achievements
- j.) Professional involvement within the community
- k.) Research and experimentation, including that which involves undergraduate research associates
- l.) Service as a consultant
- m.) Service as a judge of artistic or scholarly works

2. Criteria for Evaluation of Continuing Track Faculty

Full-time continuing track teaching faculty at Elon University are evaluated annually according to the criteria listed above and by the guidelines found in the Statement of Professional Standards. Review of a continuing track faculty member is based primarily on demonstrated teaching and service, and secondarily on professional activities.

3. Criteria for Evaluation of Lecture Track Faculty

Full-time lecture track teaching faculty at Elon University are evaluated annually according to the criteria listed above and by the guidelines found in the Statement of Professional Standards. Review of a lecture track faculty member is based primarily on demonstrated teaching and service and on participation in professional activities that keep them abreast of their fields and enhance their teaching and service to the institution.

4. Criteria for Evaluation of Visiting and Limited Term Appointment Faculty

Full-time visiting and limited term faculty at Elon University are evaluated annually according to their primary assignment, normally teaching and service, and by the guidelines found in the Statement of Professional Standards.

5. Criteria for Evaluation of Part-Time Faculty

Part-time faculty members without other responsibilities are evaluated only in the area of teaching.

F. Files for Teaching Faculty

1. Faculty Personnel File

- a. The personnel file of each teaching faculty member is maintained in the office of the provost/vice president for academic affairs. The faculty personnel file is available to the following persons: the individual faculty member, the department chair, dean, the provost/vice president for academic affairs, the promotions and tenure committee, and the senior departmental faculty committee, where appropriate for making a decision, and the president.
- b. It is the responsibility of the provost/vice president for academic affairs to collect and store the material that comprises the faculty personnel file. It is the responsibility of the faculty member to keep his or her file updated. In order for the file to be used, it should be placed in proper form by September 15 of each year (October 1 in 2012 only).

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- c. The faculty personnel file generally includes the following material:
 - 1.) Current resume
 - 2.) The faculty member's annual report (Unit I) contains the faculty member's account of activities and accomplishments during the past calendar year.
 - a.) Normally, the annual report will be guided by the Criteria for Evaluation listed above in section E. It will be helpful if the criteria are discussed in the order presented there. Faculty are encouraged to be clear and concise in their self-evaluation statements.
 - b.) Appropriate materials such as letters of commendation, reprints of articles, descriptions of new courses, comments from student evaluation forms, etc., may be submitted with the annual report.

- c.) The annual report should also present an annual plan for professional development. The plan should focus on the upcoming calendar year and relate to a long-range professional development plan.
- 3.) Personnel recommendations (Unit II) may be requested by a faculty member who feels that such documents would add to the file a more complete account of his/her professional activities. Such recommendations must be candid to be of value and should speak directly to one or more of the Criteria for Evaluation listed above in section E.
- a.) The provost/vice president for academic affairs may request additional recommendations for the faculty member's file. These recommendations will be identified as requested by the provost/vice president for academic affairs or the dean.
 - b.) The Department Chair's Evaluation (Unit III) is kept in each department member's file. The chair is expected to keep the evaluation updated. A conference with candidates who are eligible for promotion, tenure, or continuance is required. The chair will normally observe at least one class session of first year faculty.
 - c.) Summaries of Student Perceptions of Teaching (Unit IV).
 - d.) Other relevant materials added by the provost/vice president for academic affairs or faculty member.
 - e.) The dean's evaluation of the faculty member (Unit V).
- d. A significant aspect of the dean's evaluation of the faculty member is the personal interview. This should occur during a faculty member's second or third year, as part of the evaluation process, and as part of a continuing professional development review.
2. Tenure/Promotion File
- a. Teaching faculty members standing for tenure or promotion will create a tenure/promotion file, which will serve as the basic resource in the tenure or promotion decision. The file is drawn from material in the faculty personnel file, but may be supplemented by material of the faculty member's choosing (e.g., personal recommendations). The file will include the following material organized in sequential order from Part 1 through Part 8 of the portfolio. The 'scholarship statement' from the candidate's department or school and the Elon Teacher Scholar Statement must be placed either in a pocket in the front cover of the portfolio or as the first page, preceding Part I.

(6/10)

1.) Part I

A letter of consideration for tenure or of application for promotion which reflects on the faculty member's time at Elon and recent reviews. The letter should summarize the faculty member's case for tenure or promotion.

2.) Part II

A current curriculum vitae. Candidates are asked to provide clear indications of the types of scholarship listed in their c.v.'s. In particular, reviewers of portfolios must be able to distinguish peer-reviewed and refereed scholarship from other kinds of academic products. It is also important that candidates follow accepted professional documentation guidelines (e.g., APA, CBE, MLA style) in formatting each entry. Candidates should be particularly careful to follow these guidelines when listing multiple authors and researchers.

(6/10)

3.) Part III

The faculty member's Annual Report (Unit I) for the faculty member's term of employment at Elon University or the previous 6 years.

4.) Part IV

Description, self-evaluation, documentation, and representative samples of the faculty member's achievement relative to the Criteria for Evaluation as outlined above in section E. The primary focus should be upon activity at Elon and subsequent to any successful promotion application. Evidence as to the status of scholarship that is not yet public, such as "in press," or "under contract," must be provided, if that scholarship is listed in support of the candidate's application. Such evidence might include galley proofs, letters from editors, and so on.

(6/10)

5.) Part V

The department chair's annual evaluation (Unit III) for each year of the faculty member's term of employment at Elon University or for the previous 6 years

6.) Part VI

A letter from the faculty member's department chair assessing the member's performance relative to the Criteria for Evaluation as outlined above in section E and concluding with an overall recommendation. If the faculty member standing for tenure or promotion is the department chair, he or she, in consultation with the dean, determines which senior colleague in the department should write the letter.

7.) Part VII

Annual summaries of Student Perceptions of Teaching (Unit IV) for the faculty member's term of employment at Elon University or for the previous 6 years.

8.) Part VIII

The most recent dean's evaluation of the faculty member (Unit V) from a midpoint review or a post-tenure long range professional development review during the faculty member's term of employment at Elon University or the previous 4 years.

(08/07)

- b. The tenure/promotion file becomes the basic resource in the tenure or promotion review. However, if further clarification becomes necessary, those involved in the decision may consult and use the faculty member's personnel file (described above).
 - c. The tenure/promotion file exists only for the duration of the evaluation process. Once this process has been completed, the file is returned to the faculty member.
3. File for Faculty Applying for Continuance on Continuing Track or Lecture Track Appointments
- a. Teaching faculty members applying for continuance for either the continuing track or lecture track will create a file which will serve as the basic resource for the decision. The file is drawn from material in the faculty personnel file, but may be supplemented by material of the faculty member's choosing (e.g., personal recommendations). Generally, the file will include the following material organized according to these guidelines:

b. Part I

A letter of consideration for removal of probationary status which reflects on the faculty member's time at Elon and recent reviews. The letter should summarize the faculty member's case for removal of probationary status.

c. Part II

Current curriculum vitae.

d. Part III

The faculty member's Annual Report (Unit I) for the faculty member's term of employment at Elon University or the previous 4 years.

e. Part IV

Description, self-evaluation, documentation, and representative samples of the faculty member's achievement relative to the appropriate Criteria for Evaluation as outlined above in section E.

f. Part V

The department chair's annual evaluation (Unit III) for each year of the faculty member's term of employment at Elon University or for the previous 4 years.

g. Part VI

A letter from the faculty member's department chair assessing the member's performance relative to the appropriate Criteria for Evaluation as outlined above in section E and concluding with an overall recommendation. If the faculty member standing for continuance is the department chair, he or she, in consultation with the dean, determines which senior colleague in the department should write the letter. The senior colleague should not serve as a member of the faculty member's senior departmental faculty committee.

h. Part VII

Annual summaries of Student Perceptions of Teaching (Unit IV) for the faculty member's term of employment at Elon University or for the previous 4 years. In the faculty evaluation system at Elon University, teaching is of paramount importance and the Student Perceptions of Teaching (Unit IV) is a necessary tool in assessing teaching in the classes of faculty and others in the university community who serve a teaching role. However, the results of that tool should always be considered in relation to at least one other form of

evaluation of teaching. This component of the evaluation system is discussed above. However, reflecting the broadening scope of teaching and learning activities at the university, evaluation of faculty members' overall teaching effectiveness may also include teaching portfolios, peer evaluations, and other devices used in conjunction with the student evaluation of teaching/learning instrument.

(7/11)

i. Part VIII

The dean's evaluation of the faculty member (Unit V) during the faculty member's term of employment at Elon University or the previous 4 years.

4. The file becomes the basic resource in the review. However, if further clarification becomes necessary, those involved in the decision may consult and use the faculty member's personnel file (described above).
5. The file exists only for the duration of the evaluation process. Once this process has been completed, the file is returned to the faculty member.

G. Student Perceptions of Teaching (Unit IV)

In the faculty evaluation system at Elon University, teaching is of paramount importance and the Student Perceptions of Teaching (Unit IV) is a necessary tool in assessing learning in the classes of teaching faculty and others in the University community who serve a teaching role. This component of the evaluation system is discussed below. However, reflecting the broadening scope of teaching and learning activities at the university, evaluation of faculty members' overall teaching effectiveness should always be considered in relation to at least one other form of teaching evaluation including teaching portfolios, peer evaluations, and other devices.

1. Purpose

The purpose of the Student Perceptions of Teaching is to assess and record the opinions of students regarding their learning experience in each course. The instrument is separated into three parts. Part one includes 13 Likert-type questions about the course and the instructor, with the option for five instructor-supplied items. Part two asks seven questions related to student effort and demographics. Part 3 contains two open-ended items for student response, with a third optional item for an instructor-supplied prompt.

2. Scheduling

Unless exception is granted by the provost/vice president for academic affairs, each faculty member will gather student perceptions of teaching/learning for all class sections taught on campus during each semester/term for each academic year. Perception instruments should normally be administered to students prior to the last day of regular classes. The same, or a modified version of the student perception form, may be used for online and study abroad courses. While the Student Perceptions of Teaching is administered every semester, the purposes for which the results are used may vary, as outlined below (Item 5).

3. Administration

The office of the provost/vice president for academic affairs will distribute packets containing paper copies of the Perception instruments. These packets will contain instructions, and Student Perceptions of Teaching forms which include individualized instructor questions when requested. Faculty members will administer the instrument for each class in accordance with instructions from the provost/vice president for academic affairs. The instructions include a prepared statement explaining the nature and purpose of the instrument. The faculty member will designate a student from the class to distribute the Perception instruments, collect them upon completion, and return them to the office of the provost/vice president for academic affairs. *The faculty member is to leave the classroom during the administration of the instrument and is not to take possession of the packet once instruments have been completed by the class.* Once Perception instruments are completed, results will be returned by the student to the provost's office, 118 Alamance. This office will coordinate the collection and scanning of Student Perceptions of Teaching forms.

4. Presentation of Data

Data generated by these responses generally include the following:

- a. A summary for each class for each faculty member
- b. Summative information for all classes for each faculty member
- c. Summative data for each department and the university

5. Uses of the Data

Results from the Perception instrument are handled differently depending on the semester/term.

- a. Faculty Members: Data from the Student Perceptions of Teaching are to be made available to faculty members for all semesters the Perception instrument is completed. These data provide information to faculty members and assist in their self-analysis of teaching effectiveness. Data from semesters other than fall, and other semesters/terms where departments, colleges or schools require it, may be submitted by a faculty member in his/her application for tenure/promotion or other personnel decisions.

- b. Chair and Dean: In the fall semester, and in other semesters/terms where departments, colleges or schools require it, results of the Student Perceptions of Teaching data are to be shared with the faculty member's department chair and dean.
- c. Provost/vice president for academic affairs: In the fall semester, the provost, will receive results of the Student Perceptions of Teaching and these results will be included in the faculty member's personnel file.
- d. Promotion and Tenure Committee & Senior Faculty (for continuing track and lecture track decisions): In the fall semester, and in other semesters/terms where departments, colleges or schools require it, these data may be included by the faculty member into his or her personnel application materials and used for summative, or evaluative purposes in decisions of tenure, promotion and continuance.

(08/11)

H. Schedule of Activities for Evaluation of Teaching Faculty

See Schedule at end of this section.

I. Responsibilities in the Evaluation of Full-Time Teaching Faculty

- 1. Role of the Department Chair in Evaluation of Full-Time Teaching Faculty
 - a. Receives copy of faculty self-evaluation (Unit I)
 - b. Receives teaching evaluations for each course
 - c. Makes appropriate classroom visits
 - d. Reviews appropriate course related material (e.g., syllabi)
 - e. Conducts annual evaluation of faculty (Unit III)
 - f. Makes recommendations to dean concerning salary increases
 - g. Appoints senior departmental committee (in consultation with dean) for continuing track and lecture track probation review (when appropriate)
 - h. Makes recommendations concerning promotion and tenure decisions to dean and promotions and tenure committee
 - i. Provides input to dean on mid-point (and) final probationary review (called fourth year probationary review in table on page 19).
 - j. Makes recommendation to dean concerning continuing track and lecture track final probationary status review (called fourth year probationary review in table on page 19).
 - k. Receives copy of mid-point reviews from dean

(07/12)

2. Role of the Dean in Evaluation of Full-Time Teaching Faculty
 - a. Oversees faculty evaluation process within school/college
 - b. Reviews faculty self-evaluation (Unit I)
 - c. Reviews content and quality of Unit III (chair evaluations)
 - d. Conducts annual evaluation (Unit III) of chairs in his or her school/college
 - e. Receives syllabi for each course taught
 - f. Receives teaching evaluations for each course
 - g. Meets formally with tenure track faculty member normally during first year, for mid-point review and final tenure and/or promotion conference.
 - h. Meets formally with post probationary faculty member for a long range professional development review beginning in the fourth year after tenure and every 5 years thereafter
 - i. Meets formally with continuing track and lecture track faculty members during the second year
 - j. Visits classroom as appropriate
 - k. Assists chair in appointing departmental senior faculty committee
 - l. Recommends on probationary removal for continuing track and lecture track faculty to the provost/vice president for academic affairs
 - m. Writes mid-point reviews for tenure track faculty and submits to provost/vice president for academic affairs (copy to faculty member and department chair)
 - n. Discusses status of each faculty member annually with department chair
 - o. Recommends salary increases (with justification) to the provost/vice president for academic affairs
 - p. Recommends promotion and/or tenure decisions to the provost/vice president for academic affairs

(07/12)

3. Role of the Provost/Vice President for Academic Affairs in Evaluation of Full-Time Teaching Faculty
 - a. Before deliberations concerning promotions and tenure begin, the provost/vice president for academic affairs meets with the dean and the promotions and tenure committee to discuss policies and procedures regarding promotions and/or tenure.
 - b. The provost/vice president for academic affairs receives a copy of Unit I for employee files
 - c. The provost/vice president for academic affairs receives a copy of Unit III for employee files

- d. The provost/vice president for academic affairs approves annual salary increases
 - e. The provost/vice president for academic affairs approves continuation/termination of probationary faculty, including continuing track and lecture track 4-year probation decisions
 - f. After the provost/vice president for academic affairs has received the tenure and/or promotions recommendations from both the dean and the promotions and tenure committee, the provost/vice president for academic affairs will meet with the dean and the promotions and tenure committee to discuss the substance of the deliberations that led to their specific recommendations
 - g. The provost/vice president for academic affairs recommends promotion and tenure decisions to the president
- (6/08)
4. Role of the President in Evaluation of Full-Time Teaching Faculty
- a. The president of the university, as the chief executive officer, is delegated the authority to "... appoint or remove university administrative officials, faculty and staff..." (Trustee Bylaws, Article IX). All faculty personnel decisions, except those involving the granting of tenure or the promotion in faculty rank, are made by the president. The president recommends promotion and tenure action to the Board of Trustees.
 - b. The president prepares promotion and tenure recommendations for the spring meeting of the Board of Trustees. Presidential and/or Board of Trustees faculty personnel decisions are communicated to:
 - 1.) The individual faculty member
 - 2.) The provost/vice president for academic affairs
 - 3.) The chair of the promotions and tenure committee

(6/08)

J. Faculty Appeal

Faculty members who believe that a decision has been made in their case which violates university procedures should discuss their case with the provost/vice president for academic affairs and then make written request as described in II-10.

K. Removal for Cause

The president of the university, in consultation with the dean and provost/vice president for academic affairs, may remove a faculty member for cause without regard to the faculty evaluation schedule. "For cause" may include any or all of the following:

1. Illegal activity
2. Bona fide financial exigency
3. Abolition of the faculty member's discipline or department
4. Action inconsistent with the university's policies on nondiscrimination and nonharassment on the basis of age, race, color, creed, sex, national or ethnic origin, disability, sexual orientation, gender identity, or veteran's status.
5. Professional incompetence
6. Gross personal or professional misconduct, and/or
7. Other actions by a faculty member that are detrimental to the goals and missions of the university and which require prompt removal

Faculty members who believe that a decision has been wrongfully made in their case may request a hearing as described in II-10.

(07/12)

Evaluation of Teaching Faculty

Target Completion Date*	Person Responsible	Activity	Year of no review or decision	Mid-point review yr	Tenure Decision	Continuing Track Review	Continuation Decision	Lecturer Review	Lecturer Decision	Promotion Decision	Long Range Review
September 15 (2012) September 1 (2013 and forward)	Faculty Member	If eligible, submit application for promotion to provost/vpaa								X	
September 15 (2012) September 1 (2013 and forward)	Department Chair/Dean	Conferences conducted with candidates applying for tenure and/or promotion			X					X	
September 15 (2012) September 1 (2013 and forward)	Faculty Member	Unit II (personal recommendations) filed as appropriate with provost/vpaa	X	X	X	X	X	X	X	X	X
September 22 (2012) September 8 (2013 and forward)	Department Chair	Promotion and tenure recommendations sent to dean and provost/vpaa			X					X	
October 1 (2012) September 15 (2013 and forward)	Faculty Member	File submitted for tenure, continuance or promotion			X		X			X	
December 1	Dean	Promotion and tenure recommendations sent to provost/vpaa			X					X	
December 1	Faculty Member	Unit IV – Student Perceptions of Teaching	X	X	X	X	X	X	X	X	X
January 10	Promotion and Tenure Committee	Promotion and tenure recommendations sent to provost/vpaa			X					X	
January 15	Provost/vpaa	Summary of Student Perceptions of Teaching forwarded to faculty and included in personnel file	X	X	X	X	X	X	X	X	X
January 20	Faculty Member	Unit I completed for all mid-point review faculty; sent to dean, department chair, and provost/vpaa (to be included in personnel file)		X		X		X			
January 30	Faculty Member	Unit I completed for faculty not scheduled for mid-point review; sent to dean, department chair, and provost/vpaa (to be included in personnel file)	X		X		X		X	X	X
January 30	Department Chair	Conference conducted for faculty members scheduled for mid-point review and Unit III completed and sent to faculty member, dean, and provost/vpaa (to be included in personnel file). Dean conducts Unit III evaluation for department chairs scheduled for mid-point review in his or her college/school.		X		X		X			

Evaluation of Teaching Faculty

Section II - 8
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Target Completion Date*	Person Responsible	Activity	Year of no review or decision	Mid-point review yr	Tenure Decision	Continuing Track Review	Continuation Decision	Lecturer Review	Lecturer Decision	Promotion Decision	Long Range Review
January 30	Dean	Mid-point review conferences conducted for faculty on tenure track, continuing track and lecture track.		X		X		X			
January 30	Department chair, departmental senior faculty	Final probationary review conducted for faculty on continuing track and lecture track. Completed and sent to dean and provost/vpaa (to be included in personnel file).				X		X			
February 15	Dean	Final probationary review conducted for faculty on continuing track and lecture track. Completed and sent to provost/vpaa (to be included in personnel file)				X		X			
February 28	Department Chair	Conference conducted and Unit III completed for each faculty member not scheduled for a mid-point review, and sent to faculty member, dean, and provost/vpaa (to be included in personnel file). Dean conducts Unit III evaluation for department chairs in his or her college/school.	X		X		X		X		X
February 28	Dean	Conference conducted with each department chair regarding departmental faculty.	X	X	X	X	X	X	X	X	X
Spring board meeting (March)	President and Provost/VPAA	Notify faculty regarding tenure, and promotions actions. Notify continuing track and lecture track faculty of decisions regarding removal of probationary status.			X		X		X	X	
March 30	Dean	Unit V Completed and sent to provost/vpaa (to be included in personnel file)	X	X	X	X	X	X	X	X	
May 15	Dean	Long range professional development conferences conducted. Unit V completed and sent to faculty member and provost/vpaa (to be included in personnel file)									X
June 1	Dean	Conferences conducted with each department chair to review department and faculty development.	X	X	X	X	X	X	X	X	X
July 15	Provost/vpaa	Notification of faculty in line for tenure, continuance review, promotion, mid-point conferences or long-range professional development review.		X	X		X		X	X	X

*While the university aims to complete the activity by the target date, depending on circumstances, the completion date may be later.

(07/12)

Faculty and Administrative Evaluation System

Faculty

- **UNIT I** – Annual Report for Teaching Faculty Member
- **UNIT II** – Personal Recommendations for Faculty
There is no form for Unit II.
- **UNIT III** – Evaluation of the Teaching Faculty Member by the Department Chair
- **UNIT IV** – Student Perceptions of Teaching
Forms available in 120 Alamance
- **UNIT IV** – Student Evaluation of the Learning Process for Faculty Teaching
Graduate Courses
Forms available in 120 Alamance
- **UNIT V** – Evaluation of Teaching Faculty Member by the Dean

Administrative

- Evaluation of Department Chair
- Evaluation of Dean
- Evaluation of Provost/Vice President for Academic Affairs

UNIT I - ANNUAL REPORT FOR TEACHING FACULTY MEMBER

Faculty Member _____

Rank _____ Date _____

The teaching faculty member is expected to maintain an updated resume in the office of academic affairs, including an annual self-evaluation, commenting on the criteria listed below as appropriate. Refer to II-9 for illustrative examples of activities within each of the following categories.

I. The faculty member summarizes the activities and accomplishments of the prior calendar year, including the previous summer months. Each criterion for evaluation should be addressed and lettered as presented below.

- First Level Criterion - Teaching
- Second Level Criteria – Contributions to the Life of the University and Professional Activity

II. The faculty member presents a professional activity/development plan. Plans should focus on the upcoming calendar year, and relate to a long-range professional development plan.

III. Miscellaneous

Send copies to the Department Chair and Dean

(7/04)

**UNIT III - EVALUATION OF TEACHING FACULTY MEMBER
BY THE DEPARTMENT CHAIR**

Name of Faculty Member Being Evaluated _____

Rank _____ Date _____

Name of Department Chair _____

The department chair is expected to prepare an annual evaluation of each departmental teaching faculty member, commenting on the criteria listed below as appropriate. Refer to II, 9 for illustrative examples of activities within each of the following categories.

I. Criteria for Evaluation

A. First Level Criterion - Teaching

B. Second Level Criteria - Contributions to the Life of the University and Professional Activity

II. Progress on Professional Development Plan**III. Miscellaneous Comments**_____
Department Chair's Signature_____
Faculty Member's Signature_____
Reviewed by Dean

c: Faculty Member, Dean

(7/04)

(This top section will contain information to allow for the identification of the section and the instructor.)

Student Perceptions of Teaching

INSTRUCTIONS: Please read each of the following items and respond by darkening one response option for each item. Please give each item careful and thoughtful consideration. If your instructor provided specific statements for items number 14-18, please make sure to complete them. If your instructor did not provide specific statements for those items then leave them blank. If you feel that an item is not applicable, or if you are not able to give a knowledgeable response, please use the "N/A or Don't Know" response.

RESPONSE SCALE	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	N/A or Don't Know
		①	②	③	④	⑤	⑥

PART 1:

1. The classes were well-prepared and well-organized.	①	②	③	④	⑤	⑥	N/A
2. Course assignments fostered analytical and/or creative thinking.	①	②	③	④	⑤	⑥	N/A
3. The instructor set clear goals and objectives in the course.	①	②	③	④	⑤	⑥	N/A
4. The instructor was available outside of class (during office hours, electronically, or both).	①	②	③	④	⑤	⑥	N/A
5. The instructor communicated clear guidelines related to graded work.	①	②	③	④	⑤	⑥	N/A
6. The instructor displayed enthusiasm for the subject.	①	②	③	④	⑤	⑥	N/A
7. The instructor set a high standard for achievement that students were encouraged to meet.	①	②	③	④	⑤	⑥	N/A
8. The instructor challenged students to think critically about course material.	①	②	③	④	⑤	⑥	N/A
9. The instructor supported a class environment of mutual respect.	①	②	③	④	⑤	⑥	N/A
10. The instructor expected students to support assertions with evidence and/or reasoning.	①	②	③	④	⑤	⑥	N/A
11. The instructor gave me feedback that helped me learn.	①	②	③	④	⑤	⑥	N/A
12. The instructor facilitated my learning of the subject matter.	①	②	③	④	⑤	⑥	N/A
13. The instructor expected students to take responsibility for their own learning.	①	②	③	④	⑤	⑥	N/A
14. (Instructor supplied item)	①	②	③	④	⑤	⑥	N/A
15. (Instructor supplied item)	①	②	③	④	⑤	⑥	N/A
16. (Instructor supplied item)	①	②	③	④	⑤	⑥	N/A
17. (Instructor supplied item)	①	②	③	④	⑤	⑥	N/A
18. (Instructor supplied item)	①	②	③	④	⑤	⑥	N/A

PART 2:

1. I have consistently put a lot of effort into meeting course objectives.	①	②	③	④	⑤	⑥	N/A
2. I completed readings and assignments by the due date.	①	②	③	④	⑤	⑥	N/A

**UNIT V - EVALUATION OF TEACHING FACULTY MEMBER
BY THE DEAN**

Name of Faculty Member Being Evaluated _____

Rank _____ Date _____

Department _____

The narrative evaluation statements are based on all information available to the dean, including when possible the major performance interview with the teaching faculty member. Refer to II-9 for illustrative examples of activities within each of the following categories.

I. Criteria for Evaluation

A. First Level Criterion - Teaching

B. Second Level Criterion - Contributions to the Life of the University and Professional Activity

II. Progress on Professional Development Plan**III. Miscellaneous Comments**_____
Faculty Member's Signature_____
Date_____
Dean's Signature_____
Date

(7/04)

Evaluation of Department Chair

To be completed by each member of the department.

Evaluations for chairs are normally conducted during March of each academic year. Evaluation forms are sent electronically to faculty members by the Office of Institutional Research and are to be completed by March 20th as follows:

Chair's Evaluations

Responses are reviewed by the dean and are included as part of the annual review. The forms are returned to the individual being evaluated.

Name of Department Chair Being Evaluated _____
Department _____

To what degree is each item below descriptive of this administrator?

Highest	Average		Lowest		Do Not Know	Not Applicable
5	4	3	2	1	X	X

- _____ Provides initiative for the improvement of department curriculum.
- _____ Provides or encourages departmental extracurricular activities for student majors.
- _____ Encourages faculty development through workshops, research, professional meetings, or completion of advanced degree.
- _____ Gives personal support through constructive individual evaluation conferences or through other means.
- _____ Includes department members in decisions about use of department budget.
- _____ Includes department members in decisions about curriculum changes and/or waivers.
- _____ Effectively represents the department interests to the administration.
- _____ Effectively represents the faculty member to the administration.
- _____ Assigns duties equitably and appropriately.
- _____ Communicates effectively with department members.
- _____ Performs position-related duties with integrity, credibility, and fairness.

Department Meetings: Check those choices that apply.

1. Number of meetings: ___Adequate ___Too frequent ___Too infrequent
2. Effectiveness of Meetings: ___Highly effective ___Adequate ___Ineffective

Please make any comment that you feel would be helpful.

Administered annually (March 1) by the Office of Institutional Research

(6/09)

Evaluation of Dean

To be completed by each member of the faculty.

Evaluations for deans are normally conducted during March of each academic year. Evaluation forms are sent electronically to faculty members by the Office of Institutional Research and are to be completed by March 20.

(Name of Dean being Evaluated)

These responses are reviewed by the provost and are included as part of the annual review. The forms are returned to the individual being evaluated.

Faculty Status of Person Completing this Form:

- Full-Time Teaching Faculty
- Admin. Staff with Faculty Rank
- Other
- Part-Time Teaching Faculty
- Academic Support Staff with Faculty Rank

To what degree is each item below descriptive of this administrator?

Highest		Average		Lowest	Do Not Know	Not Applicable
5	4	3	2	1	X	X

- _____ Provides positive leadership in conceiving and executing academic programs.
- _____ Follows the letter and intent of *Faculty Handbook* guidelines.
- _____ Handles routine duties effectively.
- _____ Delegates responsibility when appropriate.
- _____ Encourages faculty development through scholarly activities and research.
- _____ Communicates with and keeps the faculty informed.
- _____ Is approachable, accessible, considerate, and courteous.
- _____ Effectively mediates and arbitrates conflict.
- _____ Performs position-related duties with integrity, credibility and fairness.

Please comment on particular strengths or weakness related to the areas listed above. Feel free to make any additional comments that are appropriate.

Administered annually (March 1) by the Office of Institutional Research

(6/09)

Evaluation of Provost

To be completed by each member of the faculty.

Evaluations for the provost are normally conducted during March of each academic year. Evaluation forms are sent electronically to faculty members by the Office of Institutional Research and are to be completed by March 20.

○ Provost's Evaluation

These responses are reviewed by the president and are included as part of the annual review. The forms are returned to the individual being evaluated.

Faculty Status of Person Completing this Form:

Full-Time Teaching Faculty

Part-Time Teaching Faculty

Admin. Staff with Faculty Rank

Academic Support Staff with Faculty Rank

Other

To what degree is each item below descriptive of this administrator?

Highest		Average		Lowest	Do Not Know	Not Applicable
5	4	3	2	1	X	X

Provides positive leadership in conceiving and executing academic programs.

Follows the letter and intent of *Faculty Handbook* guidelines.

Handles routine duties effectively.

Delegates responsibility when appropriate.

Encourages faculty development through scholarly activities and research.

Communicates with and keeps the faculty informed.

Is approachable, accessible, considerate, and courteous.

Effectively mediates and arbitrates conflict.

Performs position-related duties with integrity, credibility and fairness.

Please comment on particular strengths or weakness related to the areas listed above. Feel free to make any additional comments that are appropriate.

Administered annually (March 1) by the Office of Institutional Research

(6/09)

Hearing Procedures for Employees with Faculty Rank

A. The Elon University Faculty Bylaws provide (Article VI, Section 3, k) that:

“Elected members of Academic Council shall serve as a hearing committee, when a hearing is to be held, in cases involving 1) the dismissal or suspension of a faculty member or 2) charges of unprofessional conduct against a faculty member with the exception of complaints of harassment or discrimination based on membership in protected categories in Elon’s nondiscrimination statement. Any dismissal, suspension, or disciplinary action as a result of a finding of a violation of the university’s nondiscrimination/nonharassment policies may, upon request by the accused faculty member, be heard by Academic Council.”

(04/12)

B. The academic council has adopted the following procedures for use when it sits as a hearing body for any employee with faculty rank:

1. The person requesting the hearing (hereinafter referred to as the aggrieved person) may present the grievance and/or he/she may be represented by any other faculty member he/she selects.
2. Any other person who considers himself/herself to be directly affected by the hearing may apply to the academic council to be made a party. Persons granted such status by the academic council will have the same rights to representation and presentation of evidence as the aggrieved person. The administration, or persons complained against, shall be parties to the hearing.
3. Parties to the hearing will be afforded opportunity to present written or oral evidence and may call witnesses to present evidence.
4. During the course of presentation of evidence, members of the hearing body may interject questions as considered necessary.
5. All sessions shall be open only to parties to the hearing, their representatives, and to witnesses while they are testifying.
6. After all testimony has been heard, the academic council shall meet in executive session to formulate its recommendations.
7. In reaching its decision, the academic council will consider only documents, materials and testimony presented in the hearing.

8. Recommendations of the academic council as to disposition of the case shall be made to the president of the university with a copy of same to each party.
9. During and after the hearing members of the academic council shall make no comment regarding the case beyond those made in meetings of the council.

C. Procedures for Dismissal of Tenured Teaching Faculty

1. Administrative Consultation

When reason arises to question the retention of a teaching faculty member who has tenure, the chair of the department, the dean, and the provost/vice president for academic affairs will discuss the matter with the faculty member. The procedure may be terminated at this point by mutual consent.

2. Academic Council

If the issue is not resolved by mutual consent, the faculty member has the right to request a hearing by the academic council. The hearing procedures adopted by the academic council are printed in the above section. The faculty member requesting the hearing may present the grievance and/or may be represented by any other faculty member he/she selects. The faculty member has the right to secure counsel and the right to question witnesses.

Recommendations of the academic council concerning disposition of the case shall be made to the president of the university.

3. Board of Trustees

If requested by the faculty member, the president shall take the full report of the academic council to the Board of Trustees stating the council's recommendation, together with the president's own recommendation. The Board may accept the president's recommendation or the recommendation of the council, or the recommendation may be returned to the council for reconsideration.

(8/01)

Faculty Grievance Procedure

A. For Faculty

1. Purpose

The purpose of this procedure is to assure fairness and consistency in faculty employee relations and to resolve misunderstandings as quickly as possible. No employee shall be discriminated against because he/she uses this procedure.

2. Coverage

For purposes of this procedure, employees are full-time and part-time faculty. Academic support staff with faculty rank and administrative staff with faculty rank may choose either the faculty or staff procedure.

3. Grievable Issues

- a. Disciplinary actions, including written warnings placed in employee's file, suspensions and discharges, where the employee questions the appropriateness of the stated cause except hearings conducted by the academic council under I-5, Article VI, Section 3, k of the faculty bylaws.
- b. Alleged violation, misinterpretation or inequitable application of university policy affecting the employee.
- c. Alleged violation of the professional boundaries policy as defined in Web Resources A-17 in the Table of Contents of the *Handbook*. (Note: Students who wish to issue a complaint of the professional boundaries policy against a faculty or staff member should use the process identified in the Student Handbook for addressing such violations.)

4. Non-Grievable Issues

- a. Issues heard by the Academic Council under I-5, Article VI, Section 3, k of the faculty bylaws.
- b. Issues heard by the Tenure/Promotion Appeal Board and the Continuance Appeal Hearing Board as defined by the *Faculty Handbook*.
- c. Determinations of responsibility for discrimination and harassment based on membership in protected categories in Elon's non-discrimination statement and any sanctions resulting from such determinations.

- d. Termination related to: reduction in force or expiration of grants, failure to receive tenure, failure to receive a continuing contract, and expiration of employment contracts.
 - e. The content of published personnel policies and procedure.
5. Procedure for Grieving Items listed above (General Grievance Procedure)
- a. Step One
 - 1.) Informal discussion with the employee's supervisor/department chair should always take place first in an attempt to resolve any problem. In some cases, input from a higher authority may be helpful. The employee and/or supervisor/department chair may wish to contact such a person.
 - 2.) In the event that the department chair is involved in the complaint, a second person, selected by the provost/vice president for academic affairs, will assist in the investigation.
 - 3.) Investigation at this step will be conducted expeditiously.
 - b. Step Two
 - 1.) If the aggrieved employee (grievant) is not satisfied with the disposition of the grievance at step one, he or she shall, within 30 days after the event giving rise to the grievance, submit a written statement of grievance to his/her department chair.
 - 2.) Upon receipt of the grievance at this stage, the department chair will notify the director of human resources who will contact the university legal advisor in order to help assure that the grievance procedure is followed carefully.
 - 3.) The department chair shall investigate and attempt to resolve the grievance. This investigation may include a meeting between the department chair, appropriate dean, the grievant, and any other appropriate personnel.
 - 4.) A written response shall be given to the employee within 2 weeks after receipt of the written grievance by the department chairperson unless the employee agrees to an extension of this time period.
 - c. Step Three

If the grievant is not satisfied with the disposition of the grievance at step two, or if no decision has been rendered within 2 weeks of the department chair's receipt of the grievance at step two, the employee may request the dean of the department chair's college or school to begin processing the grievance at step three.

d. Step Four

- 1.) If the grievant is not satisfied with the disposition of the grievance at step three, or if no decision has been rendered within 2 weeks of the dean's receipt of the grievance, the employee may request that the provost/vice president for academic affairs begin processing the grievance at step four.
- 2.) The provost/vice president for academic affairs, with the support of the director of human resources, will arrange for a hearing to be conducted by a three-member committee of employees, one member of which will be selected by the grievant, one by the provost/vice president for academic affairs. Both of these members shall select a third member from the current members of the academic council.
- 3.) If the two members are unable to agree on the selection of a third member, they shall alternately eliminate names from the academic council until the last name, which person shall become the third committee member. First elimination is to be determined by the toss of a coin.
- 4.) The committee selected above will select from among its members a chair by majority vote. If no member receives a majority, the member chosen from the academic council shall be chair. The chair, with support provided from the director of human resources, will be responsible for determining how the facts relative to the grievance shall be investigated. The chair will also determine whether a formal hearing is required. If such a hearing is held, the grievant may be accompanied and represented at the hearing by a university employee of his or her choosing. Only university employees may represent an employee in a grievance hearing. Reasonable provision will be made for other employees to appear as witnesses.
- 5.) The investigation by the three-member committee should normally be completed within one month of its formation. Within 3 weeks of the completion of the investigation, the recommendation of a majority of the committee, along with their findings of fact, shall be submitted to the president.
- 6.) The president, after reviewing the findings and recommendations and any other evidence considered relevant, shall make a final decision which will then be communicated to the grievant.

6. Grievance Procedure for Alleged Violation of the Professional Boundaries Policy

Faculty who are found to be in violation of the Professional Boundary Policy and who wish to contest the finding should follow the faculty's general grievance policy, see Faculty Handbook, Section II-10-Faculty Grievance Policy.

7. Policies Regarding Discrimination and Harassment Violations (includes sexual harassment)

The university seeks to provide an educational community and workplace free of prohibited discrimination and harassment. To that end, it has adopted the following nondiscrimination statement: "Elon University does not discriminate on the basis of age, race, color, creed, sex, national or ethnic origin, disability, sexual orientation, gender identity, or veteran's status (collectively, "protected categories") in the recruitment and admission of students, the recruitment and employment of faculty and staff, or the operation of any of its programs." Consistent with our nondiscrimination statement, the university does not tolerate the discrimination or harassment of any student, university employee or other individuals associated with the university including, but not limited to, vendors, contractors, and guests on the basis of membership in any of these protected categories.

a. Definitions

- 1.) Discrimination. Prohibited discrimination occurs when an individual suffers an adverse employment, academic or other decision based on protected categories.
- 2.) Harassment is defined as conduct (including verbal, written, visual, or physical conduct) that denigrates or shows hostility against an individual based on his or her membership in one or more protected categories when such conduct has the purpose or effect of:
 - a.) unreasonably interfering with his or her work or academic performance, or
 - b.) creating an intimidating, hostile, humiliating, or offensive working, living or learning environment.
- 3.) Sexual harassment. Sexual harassment is a particular type of harassment and is a form of prohibited sex discrimination. Sexual harassment includes sexual violence. Sexual harassment generally may be described to include unwelcome sexual advances, requests for sexual favors, or other physical and expressive behavior of a sexual nature when:
 - a.) Submission to or rejection of such conduct is made either explicitly or implicitly a term of or a condition of education, employment, or participating in university activities;

- b.) Submission to or rejection of such conduct by an individual is or could be used as the basis for evaluation in making academic or personnel decisions affecting that individual; or
- c.) Such conduct has the purpose or effect of unreasonably interfering with an individual's performance, or creating an intimidating, hostile or offensive working, living or learning environment.

Examples of sexual harassment vary with the circumstances but may include, but are not limited to, slurs, threats, derogatory or suggestive comments, unwelcome jokes, and displays of sexually-oriented literature or pictures, unwelcome teasing or sexual advances and other similar verbal or physical conduct, including e-mail, phone calls or other online communications. Sexual violence includes acts such as rape, acquaintance rape and other forms of non-consensual sexual activity.

- b. **University Obligation to Act.** Any member of the university may file a complaint of discrimination or harassment. The university has a duty to investigate all alleged incidents of prohibited harassment or discrimination in violation of its policy and reserves the right to act as complainant should the university become aware of alleged violations of this policy. Because some actions reported under this policy may also involve potential criminal conduct (sexual violence is considered sexual harassment under Title IX), the university, consistent with applicable law, will determine whether appropriate law enforcement or other authorities ought to be notified. The university will follow its processes for the investigation and redressing of such allegations even when law enforcement authorities are involved. Regardless of pending criminal investigation, the university is obligated to investigate claims and take corrective action to ensure a working and learning environment that is free from discrimination or harassment. All members of the Elon community are expected to cooperate in the resolution or investigation of complaints of harassment and discrimination.
- c. **Timeliness of Reporting a Complaint.** A complaint of discrimination or harassment should be submitted pursuant to this policy as soon after the offending conduct as possible in order to allow for an effective investigation, appropriate resolution to the complaint, and prevention of recurrence. Complaints received more than one year after the occurrence may be difficult to investigate due to such factors as passage of time, availability of witnesses and relevant information, and opportunity to take remedial action (such as when the student or employee are no longer at the university).
- d. **Confidentiality.** All persons involved in the grievance process related to claims of discrimination or harassment are expected to maintain confidentiality regarding information related to the claims to the extent that

such confidentiality does not contradict or undermine the university's responsibility to respond effectively to the complaint or to comply with the law. An individual's requests regarding the confidentiality of reports of discrimination or harassment will be considered in determining an appropriate response; however, such requests will be considered in the dual contexts of the university's legal obligation to ensure a working and learning environment that is free from discrimination or harassment and the due process rights of the accused to be informed of the allegations and their source. Some level of disclosure may be necessary to ensure a prompt, thorough and impartial investigation.

- e. **Filing of False Complaints.** The university does not allow the filing of false, frivolous or malicious complaints under this policy. Those bringing such complaints are subject to discipline, up to and including dismissal.
- f. **Corrective Action.** The university provides educational and training programs, and victim resources, to prevent harassment and discrimination, as presented at <http://www.elon.edu/e-web/students/saa>. The university may, after becoming aware of an alleged violation of this policy, take appropriate action to ensure safety and non-retaliation. Such interim actions may include placing the accused on administrative leave, reassignment, or authorizing other types of temporary measures while an investigation is pending, including but not limited to "no contact" instructions.

Should it be determined that a violation of the university policy on discrimination or harassment has occurred, appropriate action will be taken and will reflect the severity of the incident and any past discrimination or harassment offenses. Possible actions shall include, but not be limited to, written warning placed in the personnel file, reassignment of duties, suspension without pay, demotion, removal from a portion of assigned duties, appropriate professional training, and dismissal. The resolution of all claims, whether via the informal or formal procedures outlined below, must fulfill the university's responsibilities to prevent future discrimination and harassment and the creation of a hostile environment, and to ameliorate any negative effects of the discrimination or harassment in question. Determinations of responsibility or non-responsibility for harassment or discrimination will be made using the preponderance of evidence standard. Claims of sexual harassment and discrimination will be handled in accordance with Title IX, and claims of discrimination regarding disability, including failure to provide appropriate accommodations approved through published procedures, will be handled in accordance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Acts. Please refer to <http://www.elon.edu/e-web/students/saa/> and for information on Title IX policies and procedures and to <http://www.elon.edu/e-web/academics/support/disabilities.shtml> for information on disabilities services policies and procedures.

- 3.) A member of the university community who wishes to make an official report of discrimination or harassment regarding a university employee can report the incident to any of the following persons who will refer the complaint to the assistant director of human resources for employee relations (ADHRER) for follow-up: deans; associate provosts; vice presidents; the ADHRER or, in cases involving sex discrimination or sexual harassment, the university's Title IX Deputy Officer or Title IX Officer. Upon receipt of the complaint, the ADHRER, will contact the complainant to determine which of the two processes below he or she wishes to initiate. In the event that the ADHRER is involved in the complaint, the office of record will contact the director of human resources who will appoint a university official to carry out the duties of the ADHRER as describe below. Complaints of alleged policy violations by members of the president's senior staff should be made to the president and complaints of alleged policy violations by the president should be made to the chair, board of trustees.

- 4.) The timelines for implementing the grievance procedures below are intended to allow for an expeditious and complete resolution of complaints. The university will make every reasonable effort to achieve resolution of complaints within these or shorter timeframes. However, during times when classes are not in session or at the end of an academic term, or depending on the ability of the university to conduct an effective investigation, timelines may be adjusted. The estimated timeframe for resolution of a complaint via the informal procedure is thirty (30) days from the report of an incident. The estimated timeframe for resolution of a complaint via the formal procedure is ninety (90) days or less from the time the ADHRER receives a written request to initiate the formal procedure. The estimated timeline for notification of the results of an appeal is twenty-one (21) days from the date the request for appeal is received by the provost. When the university cannot adhere to these estimated timelines, the complainant and accused will be notified and provided an anticipated completion date.

b. Informal Procedure

- 1.) The goal of the informal procedure is to resolve concerns at the earliest stage possible, with the cooperation of all parties involved. Informal resolution may include inquiry into the facts, but typically does not include a formal investigation. Allegations involving sexual assault may not be addressed using the informal procedure.

Upon receiving the initial report from the complainant, the ADHRER will notify the university employee's supervisor(s) (if the accused is a faculty member, this will usually be the chair of the employee's department and

the dean of the employee's school or college). In cases involving sex discrimination or sexual harassment, the university's Title IX Deputy Officer or Title IX Officer will also be notified, as applicable, as will the 504 Officer in cases of disabilities discrimination. The ADHRER will then take appropriate steps to resolve the concern, which may include holding discussions (either separately or together) with the complainant, the accused, the accused's supervisor, and appropriate university officials. If the ADHRER is involved in the complaint or is unavailable to complete the informal procedure, the Director of Human Resources will assume the role of the ADHRER or will assign another Elon staff member to do so.

- 2.) If the matter is resolved informally to the satisfaction of all parties, the supervisor of the accused (and, in instances of sexual discrimination or harassment, the university's Title IX Deputy Officer or Title IX Officer as applicable, and in cases of disabilities discrimination, the 504 Officer), in consultation with the ADHRER, will maintain a record of the resolution.
- 3.) If the matter cannot be resolved informally to the satisfaction of all parties or the complainant chooses the formal process at any time, the complainant may initiate the formal procedure described below by notifying the ADHRER.

c. Formal Procedure

- 1.) If informal resolution is unsuccessful, unavailable (such as in the instance of sexual assault), or if the complainant prefers the formal procedure, a formal written complaint must be filed. The written complaint shall include details of the allegations of violations of the university policy against harassment and discrimination including, but not limited to the alleged violations, the date/s and time/s of the alleged violations and any witnesses or other relevant information about the complaint. If the ADHRER is involved in the complaint, the complainant should submit the statement to the director of human resources. If the ADHRER is involved in the complaint or is unavailable to complete the investigation, the director of human resources will investigate or assign an investigator who will then take on the duties of the ADHRER as described below.
- 2.) Upon receipt of the written complaint, the ADHRER will notify the accused, the university accused employee's supervisor(s), the provost and if the case involves sex discrimination or sexual harassment, the university's Title IX Deputy Officer or Title IX Officer as applicable, and in cases of disabilities discrimination, the 504 Officer. The university will conduct a prompt, thorough and impartial investigation.

- 3.) The ADHRER will undertake an investigation of the allegations contained in the written statement. Depending on the nature of the allegations, the investigation could include interviews with the complainant, the accused and/or witnesses; review of written documentation and relevant policies; and any other steps necessary to thoroughly investigate the allegations. The investigation will be conducted as expeditiously as possible, and the results of the investigation will be forwarded to the provost. At that time, academic support staff with faculty rank or administrative staff with faculty rank who are accused of violating the policy must notify the provost whether they choose the faculty or staff procedure; once notification is given, the accused may not change procedures.
- 4.) Within fourteen (14) days of the ADHRER's receipt of the written complaint, the provost, or his/her designee, will assemble a three-member hearing committee. One member of the committee will be a faculty member, appointed by the chair of the Academic Council; one member will be a staff member, appointed by the provost from a list of staff recommended by the Staff Advisory Council; and one administrator, at the level of assistant dean or above, appointed by the provost. To be eligible for appointment, an appointee must have completed training in university discrimination and harassment policies and procedures (including Title IX and 504/ADA obligations), and have no conflict of interest in the complaint. If the provost finds an appointee to have a conflict of interest or be unable to complete the required training in a timely fashion, she or he will request an additional three names from the appointer and choose one name from that list.
- 5.) The hearing committee will elect a chair by majority vote who will serve as the convener of the committee.
- 6.) The provost will provide the hearing committee with a copy of the results of the confidential investigation conducted by the ADHRER. After reviewing the results of the investigation, the committee will conduct a hearing regarding the allegations and investigation findings. Both the complainant and the accused each may be accompanied and advised at the hearing by a university student or employee; however, no attorneys may be present or participate in the hearing. Reasonable provisions will be made for university employees or students to appear as witnesses.
- 7.) The hearing should normally be completed within 30 days from the receipt of the investigation. Within 14 days of the completion of the hearing, the committee will provide a written report of responsibility or non-responsibility for policy violations. The committee will provide a copy of this report to the complainant, the accused, the ADHRER, the provost, and, in cases involving sex discrimination or sexual harassment, the

university's Title IX Deputy Officer or Title IX Officer as applicable, and in cases of disabilities discrimination, the 504 Officer. The committee will also issue a recommendation to the provost for sanctions, if any, to be assigned to the accused if the accused is found responsible for any alleged policy violation.

- 8.) Either the complainant or the accused may request an appeal of the hearing committee's finding of responsibility or non-responsibility by providing a written notice of appeal to the provost within 7 days of the hearing board's determination. Appeals of the hearing board's decision may only be made on the basis of 1) substantial violations of the procedures of this policy and/or 2) the emergence of new, material information relevant to the alleged policy violations. Written notice of appeal must identify the basis of the appeal and should include sufficient detail to support the appeal. If the provost is involved in the case, the complainant should submit the statement to the president of the university, who will then take on the duties of the provost as described in this paragraph. Upon receipt of this written appeal, the provost will review the information from the formal procedure plus any new information submitted and permit the non-appealing party an opportunity to provide information relevant to the appeal if desired. The provost will make a final determination of responsibility and notify the complainant and accused of the outcome within 30 days of receiving the request for appeal. If the provost upholds a decision of responsibility, she or he will assign sanctions and communicate in writing this decision and sanctions to the accused, the accused's supervisor, the ADHRER, and, in cases involving sex discrimination or sexual harassment, the university's Title IX Deputy Officer or Title IX Officer as applicable, and in cases of disabilities discrimination, the 504 Officer). Any decision to issue sanctions by the provost will be placed in the accused's personnel file.
- 9.) If no appeal is filed of the hearing committee findings, the provost will determine appropriate corrective actions including sanctions upon a review of the hearing committee findings and file. A written summary of corrective action will be provided to the accused, the accused's supervisor, the ADHRER, and, in cases involving sex discrimination or sexual harassment, the university's Title IX Deputy Officer or Title IX Officer as applicable, and in cases of disabilities discrimination, the 504 Officer) within 2 weeks of provost receiving the reports of the hearing committee.
- 10.) The university will maintain documentation of the complaint, its investigation and hearing process under this policy. In cases involving sex discrimination or sexual harassment, all documentation will be filed with the university's Title IX Deputy Officer or Title IX Officer as applicable,

and in cases of disabilities discrimination, the 504 Officer.

9. Implementation of sanctions

- a. The provost is responsible for implementing sanctions and will follow all relevant existing procedures.
- b. In cases where the sanctions assigned to the accused include either dismissal or suspension, the accused case may be heard by Academic Council (see Article VI, Section 3, k of the faculty by-laws) with the recommendation of the council being provided to the president. Tenured faculty may also request the Board of Trustees to review the recommendations of the Academic Council and the president, in accordance with Section II-10, C, 3.
- c. In cases where the corrective actions assigned to the accused do not include either dismissal or suspension, and the accused believes that the corrective actions assigned are excessive or inappropriate, the accused can request that Academic Council serve as a hearing committee to review the assigned sanctions. The accused must make this request to the chair of Academic Council within 7 days of provost's determination of sanctions, and the council must hold a hearing concerning the sanctions within 14 days of receiving the request by the accused employee. The council must then provide a written recommendation to the provost within 7 days of the conclusion of the hearing. Within 7 days of receiving the recommendation of council, the provost will then provide a final written statement of sanctions to the accused, the accused's supervisor, the ADHRER, and, in cases involving sex discrimination or sexual harassment, the university's Title IX Deputy Officer or Title IX Officer as applicable, and in cases of disabilities discrimination, the 504 Officer.

(07/12)

Grade Appeal Procedure

The grade appeal system affords recourse to a student who has evidence or believes that evidence exists to show that an inappropriate grade has been assigned as a result of clerical error, personal bias, or arbitrary grading. Grades (for an entire course, assignment, or unit) given by an instructor after the student is found responsible for an academic honor code violation through the University Honor System may not be appealed.

Keeping in mind that the appeal of a course grade should be attended to as soon as possible, the student must contact the professor involved within the first 2 weeks of the start of fall semester for the appeal of a spring semester or a summer term grade, and within the first 2 weeks of the spring semester for the appeal of a fall semester grade. In the case of a winter term grade the appeal must be made no later than April 1st of the year in which the course was completed. If the faculty member who taught the course is not available, the appeal should be made to the chairperson of the faculty member's department.

In the case of a grade that would affect a graduating senior or that would result in probation or suspension, the student must contact the professor immediately after the grade is posted, and the procedure will be expedited.

Procedure for appealing a course grade:

To begin an appeal the student must first set up a meeting with the professor to discuss the situation within the timeframe outlined above. As it is the responsibility of the student to demonstrate that the appeal has merit, the student should bring to this meeting any work from the course the student has in his/her possession for the professor to review. At the meeting the professor will:

1. Review any work that the student brings to discuss.
2. Show the student any of the student's work that remains in the professor's possession (e.g., papers, final examinations and projects).
3. Explain how the student's grade was determined based on the standards set forth at the beginning of the class and listed in the course syllabus.
4. Re-figure the numerical computation of the grade, if any, to determine if there has been a clerical error.

If the student wishes to continue the appeal following this meeting, he or she must file a written appeal with the professor's department chairperson by the end of the fourth week

of the semester, or by April 15th in the case of the appeal of a winter term grade. If the department chairperson is the professor involved, the written appeal will go to the dean of the college or school. The student will submit to the department chairperson the "Student Grade Appeal Statement" form together with copies of the course syllabus, tests, assignments, and papers in the student's possession. The department chairperson will notify the professor involved, and the professor will file the "Professor Grade Appeal Statement" form with the department chairperson by the end of the fifth week of the semester, by April 22nd for winter term grade, together with copies of the syllabus, assignments, and any of the student's work that remain in the professor's possession. The department chairperson, following consultation with the related dean or deans, will render a decision in writing regarding the grade appeal by the end of the sixth week of the semester, or by April 29th in the appeal of a winter term grade.

If the student wishes to appeal the Chair's decision to the final hearing body, he or she must put that request in writing to the dean within 1 week. The dean, or his/her designee, will notify the chairperson of Academic Council to form a grade appeal hearing committee and forward all documentation to the chairperson of the Academic Council. The committee should meet no later than the end of the eighth week of the semester, or by May 13th for a winter term grade appeal. The grade appeal committee will consist of:

- a. three members of Academic Council appointed by the chairperson of council.
- b. one faculty member appointed by the dean of the department/division involved.
- c. one Student Government Association representative appointed by the student government executive president. In the case that the involved student is the student government president, the vice-president shall appoint the student representative.

The chairperson of the grade appeal hearing committee will be chosen by the chairperson of Academic Council from the three council members serving on the committee.

Grade Appeal Hearing Procedure:

Hearings are restricted to those Elon faculty or staff directly involved in the appeal. The student and the professor may each bring an advisor from the Elon University community (currently enrolled student, faculty, or staff member) to the hearing. The advisor may only counsel the student or the professor and may not actively participate in or make any statement during the hearing. Recognizing that the grade appeal hearing is an in-house procedure, attorneys, other legal counsel, and any other persons outside the university community are not permitted in the hearing.

The hearing committee will review all of the documentation received from the dean and then ask the student, professor, and their advisors, if present, to come into the room. The student and the professor will each be allowed to make a statement, and the committee members may ask questions of the student and the professor. The student, professor, and their advisors will then be asked to leave the room, and the final discussion and vote by the committee shall be in closed session. The decision of the committee is final, and the Chair of Academic Council will send written verification of the committee's decision to the professor and the student. In the case of a grade change, the dean of the school or college, or his/her designee, will make the change.

Elon University
Student Grade Appeal Statement

Student Information

Student's Name _____

Local Address _____

Phone _____

Course Information

Course Number & Title _____

Semester _____ Professor's Name _____

Grade Received in Course _____ Grade Expected in Course _____

Number of Class Absences _____

Date of meeting with instructor about grade received _____

Was a change of grade requested? _____ Yes _____ No

Basis of Grade Appeal Request _____ Personal Bias _____ Arbitrary Grading
_____ Clerical Error

Please attach a separate sheet explaining the reason for requesting a grade change, any discussions with the instructor about your class performance prior receiving the disputed grade and during the meeting to discuss the grade, and the outcome of the meeting with the professor.

Provide documentation of class performance, including laboratory portions of the course if applicable.

- Include copies (not originals) of:
1. Syllabus and other course materials (handouts, assignments, etc.)
 2. All tests, assignments, papers, etc. returned by the professor
 3. Any other pertinent materials or information

Student Signature _____ Date _____

This form is to be filed with the department chairperson no later than the end of the fourth week of the semester.
Please retain copies of all information filed with this statement.

**Elon University
Professor Grade Appeal Statement**

Professor Information

Name _____

Campus Address _____

Office Phone _____ Department _____

Course Information

Course Number & Title _____

Semester _____ Student's Name _____

Number of class/lab meetings per week _____

Number of Student Absences _____

Grade Given in Course _____

Date of meeting with student about grade _____

Was a change of grade requested? _____ Yes _____ No

Basis of Grade Appeal Request _____ Personal Bias _____ Arbitrary Grading
_____ Clerical Error

Please attach a separate sheet explaining any discussions with the student about his/her class performance prior to the granting of the disputed grade and during the meeting to discuss the grade, and the outcome of the meeting with the student.

Provide documentation of the student's class performance, including in laboratory portions of the course if applicable.

Include copies (not originals) of:

1. Syllabus and other course materials
2. All tests, assignments, paper requirements etc.
3. All of the student's work still in your possession
4. Any other pertinent materials or information

Professor Signature _____ Date _____

This form is to be filed with the department chairperson no later than the end of the fifth week of the semester.

Please retain copies of all information filed with this statement.

(8/05)

Tenure/Promotion Appeal Process

A. Tenure and Promotion

1. Neither the tenure nor the promotion decision itself is grievable (see Faculty Grievance Procedure – II-10 in the Table of Contents of the *Handbook*). However, any teaching faculty member who believes that a decision has been made in his/her case which violates university tenure or promotion procedures may submit a letter expressing his or her intent to appeal the decision (hereafter referred to as the Notice of Appeal) to the chair of Academic Council and the president within thirty calendar days of notification of the decision.
2. Formation of a Tenure/Promotion Appeal Hearing Board
 - a. The chair of Academic Council shall serve as the chair of the Tenure/Promotion Appeal Hearing Board unless he/she is not a teaching faculty member or he/she has participated in any way in the tenure or promotion process being appealed (this includes, but is not limited to, writing a Unit III for the faculty member in question or contributing a letter of reference to that person's tenure/promotion file). In the event that either of these conditions applies to the chair of Academic Council, the Academic Council shall elect a teaching faculty member of Council who has not participated in any way in the tenure or promotion process being appealed to serve as chair of the hearing board.
 - b. Upon receipt of the Notice of Appeal, the chair of the Tenure/Promotion Hearing Board shall choose three tenure/promotion appeal representatives to serve on this hearing board for the appeal (see Section II-12, B 16), making certain that none of the three has participated in any way in the tenure or promotion process being appealed (this includes, but is not limited to, writing a Unit III for the faculty member in question or contributing a letter of reference to that person's tenure/promotion file). Representatives will recuse themselves from the hearing board if they believe they have a conflict of interest.
 - c. The Provost shall choose an academic dean from the College of Arts and Sciences, the Martha and Spencer Love School of Business, the School of Communications, the School of Education, or the School of Health Sciences to serve on the Tenure/Promotion Appeal Hearing Board, provided that he/she is not the academic dean of the faculty member making the appeal and that he/she has not participated in any way in the tenure/promotion process being appealed.

(07/12)

- d. All five members of the Tenure/Promotion Appeal Hearing Board have a vote and decisions are made by simple majority.
 - e. Once the Tenure/Promotion Appeal Hearing Board has been created, the members of that board will serve until the president notifies them that a final decision has been rendered.
3. Within 21 calendar days of submission of the Notice of Appeal, the faculty member making the appeal will submit to the chair of Academic Council and the president a written document summarizing the alleged procedural violations on which the appeal is based, including evidence substantiating the alleged violations. This will serve as the Tenure/Promotion Appeal Hearing Board's principal resource in its deliberations.
 4. Once the faculty member's documentation has been received, the Tenure/Promotion Appeal Hearing Board shall conduct its review according to the following guidelines:
 - a. The initial meeting of the Tenure/Promotion Appeal Hearing Board will be convened by the chair for the purpose of reviewing the appeal procedures. Additionally, the chair of the hearing board will maintain a log of the board's activities.
 - b. The Tenure/Promotion Appeal Hearing Board is empowered to investigate and substantiate the details included in the appealing faculty member's written documentation.
 - c. In addition to the letter of appeal, the board will have access to the faculty member's tenure/promotion file and any other of the petitioning faculty member's records that are relevant.
 5. Once the members of the Tenure/Promotion Appeal Hearing Board are satisfied that they have adequately investigated the faculty member's allegations, the hearing board will meet in closed session to formally adjudicate the appeal.
 6. Within ninety days of receipt of the Notice of Appeal, the Tenure/Promotion Appeal Hearing Board will submit its recommendation on the appeal to the president for final decision. The appealing faculty member will receive a copy of the recommendation. The president will notify the chair of the hearing board that a final decision has been rendered.

(08/10)

Continuance Decision Appeal Process

- A. This process applies to faculty on continuing track or lecturer track who are denied a continuing contract following the continuance review.
- B. The decision to deny a continuing contract for continuing track and lecturer track faculty following the continuance review is not grievable (see Faculty Grievance Procedure – II-10 in the Table of Contents of the *Handbook*). However, any teaching faculty member who believes that a decision has been made in his/her case which violates university review procedures for continuing track or lecturer track faculty may submit a letter expressing his or her intent to appeal the decision (hereafter referred to as the Notice of Appeal) to the chair of Academic Council and the president within thirty calendar days of notification of the decision.
- C. Formation of a Continuance Appeal Hearing Board
 1. The chair of Academic Council shall serve as the chair of the Continuance Appeal Hearing Board unless he/she is not a teaching faculty member or he/she has participated in any way in the review process being appealed (this includes, but is not limited to, being in the same department as the member in question, writing a Unit III for the faculty member in question or contributing a letter of reference to that person's file). In the event that either of these conditions applies to the chair of Academic Council, the Academic Council shall elect a teaching faculty member of Council who has not participated in any way in the process being appealed to serve as chair of the hearing board.
 2. Upon receipt of the Notice of Appeal, the chair of the Continuance Appeal Hearing Board shall choose two tenure/promotion appeal representatives and one continued Senior Lecturer, continued Associate Professor or continued Full Professor to serve on this hearing board for the appeal (see Section II-12, B 16), making certain that none of the three has participated in any way in the process being appealed (this includes, but is not limited to, being in the same department as the member in question, writing a Unit III for the faculty member in question or contributing a letter of reference to that person's file). Representatives will recuse themselves from the hearing board if they believe they have a conflict of interest.
 3. The Provost shall choose an academic dean from the College of Arts and Sciences, the Martha and Spencer Love School of Business, the School of Communications, the School of Education, or the School of Health Sciences to serve on the Continuance Appeal Hearing Board, provided that he/she is not the

academic dean of the faculty member making the appeal and that he/she has not participated in any way in the process being appealed.

(07/12)

4. All five members of the Continuance Appeal Hearing Board have a vote and decisions are made by simple majority.
 5. Once the Continuance Appeal Hearing Board has been created, the members of that board will serve until the president notifies them that a final decision has been rendered.
- D. Within 21 calendar day of submission of the Notice of Appeal, the faculty member making the appeal will submit to the chair of Academic Council and the president a written document summarizing the alleged procedural violations on which the appeal is based, including evidence substantiating the alleged violations. This will serve as the Continuance Appeal Hearing Board's principal resource in its deliberations.
- E. Once the faculty member's documentation has been received, the Continuance Appeal Hearing Board shall conduct its review according to the following guidelines:
1. The initial meeting of the Continuance Appeal Hearing Board will be convened by the chair for the purpose of reviewing the appeal procedures. Additionally, the chair of the hearing board will maintain a log of the board's activities.
 2. The Continuance Appeal Hearing Board is empowered to investigate and substantiate the details included in the appealing faculty member's written documentation.
 3. In addition to the letter of appeal, the board will have access to the faculty member's personnel file and any other of the petitioning faculty member's records that are relevant.
- F. Once the members of the Continuance Appeal Hearing Board are satisfied that they have adequately investigated the faculty member's allegations, the hearing board will meet in closed session to formally adjudicate the appeal.
- G. Within ninety days of receipt of the Notice of Appeal, the Continuance Appeal Hearing Board will submit its recommendation on the appeal to the president for final decision. The appealing faculty member will receive a copy of the recommendation. The president will notify the chair of the hearing board that a final decision has been rendered.

(07/10)

Committees of the Faculty: Policies & Procedures

A. Standing Committees

1. Academic Standing Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

a. Areas of Committee Concern

- 1.) The university grading system
- 2.) Academic standing decisions pertaining to undergraduate students and programs
- 3.) Academic standards pertaining to undergraduate students and programs
- 4.) Long term effects of academic standards pertaining to changes in the curriculum

(07/12)

b. Procedures and Policies

- 1.) The committee elects annually in May its chair from among the full-time teaching faculty members on the committee.
- 2.) As administrative officer of the committee, the provost/vice president for academic affairs or designee handles all correspondence and conferences pertaining to committee recommendations and decisions, and convenes the entire committee when necessary as decided in conference with the chair.
- 3.) The requirements for suspension and probationary status are published in the university catalog and the student handbook. Exceptions to these requirements are based on special circumstances. The committee reviews the list of probation and suspended students at the end of fall, winter, spring and summer terms, and may review individual appeals at the request of the provost/vice president for academic affairs or designee.
 - a.) Academic standing requirements are applied to any student who has completed at least 12 semester hours. In order to continue at the university a student must earn a minimum grade point average each semester of 1.0 and at the end of the spring semester have a cumulative GPA of 1.70 for 1-29 semester hours, 1.80 for 30-61 semester hours, 1.90 for 62-95 semester hours, 2.0 for 96 semester hours or more.

b.) Students whose cumulative GPA falls below 2.0 are placed on probation. The third consecutive semester on probation will result in suspension. A first suspension is for a minimum of one full semester. A second suspension is normally permanent.

4.) Students may appeal committee recommendations and decisions to the provost/vice president for academic affairs or designee who, in sensitive cases, will involve other committee members prior to making a decision.

5.) Readmission of students after an academic suspension is handled by the provost/vice president for academic affairs or designee.

(7/07)

c. Methods of Reporting to the Campus Community

The committee chair will submit a written annual report to academic council. On matters deemed to be of general concern, the council may request that the committee report directly to the faculty.

2. Academic Technology and Computing Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

a. Areas of Committee Concern

The committee is responsible for serving as a liaison between the faculty, the students, and Instructional and Campus Technologies (I&CT). The committee should also discuss administrative matters pertaining to the provision of suitable technological support of the academic function.

(07/12)

b. Procedures and Policies

1.) Committee meetings will be convened by the chair, at the convenience of the members, to meet the responsibility of the committee.

2.) All decisions of the committee are made through normal parliamentary procedure and a majority vote of the members present. A quorum will consist of a majority of the committee membership.

c. Methods of Reporting to the Campus Community

The committee chair will submit a written annual report to academic council. On matters deemed to be of general concern, the council may request that the committee report directly to the faculty.

3. Admissions Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

- a. Areas of Committee Concern

The committee is responsible for recommending university admission standards to the president; screening marginal applications; and analyzing admission trends.

- b. Procedures and Policies

- 1.) Committee meetings will be convened by the chair, at the convenience of the members, to meet the responsibilities of the committee.
- 2.) Work of the committee includes the evaluation of marginal applications.
- 3.) The chair of the committee will be elected in May by committee members for the following academic year. The chair will normally assume duties on June 1 and will serve for 1 year.
- 4.) The registrar will provide the committee with the data necessary for admissions trends analysis.
- 5.) All decisions on committee business will be made through normal parliamentary procedure and a majority vote of the members present. A quorum will consist of a majority of the committee membership.

- c. Methods of Reporting to the Campus Community

The committee chair will submit a written annual report to academic council. On matters deemed to be of general concern, the council may request that the committee report directly to the faculty.

4. Athletics Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

- a. Areas of Committee Concern

The Athletics Committee provides oversight of the university's athletics program, advises the president and athletics director in athletics governance, serves as a liaison to the faculty, and supports NCAA and conference rules compliance.

b. Procedures and Policies

- 1.) The committee acts for the faculty in overseeing the intercollegiate athletics program.
- 2.) The committee considers matters related to NCAA and the university's athletics conference and confers with the Faculty Athletics Representative (FAR) about institutional positions on particular legislative concerns.
- 3.) The committee recommends guidelines for scheduling intercollegiate contests.
- 4.) The committee recommends general institutional guidelines for awarding, reducing and terminating athletics grants-in-aid.
- 5.) The committee monitors adherence to approved Athletics Department gender equity and diversity plans.
- 6.) The FAR represents the committee as one of four official university delegates to the NCAA and the university's athletics conference.
- 7.) The committee advises the president on athletics issues upon request.

c. Methods of Reporting to the Campus Community

Minutes of all meetings are submitted to academic council.

(07/12)

5. Curriculum Committees

University Curriculum Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

a. Areas of Committee Concern

- 1.) All areas of the instructional program of the university
- 2.) Additions to or deletions from the curriculum
- 3.) Periodic studies of the curriculum

- 4.) Reviewing and recommending major curriculum changes
- 5.) Reviewing and evaluating independent major proposals
- 6.) Reviewing major grant proposals with curriculum implications

b. Procedures and Policies

- 1.) Committee meetings are usually scheduled by the chair at least once a month at a time convenient to committee members, unless committee business necessitates more frequent meetings.
- 2.) The chair informs members of meetings at least 1 week in advance with a written agenda, materials to be discussed, and a copy of the minutes of the previous meeting.
- 3.) The chair and vice chair are elected by majority vote of the committee each May. The chair presides over the meetings and reviews the agenda with the provost/vice president for academic affairs prior to distribution. In the event of the chair's absence, the vice chair will assume the duties of chair of the University Curriculum Committee
- 4.) All decisions on committee business are made through normal parliamentary procedure and a majority vote of members present.
- 5.) A quorum consists of a majority of the committee's voting membership.
- 6.) The chair of any department or program coordinator making a proposal is expected to attend even if that chair or coordinator is not a member of the committee.
- 7.) The chair of the committee may solicit the attendance of other faculty who are not committee members. Any other faculty members with significant relationships to the proposal(s) under consideration may request the permission of the chair to attend.
- 8.) The chair appoints another committee member to be responsible for recording the minutes of each meeting.
- 9.) The committee oversees curriculum and curriculum changes (see II-14 for committee expectations).
- 10.) On curriculum proposals involving more than one department, the committee may conduct inter-departmental or faculty-wide forums.
- 11.) For independent major proposals, the chair shall appoint an ad-hoc subcommittee of three members of divisional- or school based

curriculum committees from areas other than those included in the proposal. Approval by this subcommittee will constitute approval of the proposal.

- c. Methods of Reporting to the Campus Community
 - 1.) The committee can decide by majority vote on any proposal before it to take one of the following actions:
 - a.) Approve the item and forward it to the President.
 - b.) Approve the item, but because of its significance or potential impact on other schools, departments, or programs, decide to forward it to the faculty as a whole. Proposals for new graduate programs will follow this procedure (see Section II-15).
 - c.) Not approve the item and send it back to the department(s)
 - d.) Delay the item for further consideration
 - 2.) The minutes of each committee meeting will be disseminated to the faculty and staff in a timely fashion, either on the Web, through e-mail, and/or in printed copy.

(6/10)

School- and Division-Based Curriculum Committees (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

- a. Areas of Committee Concern
 - 1.) Areas of the instructional program of the university relevant to the school or division in question
 - 2.) Additions to or deletions from the curriculum in areas relevant to the school or division in question
 - 3.) Reviewing and recommending major curriculum changes to the University Curriculum Committee
 - 4.) Reviewing major grant proposals with curriculum implications in areas relevant to the school or division in question
- b. Procedures and Policies
 - 1.) Committee meetings are usually scheduled by the chair at least once a month at a time convenient to committee members, unless committee business necessitates more frequent meetings.

- 2.) The chair informs members of meetings at least 1 week in advance with a written agenda, materials to be discussed, and a copy of the minutes of the previous meeting.
- 3.) The chair is elected by majority vote of the committee each May. The chair presides over the meetings and reviews the agenda with the academic dean prior to distribution.
- 4.) All decisions on committee business are made through normal parliamentary procedure and a majority vote of members present.
- 5.) A quorum consists of a majority of the committee's voting membership.
- 6.) The chair of any department or program coordinator making a proposal is expected to attend even if that chair or coordinator is not a member of the committee.
- 7.) The chair of the committee may solicit the attendance of other faculty who are not committee members. Any other faculty members with significant relationships to the proposal(s) under consideration may request the permission of the chair to attend.
- 8.) The chair appoints another committee member to be responsible for recording the minutes of each meeting.

c. Methods of Reporting to the Campus Community

- 1.) The committee can decide by majority vote on any proposal before it to take one of the following actions:
 - a.) Approve the item and forward it to the University Curriculum Committee
 - b.) Approve items involving minor changes (those designated as reportable items), and report that approval to the University Curriculum Committee
 - c.) Not approve the item and send it back to the department(s)
 - d.) Delay the item for further consideration
- 2.) The minutes of each committee meeting will be disseminated to the faculty and staff in a timely fashion, either on the Web, through e-mail, and/or in printed copy.

6. Faculty Research and Development Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

a. Areas of Committee Concern

The committee is concerned with evaluating and recommending action on teaching faculty development activities, including proposals for research and advanced study, sabbatical leaves, and doctoral programs. The committee also oversees annual selection of the Elon Distinguished Scholar.

b. Procedures and Policies

- 1.) The chair is elected each May by the committee. The chair assumes duties about June 1 and serves for 1 year.
- 2.) Faculty members shall be ineligible for funding from this committee during the term of their service on the committee.
- 3.) Committee meetings are scheduled by the chair once a month at a time convenient to committee members, unless committee business necessitates more frequent meetings.
- 4.) The chair informs members of meetings at least 1 week in advance and provides a written agenda and a copy of the minutes of the previous meeting.
- 5.) The chair presides at all meetings unless he/she appoints a proxy in his/her absence.
- 6.) The chair appoints another committee member to record the minutes of each meeting.
- 7.) All decisions on committee business will be made through normal parliamentary procedure and a majority vote of the members present. A quorum consists of a majority of the committee membership.
- 8.) The chair reports the committee's decisions for sabbatical and other funding promptly to the provost/vice president for academic affairs, who then notifies the faculty members, department chairs and the academic council as necessary.
- 9.) The chair is responsible for completing all reports of committee business and submitting them to the provost/vice president for academic affairs at the end of each academic year as necessary.

c. Methods of Reporting to the Campus Community

The committee chair will submit a written annual report to academic council. On matters deemed to be of general concern, the council may request that the committee report directly to the faculty.

(07/06)

7. General Studies Council (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

a. Areas of Committee Concern

The committee is concerned with evaluating, revising, and implementing a viable general studies component of the curriculum

b. Procedures and Policies

1.) Committee meetings will be convened by the chair, at the convenience of the members, to meet the responsibility of the committee.

2.) All decisions of the committee are made through normal parliamentary procedure and a majority vote of the members present. A quorum will consist of a majority of the committee membership.

3.) The committee meets regularly to discuss proposals for general studies seminars, other general studies course proposals, and proposed alteration to current requirements.

4.) The committee recommends to the curriculum committee changes requiring faculty action.

c. Methods of Reporting to the Campus Community

The committee chair will submit a written annual report to the associate provost for faculty affairs. On matters deemed to be of general concern, the council may request that the committee report directly to the faculty.

8. Graduate Council (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

a. Areas of Committee Concern

- 1.) All areas of the graduate program of the university, with the exception the law school
 - 2.) Approving additions to or deletions from the graduate curriculum, with the exception of the law school
 - 3.) Reviewing and recommending new graduate programs
 - 4.) Upholding the Graduate Program Vision and Mission Statement of the university
- b. Procedures and Policies
- 1.) The chair of the committee schedules committee meetings at a time convenient to the majority of the committee members. Meetings usually occur at least once a month but may occur more frequently if necessary.
 - 2.) The chair of the committee informs members of meetings at least one week in advance with a written agenda, materials to be discussed, and a copy of the minutes of the previous meeting.
 - 3.) At the May meeting, one of the elected representatives shall be elected by the committee as chair. The chair presides over the meetings and reviews the agenda with the provost/vice president for academic affairs (or designee) prior to distribution.
 - 4.) All decisions of the committee are made through normal parliamentary procedures and a majority vote of the voting members present.
 - 5.) A quorum consists of a majority of the committee's voting membership.
 - 6.) The dean making a proposal is expected to attend the meeting when the proposal is formally presented and discussed.
 - 7.) The chair of the committee may solicit the attendance of other faculty who are not committee members. Any other faculty members with significant relationships to the proposal(s) under consideration may request the permission of the chair to attend.
 - 8.) The chair appoints another committee member to be responsible for recording the minutes of each meeting
 - 9.) Graduate program and curriculum proposals must conform to the graduate curriculum and curriculum changes procedures and timetable outlined in Section II-14.

- c. Methods of Reporting to the Campus Community
 - 1.) Graduate Curriculum Proposals. The committee can decide on any graduate curriculum proposal before it to take one of the following actions:
 - a.) Approve the item and forward it to the President.
 - b.) Approve the item, but because of its significance or potential impact on the undergraduate curriculum, decide to forward it to the University Curriculum Committee for approval.
 - c.) Not approve the item and send it back to the school/department(s)
 - d.) Delay the item for further consideration
 - 2.) Graduate Program Proposals. The committee can decide on any graduate program proposal before it to take one of the following actions:
 - a.) Recommend to approve the item and forward it to the University Curriculum Committee.
 - b.) Recommend not to approve the item and forward it to the University Curriculum Committee.
 - 3.) Request for Faculty Vote. Upon receipt by the Chair of Academic Council of a written request, decisions made by Graduate Council shall be subject to discussion and vote at the next scheduled faculty meeting. The request for a faculty vote must be signed by at least 15% of the fulltime teaching faculty and must be received by the Chair of Academic Council at least one week prior to the next scheduled meeting of the full faculty. In that event, the decision made at the faculty meeting shall take precedence.
 - 4.) Minutes. The minutes of each committee meeting will be disseminated to the faculty and staff in a timely fashion, either on the Web, through e-mail, and/or in printed copy.

(07/12)

- 9. Library Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)
 - a. Areas of Committee Concern

The committee is concerned with the university library, student use of the facilities and materials, and the development of the collection of materials contained in the facilities.

b. Procedures and Policies

- 1.) The committee meets annually to consider and approve the allocation to the academic departments of funds appropriated for the acquisition of library materials.
- 2.) All decisions of the committee are made through normal parliamentary procedure and a majority vote of the members present. A quorum will consist of a majority of the committee membership.
- 3.) The committee elects annually in May its chair from among the full-time teaching faculty members on the committee.
- 4.) The committee meets regularly to discuss existing and proposed public service policies and make recommendations regarding those policies to the Dean and University Librarian.
- 5.) The committee evaluates special needs for materials to support new or existing courses or programs and make recommendations regarding the appropriation of acquisition funds to meet those needs.
- 6.) The committee evaluates specific needs of the library and makes recommendations regarding those needs to the provost/vice president for academic affairs.

(07/12)

c. Methods of Reporting to the Campus Community

- 1.) The committee chair will submit a written annual report to academic council. On matters deemed to be of general concern, the council may request that the committee report directly to the faculty.
- 2.) Copies of committee actions on the appropriation of funds will be mailed to department chairs shortly after they have been approved.

10. Promotions and Tenure Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

a. Areas of Committee Concern

- 1.) Recommending faculty members for promotion in academic rank
- 2.) Recommending the granting of tenure

(6/08)

b. Procedures and Policies

- 1.) The present chair calls a meeting after the faculty elections.
- 2.) The members of the new committee elect a chair and a secretary who will keep minutes of each meeting.
- 3.) The committee reviews procedures and policies at the first meeting, and any areas of committee concern will be discussed.
- 4.) The committee meets during orientation week to review procedures, complete any unfinished business, and consider any recommendations relating to the committee's work for the coming academic year.
- 5.) The provost/vice president for academic affairs provides information for the committee.
- 6.) The provost/vice president for academic affairs and committee chair meet with eligible faculty members to discuss procedures and policies regarding tenure and promotion.
- 7.) The provost/vice president for academic affairs notifies department members the first time they are eligible for promotion and when they are scheduled for decisions on tenure, with copies of the letter sent to the department chair and dean. The provost/vice president for academic affairs requests that recommendations be forwarded to his/her office.
- 8.) The provost/vice president for academic affairs forwards to the committee chair the list of faculty members to be considered for promotion and/or tenure.
- 9.) The provost/vice president for academic affairs meets with the committee to discuss procedures and policies related to promotion and tenure.
- 10.) The provost/vice president for academic affairs makes the tenure/promotion files available to the committee.

11.) The committee determines the order in which candidates will be considered. Voting is done by secret ballot and a super majority (6 of 8 members) is required for a positive recommendation to the provost/vice president for academic affairs.

(07/05)

12.) Committee members evaluate each faculty member using the criteria for evaluation as outlined in II, 8. Each committee member formulates judgments and discusses evaluations with the committee.

13.) The chair submits the recommendations of the committee directly to the provost/vice president for academic affairs by January 10. The provost/vice president for academic affairs and the committee meet to discuss the substance of the deliberations that led to the specific recommendations.

(6/10)

14.) Upon request from the provost/vice president for academic affairs, the chair provides information regarding the reasons for the committee's recommendations.

c. **Methods of Reporting to the Campus Community**

The committee chair will submit a written annual report to academic council. On matters deemed to be of general concern, the council may request that the committee report directly to the faculty.

11. **Religious and Spiritual Life Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)**

a. **Areas of Committee Concern**

The committee focuses on the religious and spiritual needs and well-being of the entire campus community, regardless of individual beliefs and world views, and in particular on

- 1.) Organized religious and spiritual life on campus
- 2.) Worship services, observances, and additional religious and spiritual programs
- 3.) Religious and spiritual care to include guidance, growth, and support of all individuals in the campus community
- 4.) Policies related to religious and spiritual life on campus

b. Procedures and Policies

- 1.) The committee meets on a regular basis with the university chaplain who serves as an ex-officio member.
- 2.) Although the official membership of the committee consists of four faculty members and four students, every effort is made to involve additional interested faculty members and students.
- 3.) Every effort is made by the committee to promote multi-faith understanding and cooperation, communication, and community.
- 4.) The committee elects its chair each May from among the faculty membership.

c. Methods of Reporting to the Campus Community

- 1.) The committee chair will submit a written annual report to academic council. On matters deemed to be of general concern, the council may request that the committee report directly to the faculty.
- 2.) Activities and functions of the committee are also recorded as minutes of each meeting and disseminated to the Elon community.

(07/12)

12. Student Life Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

a. Areas of Committee Concern

- 1.) Student extracurricular activities and organizations
- 2.) Policies and procedures affecting student life
- 3.) Communication among the student body, faculty and administration

b. Procedures and Policies

- 1.) The newly elected faculty members and newly elected SGA president will meet with the returning members of the committee in the spring to discuss appointment of new student members and to elect a faculty chair. One of the student members will serve as vice-chair

- 2.) The chair establishes the agenda in consultation with the vice president of student life and dean of students.
- 3.) The committee meets regularly to advise the vice president for student life/dean of students and student government president.
- 4.) The committee reviews the by-laws of new student organizations and makes a recommendation to the vice president for student life concerning recognition of such groups.
- 5.) The committee reviews all major changes in rules and regulations affecting the extracurricular life of students and proposes new or revised rules and regulations to the faculty and/or administration for approval.
- 6.) The committee may elect to review the activities of existing student organizations toward the end of making recommendations for revision or improvement.
- 7.) Periodically the committee expands its membership and serves as an open forum so as to expedite communication among the members of the student body, the faculty, staff, and administration. When it does do this, it promotes the discussion of ideas, opportunities, programs, and complaints and recommends studies to appropriate agencies, offices, or persons.
- 8.) The vice-chair of the committee serves as secretary of the committee and keeps records of the meetings.

(07/12)

c. Methods of Reporting to the Campus Community

The committee chair will submit a written annual report to academic council. On matters deemed to be of general concern, the council may request that the committee report directly to the faculty.

13. Study Abroad Committee (For Membership and Duties see I-5, Article VIII; for a list of current members see Web Resources Standing Committees in the Table of Contents)

a. Areas of Committee Concern

The committee is concerned with promoting, evaluating, and refining a strong study abroad component of the curriculum.

b. Procedures and Policies

- 1.) Committee members will be convened by the chair, at the convenience of the members, to meet the responsibility of the committee.

- 2.) All decisions of the committee are made through normal parliamentary procedure and a majority vote of the members present. A quorum will consist of a majority of the committee membership.
- 3.) The committee meets regularly to discuss proposals for study abroad courses, revisions to current requirements, and other relevant programmatic issues of concern to the dean or committee.
- 4.) The committee recommends to the Curriculum Committee changes requiring faculty action.

c. Methods of Reporting to the Campus Community

The committee chair will submit a written annual report to academic council. On matters deemed to be of general concern, the committee may request that it report directly to the faculty.

(7/04)

B. Advisory and Other Committees

1. Academic Appeals (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The committee is concerned with hearing appeals of academic cases heard by the Elon Hearing Board.

b. Membership

- 1.) Provost/Vice President for Academic Affairs, or designee
- 2.) Vice President and Dean of Student Life, or designee
- 3.) Three members of the faculty, appointed by the Provost/Vice President for Academic Affairs
- 4.) President of Student Government Association or another member of the executive officers, only one serving at a time
- 5.) A quorum includes the Provost/VPAA, the VP for Student Life/Dean of Students, one faculty member and one officer from SGA.

(7/09)

c. Procedures and Policies

- 1.) The committee meets at the beginning of the year for the purpose of orientation.
- 2.) The committee considers all appeals of academic cases heard by the Elon Hearing Board or administrative hearing officer upon the request of the student in question. When it does so it may review the case.
- 3.) Following review, the committee may:
 - a.) Uphold the original decision
 - b.) Uphold the original decision but reduce the penalty, or
 - c.) Exonerate the student in question
- 4.) The action of the committee may be reviewed by the president of the university.

d. Responsibilities

- 1.) To recommend to the president standards for satisfactory academic performance by students of the university
- 2.) To give academic warning to, place on probation, or recommend suspension of students whose work fails to meet these standards
- 3.) To establish an appeals procedure for students contesting decisions at lower levels in the hearing process
- 4.) To establish procedures for the readmission of suspended students
- 5.) To review operation of the grading system and to propose changes that will provide for academic quality
- 6.) To meet at least annually with the admissions committee for the purpose of considering academic standards
- 7.) To publish periodic reports of its work to the campus community

(8/04)

2. Academic Service-Learning Faculty Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)
 - a. Areas of Committee Concern

The academic service-learning faculty advisory committee is concerned with all aspects of academic service-learning.

b. Membership

- 1.) Academic Service-Learning Faculty Development Fellow
- 2.) Director of the Kernodle Center for Service-Learning and Community Engagement
- 3.) Faculty members who teach service-learning courses including at least one(1) from each of the professional schools and three (3) representing the three branches of the College of Arts and Sciences (Arts/Humanities, Science/Math, Social Sciences)
- 4.) Civic Engagement Faculty Fellow
- 5.) Academic Coordinator of Civic Engagement Scholars
- 6.) Director of the Center for the Advancement of Teaching and Learning
- 7.) One (1) administrator with faculty rank who teaches service-learning courses

c. Procedures and Policies

The committee meets as needed in the fall and spring semesters

d. Responsibilities

- 1.) To make recommendations regarding policies and programs to advance service-learning and enhance its quality across the campus
- 2.) To assist in planning and implementing academic-service learning events
- 3.) To set standards for service-learning course designation and evaluate course proposals for designation.
- 4.) To select students and/or faculty for relevant awards
- 5.) To participate in strategic planning as it pertains to academic service-learning
- 6.) To conduct institution level assessment of student learning outcomes for the academic service-learning program
- 7.) To advise the Director of the Kernodle Center and the Academic Faculty Development Fellow for Service-Learning in their respective roles

(7/11)

3. Disabilities Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The committee works with the coordinator of services for students with special needs to develop, implement, and monitor procedures addressing the educational needs of students with identified needs.

b. Membership

- 1.) Disabilities Service Coordinator
- 2.) One teaching faculty member from the education department specializing in special education
- 3.) Five other teaching faculty members appointed annually by the provost/vice president for academic affairs
- 4.) Two staff members appointed annually by the provost/vice president for academic affairs
- 5.) Three students, two with disabilities and one with an identified interest in disabilities issues, appointed annually

c. Procedures and Policies

The committee meets once a semester during the academic year or as necessary.

d. Responsibilities

- 1.) To review university procedures and policies regarding services for students with special educational needs
- 2.) To hear related concerns from both students and faculty
- 3.) To interpret and apply disability law to specific requests or situations
- 4.) To coordinate the dissemination of pertinent information to the university community

(8/05)

4. Fellows Program and Scholarship Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The fellows program and scholarship committee is concerned with planning and implementing the fellows program and scholarship award process, including policy setting, event planning, and program and scholarship recipient selection.

b. Membership

- 1.) Dean of Admissions, or designee, chair
- 2.) Assistant Dean of Admissions
- 3.) Directors of Fellows Programs
- 4.) Director of Financial Planning
- 5.) Associate Provost or designee
- 6.) Ex officio: Director of NC Teaching Fellows, Director of Engineering Program, Associate Directors of Admissions (the event coordinator and the manager of Fellows applications)

c. Procedures and Policies

The committee meets as needed in the fall and spring semesters.

d. Responsibilities

- 1.) To recommend policies related to the selection of fellows program participants and scholarship recipients
- 2.) To recommend recipients and alternates for fellows scholarships
- 3.) To plan and coordinate the fellows competition weekend

(7/02)

5. Honor Board (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

Violations of the university's academic and social honor codes are adjudicated by the Elon University hearing board, as prescribed in the current *Elon University Student Handbook*.

b. Membership

- 1.) Associate Vice President for Academic Affairs and Assistant Dean of Students, without vote (conveners for academic and social honor code cases, respectively)
- 2.) Twelve students (six elected by the student body and six appointed by the SGA President)
- 3.) Seven teaching faculty members (three appointed by the Academic Council and four appointed by the Provost/Vice President for Academic Affairs)

- 4.) Five Student Life administrators (appointed by the Vice President of Student Life/Dean of Students)
- 5.) A quorum is three students, one teaching faculty member and one student life administrator

(7/12)

6. Honorary Degree Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

- a. Areas of Committee Concern

The honorary degree advisory committee serves in an advisory capacity to the president regarding individuals to be awarded honorary degrees.

- b. Membership

- 1.) Provost/Vice President for Academic Affairs,
- 2.) Vice President for Institutional Advancement
- 3.) Four faculty members appointed by the Provost/Vice President for Academic Affairs for 2-year terms

7. Honors Program Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

- a. Areas of Committee Concern

The honors program advisory council is concerned with matters associated with the Elon University honors program.

- b. Membership

- 1.) Director of the Honors Program, chair
- 2.) Associate Provost for Faculty Affairs
- 3.) Associate Director of the Honors Program
- 4.) Six full-time teaching faculty, appointed for 2-year terms by the Provost/Vice President for Academic Affairs
- 5.) Four students in the Honors Program, one from each class, appointed by the Honors Director

- c. Responsibilities

The honors advisory council duties include advising the director of the honors program on matters of curricular program changes, program goals, the

program's graduation requirements, and the co-curricular activities associated with the program.

(7/09)

8. Institutional Review Board (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The committee is concerned with the ethical treatment of humans when they are involved as participants in research. The committee seeks to ensure that the principles of confidentiality, informed consent, benefit, and minimal risk are adhered to in the conduct of such research if the activities are conducted in the name of Elon University and/or using students or personnel of Elon University as participants.

b. Membership

- 1.) Director of Sponsored Programs, without vote
- 2.) Five members of the teaching faculty elected by the faculty; one from Elon College and one from each of the schools of the university.-Elections to the Institutional Review Board occur in a 4-year cycle. In the first year of the cycle, one member shall be elected from Elon College. In the second year of the cycle, one member shall be elected from the Martha and Spencer Love School of Business and one from the School of Communications. In the third year of the cycle, one member shall be elected from the School of Education. In the final year of the cycle, one member shall be elected from the School of Health Sciences.
- 3.) Three members of the teaching faculty appointed by the provost/vice president for academic affairs; one from the biomedical sciences (Biology, Exercise Science, School of Health Sciences), one from the Department of Psychology and one from the Social Sciences.
- 4.) An additional member of the committee shall be named by the provost/vice president for academic affairs from the non-institutional population
- 5.) Invited non-members, without vote. If the committee reviews projects involving a category of vulnerable participants or involving issues requiring competence in special areas, it may invite one or more

non-members if at least two members of the committee request such representation.

- 6.) The committee must always include at least two scientists and two non-scientists. (Any faculty who has had substantive training or experience in a scientific discipline or in a scientific method should be considered a scientist.)
- 7.) Committee members who have a conflict of interest regarding a specific project may not participate in the review of such project

(07/12)

c. Procedures and Policies

- 1.) The committee elects annually its chair from among the full-time teaching faculty members on the committee.
- 2.) If the committee reviews projects involving a category of vulnerable participants, or involving issues requiring competence in special areas, it may invite one or more non-members if at least two members of the committee request such representation. Non-members will not have a vote.
- 3.) Committee members who have a conflict of interest regarding a specific project may not participate in the review of such project.
- 4.) The committee chair will submit a written annual report to the Associate Provost of Faculty Affairs.

d. Responsibilities

- 1.) To carry out charges made by the Associate Provost for Faculty Affairs which pertain to the activities of the committee or issues of human participants in research
- 2.) To review and amend the policies established in these guidelines when modification is deemed necessary by the committee or broader university community
- 3.) To review all research proposals and act according to these guidelines to either approve, exempt, or disapprove new research and ensure the compliance of continuing research

- 4.) To review all grant applications sponsored by the university involving proposed research with human participants and advise administration concerning compliance issues
- 5.) To act as a clearinghouse for the ethical guidelines and regulations of various professional associations and appropriate governmental agencies
- 6.) To disseminate approved guidelines in order to promote understanding of the policies and increase general sensitivity to ethical issues related to human participants in research
- 7.) To hold hearings to respond to complaints from the university community regarding issues related to research with human participants
- 8.) To maintain records of committee activity as required by 45 CFR 46.115, which include copies of all research proposals reviewed, minutes of meetings, and copies of correspondence between the committee and investigators
- 9.) To refer cases to the provost/vice president for academic affairs regarding violations of these guidelines which have not been resolvable between the committee and researcher

(6/11)

9. Interdisciplinary Writing Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The interdisciplinary writing committee is concerned with the development of writing and thinking in every discipline and at every academic level.

b. Membership

- 1.) Director of the Writing Across the University, chair
- 2.) Writing Center Director
- 3.) One teaching faculty representative from each of the schools and College of Arts and Sciences divisions: School of Education, Social Sciences, Science/Math, Arts/Humanities, Love School of Business, School of Communications, and School of Health Sciences.

(07/12)

- c. Procedures and Policies
 - 1.) With the exception of the chair and associate director, each committee member normally serves a 2-year term.
 - 2.) Committee membership rotates among departments, when possible.
 - 3.) Committee members recommend successors at the end of their terms and the provost/vice president for academic affairs appoints new members.
 - 4.) The committee meets on a monthly basis, or more frequently as necessary.
 - d. Responsibilities
 - 1.) To foster the development of writing and thinking in every discipline and at every academic level
 - 2.) To serve as an advisory body for the director of the writing program
 - 3.) To report to the committee the interests and concerns of the departments they represent, and report to their departments the committee's business and concerns
10. Isabella Cannon International Centre Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)
- a. Areas of Committee Concern

The international programs advisory committee is concerned with matters pertaining to the study abroad and international programs at the university.
 - b. Membership
 - 1.) Dean of International Programs
 - 2.) Assistant Director of Study Abroad
 - 3.) Coordinator of International Studies Major
 - 4.) Director of International Student and Scholar Services
 - 5.) Director of El Centro
 - 6.) Eight employees with faculty rank, appointed for 3 years
 - 7.) Two students
 - c. Responsibilities

- 1.) To encourage, support and promote "international perspectives" at the university
 - 2.) To advise, support and recommend curricula initiatives
 - 3.) To recruit, screen and recommend international faculty
 - 4.) To serve as hosts and liaisons for visiting international faculty
 - 5.) To recruit from all Elon faculty with faculty rank for international study/work opportunities abroad
 - 6.) To advise dean of international programs regarding study abroad programs
11. Long Range Planning Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)
- a. Areas of Committee Concern

The long-range planning advisory committee shall advise the president about direction and priorities for the university.
 - b. Membership
 - 1.) Chair, appointed by the president
 - 2.) Chair of the Academic Council (or his/her designee), ex officio
 - 3.) Five members of the teaching faculty, appointed by the president to serve staggered terms of 3 years
 - 4.) Four members of the administrative staff, appointed by the president to serve staggered terms of 3 years
 - c. Procedures and Policies
 - 1.) Initially, the committee shall meet bi-monthly during the academic year or as necessary.
 - 2.) The agenda shall be established by the committee in consultation with the president.
 - 3.) The committee may rely on sub-committees, standing committee, task forces, special committees and/or others to perform its work.
 - d. Responsibilities

- 1.) To act in an advisory capacity to the president concerning direction and priorities for the university
- 2.) To make recommendations to the president concerning decisions affecting university actions several years into the future
- 3.) To make recommendations within the context of the university's larger mission
- 4.) To make recommendations which may include measurable objectives, strategies for achieving them, determinants of progress toward their achievement, and methods of funding them

12. Lumen Prize Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The Lumen Prize advisory committee is concerned with the monitoring and implementation of the Lumen Prize program.

b. Membership

- 1.) Lumen Prize Director
- 2.) Coordinator of National and International Fellowships, ex officio
- 3.) Nine members of the teaching faculty, appointed for 2-year terms by the Lumen Prize Director. Members shall be selected from across the different schools into which the institution is organized.

c. Procedures and Policies

- 1.) The committee meets at the beginning of each year to review the prior year's activity and to establish objectives for the current.
- 2.) The committee conducts ongoing business and addresses concerns as they arise via online "meetings" as appropriate.
- 3.) Members of the committee serve as the core of the selection committee.

d. Responsibilities

- 1.) To review policies and procedures related to the selection of Lumen Scholars.

- 2.) To advise the Director on matters of program implementation and evaluation.
- 3.) To serve as a selection committee for the review of applications and the determination of prize recipients.

13. Lyceum Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

- 1.) Planning and conducting a series of concerts and other cultural events
- 2.) Providing publicity to the university community regarding the events

b. Membership

- 1.) Executive Director of Cultural and Special Programs
- 2.) Chair and other faculty members appointed by the president or his/her designees in consultation with the Executive Director of Cultural and Special Programs
- 3.) Two faculty members elected by the faculty for 2-year staggered terms
- 4.) Two students

(7/10)

c. Procedures and Policies

- 1.) The chair is appointed each May by the president.
- 2.) The chair calls periodic meetings of the committee and presides over the meetings.
- 3.) All decisions on committee business are made through normal parliamentary procedures and a majority vote of members present. A quorum consists of a majority of the committee membership.
- 4.) Each spring the committee selects a series of concerts and other cultural events for the following academic year.
- 5.) The chair selects another committee member to record the minutes of the meetings.
- 6.) The committee is responsible for coordinating the logistics of the lyceum programs.

14. M.Ed. Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The M.Ed. advisory committee is concerned with all areas affecting the M.Ed. program.

b. Membership

- 1.) Director of M.Ed. program
- 2.) Dean, School of Education
- 3.) One representative (with teaching responsibilities in the graduate program) from each of the areas offering courses in the M.Ed. program: social sciences, science and mathematics, and education
- 4.) Two representatives from the Alamance Burlington Schools, one of whom shall be a graduate of Elon's M.Ed. program
- 5.) Coordinator of Special Education track
- 6.) One student who is presently enrolled in Elon's M.Ed. program
- 7.) One public school administrator
- 8.) One representative from the public schools in area of special education

15. Student Communications Media Board (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The media board is concerned with overseeing all aspects of the operation of university-approved student communications media.

b. Membership

- 1.) Three faculty members appointed for 2-year terms by the provost/vice president for academic affairs in alternate years. One faculty member shall be appointed from the communications/journalism department. No more than two faculty members shall be appointed from any single department. Faculty advisors to the media are ineligible.
- 2.) Three student members appointed for 2-year terms by the president of the student government association and approved by the SGA Senate in alternate years. Editors or managers of campus media are ineligible.
- 3.) An assistant or associate dean of students appointed by the vice president/dean of student life.
- 4.) An associate dean of communications appointed by the dean of communications.

- 5.) The chief information officer or designee.
- 6.) The associate provost for academic affairs will serve as chair, voting only in case of a tie.
- 7.) The director of university relations, or designee (non-voting member).

c. Procedures and Policies

- 1.) The media board holds monthly meetings at a time convenient to members. The chair may call additional meetings if necessary.
- 2.) All media board makes decisions through normal parliamentary procedures by a majority vote of members present. A quorum consists of a majority of the board membership.
- 3.) The media board invites advisors and editor/managers of campus media to attend open media board meetings.

d. Responsibilities

- 1.) To assist, guide, and encourage in the operation of all university-approved campus media
- 2.) To set policies, approve budgetary requests received from the media, and submit annual requests for funds to the university.
- 3.) To initiate the process for the creation of any new university-wide student communications medium and to authorize the revision or termination of existing media
- 4.) To appoint the editor/manager and the advisor of any student media, and, if it should become necessary, to censure, suspend, or dismiss the editor/manager or the advisor of any student medium

(7/10)

16. Teacher Education Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

- 1.) Planning, developing, and administering a program for the education of teachers.
- 2.) Engaging in continuous study of the teacher education program and making recommending to the curriculum committee and/or the

administration for any needed or desirable institutional policy changes with regard to teacher education.

b. Membership

- 1.) Dean of the School of Education, Chair
- 2.) Eleven faculty members who serve as licensure program coordinators from each of the following areas: elementary education, English, foreign languages, health education, mathematics, middle grades education, music, natural sciences, physical education, social studies, and special education
- 3.) Director of M.Ed. Program
- 4.) Coordinator of IDD
- 5.) Director of School Outreach Programs
- 6.) Two representatives from public school personnel
- 7.) Two non-voting student members

(7/05)

c. Procedures and Policies

- 1.) The committee meets as often as necessary (usually three or four times per semester) to carry out its duties.
- 2.) The committee develops and supervises a system of selection, interviewing, and enrollment of students for admission to the teacher education program.
- 3.) The committee determines standards to be met by students for the satisfactory completion of teacher education curricula.
- 4.) The committee provides guidance for students who have been admitted to the teacher education program and for their advisors.
- 5.) The committee makes decisions on committee business through normal parliamentary procedure and a majority vote of members present.
- 6.) The chair selects another committee member to record the minutes of the meetings.
- 7.) The committee notifies the department of education and the subject area department (for secondary education majors) of a teacher education applicant's admission or rejection to the program.

- 8.) The committee notifies the general faculty of any curricular or policy changes concerning teacher education through communication with the curriculum committee and/or the university administration.

(8/04)

17. Teaching Fellows Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The NC teaching fellows advisory committee serves in an advisory capacity to the director, the dean of education, and the provost/vice president for academic affairs.

b. Membership

- 1.) Provost/Vice President for Academic Affairs
- 2.) Dean of Education
- 3.) Director of Teaching Fellows Program
- 4.) Director of Multicultural Center
- 5.) Two teaching faculty members
- 6.) Two representatives from the Alamance Burlington Schools
- 7.) Four students, one from each of the four classes of Teaching Fellows

c. Procedures and Policies

The teaching fellows advisory committee meets formally once a semester and may meet more often when necessary

d. Responsibilities

- 1.) To make programmatic suggestions and give counsel regarding the implementation and revision of the 4-year plan of the Elon teaching fellows program adopted in 1987
- 2.) To act as a forum for student and teaching faculty concerns regarding the teaching fellows program
- 3.) To coordinate the teaching fellows program's interaction with other campus programs and activities, such as the honors program
- 4.) To participate when appropriate in teaching fellows activities

(7/11)

18. Tenure/Promotion Appeal Hearing Board

a. Areas of Committee Concern

To make it possible for teaching faculty members to appeal tenure or promotion decisions based on alleged violations of procedure.

b. Membership

- 1.) Six tenured full professors who are members of the teaching faculty. Two representatives will be from Elon College, The College of Arts and Sciences, and one each from the Martha and Spencer Love School of Business, the School of Education, the School of Communications and the School of Health Sciences. All representatives will serve 3-year terms.
- 2.) Academic Council shall serve as a nominating committee for tenure/promotion appeal representatives, submitting to the faculty at least one week in advance of the faculty meeting one name for each place to be filled. The council shall secure consent of persons being nominated. Nominations will also be accepted from the floor.
- 3.) Election. At the April meeting of the faculty, election of tenure/promotion appeal representatives will follow a prescribed cycle:
 - Year One: one representative from Elon College, The College of Arts and Sciences, and one from the Martha and Spencer Love School of Business
 - Year Two: one representative from Elon College, The College of Arts and Sciences, and one from the School of Communications
 - Year Three: one representative from the School of Education and the School of Health Sciences

(07/12)

c. Responsibilities

Members will be available to serve on a Tenure/Promotion Appeal Hearing Board and Continuance Appeal Hearing Board as needed (see Section II-11, Appeal Process: Tenure/Promotion and Continuance Decision).

(07/10)

19. University Environmental Advisory Council (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The University Environmental Advisory Council is concerned with maintaining and improving all aspects of environmental sustainability and increasing effective environmental stewardship on campus.

b. Membership (Appointed by the President)

- 1.) Three faculty members
- 2.) Four staff members
- 3.) One student
- 4.) The Coordinator of Environmental Sustainability, ex officio
(Council Chair is appointed from the membership by the President)

c. Responsibilities

- 1.) To monitor and evaluate the university's Environmental Sustainability Plan
- 2.) To suggest ideas for enhancing sustainability practices on campus
- 3.) To facilitate continued attention to effective environmental practices through lectures, extracurricular events and advertising campaigns
- 4.) To advise the President on university policies and practices that will increase the sustainable use of resources on campus.

20. Women's Studies/Gender Studies Advisory Committee (For a list of current members see Web Resources Advisory Committees in the Table of Contents)

a. Areas of Committee Concern

The women's studies/gender studies advisory committee is concerned with all aspects of women's studies/gender studies.

b. Membership

- 1.) Coordinator of the Women's Studies/Gender Studies Program, chair
- 2.) Faculty who teach the women's studies/gender studies courses
- 3.) Other faculty/staff
- 4.) Three students who are women's studies/gender studies minors

c. Responsibilities

- 1.) To advise the coordinator in planning course offerings in women's studies/gender studies for the year

- 2.) To evaluate course proposals for women's studies/gender studies courses and designate those that will carry ws/gc credit
- 3.) To plan activities for faculty development among those who teach women's studies/gender studies courses and those who want to plan and propose courses
- 4.) To advise the coordinator in planning extracurricular events for students and others

(6/08)

The Instructional Program: Policies and Procedures

A. Faculty Attendance related to Instructional Responsibilities

Full-time members of the teaching faculty are required to report to campus 1 week before the opening of each term, and remain until 1 week after commencement. They are expected to use the time in professional improvement and preparation, or assisting with registration and student orientation and counseling.

B. Introduction to the Course

At the first class meeting of the term, every faculty member teaching a course should, among other things, introduce the students to the major aspects of the course. The entire period will be required; no classes should be given assignments and dismissed. Topics of discussion regarding introduction to the course should include the following:

1. Announcement of the time of all meetings, including such requirements as laboratory periods, scheduled in connection with the class.
2. Statement of the prerequisites of the course; students not eligible for the course should be sent immediately to the registrar's office.
3. Discussion of the objectives and the value to be derived from the course.
4. Discussion of the contents of the course.
5. Statement of the complete requirements of the course: textbook(s) and required library readings; number and nature of required reports, themes and term papers; supplementary readings; types of quizzes/examinations to be used.
6. Explanation of method to be used in computing the final course grade.
7. Distribution of a course syllabus containing course goals and relevant data from the items above to each student.
8. Explanation of the Elon University academic honor code and how it will be applied in the course.

C. Class Rolls

1. Faculty members will be provided with tentative class rolls before the first meeting of classes. If a student is present whose name is not on the roll, the

faculty member should request that the student report immediately to the registrar's office. If the name of a student not present appears on the roll, the faculty member should follow normal procedures for reporting absences.

2. At the end of the registration period, permanent class rolls will be supplied. The faculty members should inform the registrar immediately of any discrepancies between class membership and rolls. Students not officially enrolled in the class may not receive credit and should not be permitted to attend.

D. Use of Class Periods

1. All class periods in both day and evening classes, and including those immediately preceding holidays and vacations, should be used in their entirety for instruction purposes. Early dismissal of classes disturbs others.
2. If for some reason a faculty member must be absent from a class, change the time or place of a class and/or cancel the class for one day in the event of an emergency, he/she should inform the department chair and the dean of the absence and of provisions made for the class.

E. Classroom Responsibilities

1. Classroom assignments are made by the registrar's office. Classroom changes are not to be made without approval from that office.
2. Faculty members should report any physical classroom needs to the building coordinator without delay.
3. Faculty should enforce the university policy on smoking: smoking is not permitted in the classroom at any time by either faculty members or students. Eating and drinking in classrooms are also prohibited.
4. Maintenance of a complete and accurate record of the grades students earned (including tests, papers, field work and final grade) in each course, and submission of these records to the chair, dean or provost/vice president for academic affairs if requested.

F. Class Absences

It is the institutional policy to urge students to attend class meetings on a regular basis, recognizing that such attendance is an integral part of learning. With this policy in mind, the following procedures and guidelines have been adopted by the Elon faculty:

1. Each department should establish a policy on class attendance. Policies should address excused absences due to official institutional functions. Each faculty or

staff member who is in charge of an official institutional program which will require a student to be absent from class is required to file with the registrar's office a notice of students in the program.

2. Faculty members should inform each class of the absentee policy in effect. This policy should be incorporated into the class syllabus.
3. Excused absences may also include: absence when the faculty member is satisfied that each absence is due to illness, or emergency, or absence for a job, graduate school admittance interview, or similar reason with prior approval of the faculty member concerned.
4. Before a student exceeds the absence criterion established for that class, the faculty member should make an attempt to contact the student, either through e-mail, through the student's advisor or through counseling services, and determine the reason for the excessive absence.
5. If the student persists in being absent, the faculty member should notify the school/college dean and recommend that the student be dropped from the class.
6. Students should be apprised that they are responsible for material and assignments whether or not the absence was excused.

G. Religious Holidays

Elon University embraces the mission of an academic community that influences and transforms mind, body, and spirit. The following policy guiding procedure for the observance of recognized holidays is consistent with and complementary to the University's mission.

1. Policy

In recognition that observance of recognized religious holidays may affect students' classroom attendance and the submission of graded work in courses, Elon University has established procedures to be followed by students for notifying their instructors of an absence necessitated by the observance. This policy reflects the University's commitment to being responsive to our increasing diversity and to encourage students' spiritual development. In accordance with the policy, students who miss class to observe a specified religious holiday are required to discuss with their instructor when and how any missed assignments will be made up. The student should consult his or her academic dean if an instructor is unable or unwilling to grant the request. Absence from class due to observance of a religious holiday is excused according to University policy.

2. Procedure

- a. The religious observance notification procedure is based on the operating principle that you will act in accordance with the Elon University Honor Code. This procedure can only be used to notify an instructor of an absence from class necessitated by observance on a religious holiday.
- b. Since religious holidays are scheduled in advance, you are expected to formally notify your instructor within the first week of the semester that you will miss class in order to observe a religious holiday by completing the secure online Religious Observance Notification Form. It is required that you send an additional notification to your instructor at least one class before each absence.
- c. You are also required to make prior arrangements with your instructor for completion of any work missed during your absence. Since your instructor may want to use the same exercise that the rest of the class has completed, you are obligated to avoid obtaining any information about that graded exercise that would give you an unfair advantage over other students taking the course.

Note: When you submit this form, your instructor will be notified by email, and copies will be sent to you and to your academic dean. In completing the form, you may find it useful to consult OnTrack, where you can view your class schedule to obtain the name and the number of the course and the name of the course instructor. Your actual or electronic signature on the form affirms your compliance with the Elon University Honor Code.

- d. Given the time limitations inherent in completing end-of-semester assignments or making up a missed final exam, this procedure cannot be used during the final exam period. You are expected to take final examinations at the scheduled times and to complete end-of-semester work by the deadlines set by the instructor. In the event that a religious holiday should fall during exam week, contact your academic dean as soon as possible, before the scheduled assignments or exam. There may also be certain circumstances (a concert or a performance for example) which cannot be made up. In this case, the student may be advised to take that specific course in another school semester.

(06/09)

H. Testing Procedures

1. Periodic testing (testing over work covered in a significant period of time such as a month) should always be planned and announced in advance. Fair notice should always be given for a periodic test. At least a week is considered fair. These

periodic tests should not be given during the final week prior to semester examinations.

2. Students must be allowed to see their graded test papers for each test given during the term. Either by class discussion or in written comments, students should be apprised of the quality of their work.

(7/11)

I. Missing or Rescheduling Tests or Final Examinations during the Semester/Term

1. Missing or Rescheduling a Test

When a student misses an announced test during the semester/term, he/she must secure permission from the professor to make up the test. Individual instructors are authorized by faculty vote to use retest programs (for tests other than the final examinations) tailored to their individual courses. Each professor should make clear the departmental policy and outline the procedure to be followed in validating the reasons for missing a test. This information should be carefully explained at the beginning of each semester and included in the course syllabus.

2. Missing or Rescheduling One or More Final Examinations

If a student misses final examinations during a semester, the student must secure permission based on the reason for missing (see below)

a. Multiple Final Examinations on One Day

If a student has three (3) exams scheduled for the same day, he/she may secure a "Change Request Form" from the Registrar's Office. This change request form must be completed and returned to the Registrar's Office by 5:00 p.m. on the last day of classes before final exams.

b. Medical Reasons

- 1.) Medical Emergency. Students who have completed sufficient work to complete a course but who become ill or injured just prior to or during the final exam period should contact the associate vice president for academic affairs in the provost's office (Alamance 120) to present verification. The AVPAA will notify instructors of the student's situation. As soon as they are able, students should contact individual instructors to discuss arrangements for completing work. In cases where the instructor is no longer employed at Elon after the end of the semester, the student should contact the department chairperson.

2.) Medical Leave of Absence (WD). If a student has a documented medical condition that has impacted his/her ability to complete course work and will keep him/her from taking exams, the student should consult the assistant vice president for student life for a medical leave of absence which will remove the student permanently (with grades of WD) from all classes. Students seeking a medical withdrawal must withdraw from all courses; they may not obtain a medical withdrawal from only selected courses. Students with medical withdrawals will not be permitted to complete courses.

c. Other Documented Excuses for Missing Final Exams

Occasionally, a student will find him/herself in a situation that may be best resolved by not taking one or more final examinations as scheduled. Justifiable reasons for such absences may include school-sponsored representation at events, but will generally not include travel arrangements, starting a job or an internship, or participation in family events such as weddings and graduations.

- 1.) Missing or Rescheduling ONE final exam only per semester. Requests by a student to miss or reschedule only one final exam during a semester must be made to the appropriate department chairperson. When the chair agrees that the reason for missing is justifiable, the student is responsible for working with the faculty member to complete the work for that course.
- 2.) Missing or Rescheduling MULTIPLE final exams in one semester. Requests by a student to miss or reschedule more than one final exam during any given semester must be made to the associate vice president for academic affairs. Because of the burden on faculty to revise or recreate and administer additional final exams, such absences are not commonly awarded. If approved, the AVPAA will notify instructors that appropriate verification has been received. Students should, as soon as they are able, contact individual instructors to discuss completion of course work.

Students who misrepresent their requests to miss or adjust final exams will be charged with violating Elon's Honor Code.

(7/11)

J. Reading Lists

Careful consideration should be given to the use of reading lists and the implementation of a reading program for students. This will help students become acquainted with those great books which the liberal arts university graduate should be aware. The institution takes seriously the importance of the library to the educational

experience. Each instructor is strongly encouraged to incorporate library usage into his/her courses.

K. Term Papers

For term papers (those papers of the research type which are normally assigned some time ahead of the deadline for turning them in) the instructor should announce the general nature of the requirements the first day of class or as soon thereafter as possible. Further announcements as to other details should be given to the class in an appropriately timely manner before the paper is due.

L. Honor Code Policy

1. As a member of the university community, each faculty member has a responsibility to promote and enforce the academic honor policy. This responsibility involves appropriate interpretation of the honor policy and the promotion of conditions favorable to academic honor and academic citizenship. Instructors should provide:
 - a. Clear exposition of the values of Elon's honor code and students' obligations to uphold the policy
 - b. The maintenance of order
 - c. Demonstration of the importance of personal interest, fairness and mutual consideration
 - d. Uniform procedure in handling violations
2. It is recommended that faculty ask students to sign an honor pledge for all tests, examinations and all outside written work which is to be completed independently, indicating that they have neither given nor received unauthorized aid.
3. Each faculty member should indicate to his/her classes the policies regarding assigned work done outside of class, indicating when and how collaboration and use of resources is acceptable.
4. If an instructor has reason to believe that a student has violated the honor code by cheating, plagiarizing, lying, stealing, vandalizing or facilitating academic dishonesty in others, he/she is to indicate to the student that there is a problem and arrange for a meeting. During that meeting the charge is to be explained to the student, and the student is asked whether he/she wishes to take responsibility.
5. In cases where students take responsibility, the instructor should assign sanctions related to the course and return the completed Incident Form to the associate vice president for academic affairs.
6. In cases where the student does not take responsibility, the instructor should complete the Incident Form, taking it and any evidence to the associate vice

president for academic affairs who will arrange for a hearing before the judicial board.

7. The instructor is responsible for completing the grade report for the course the student is enrolled in. In no case may an honor code F (or any reduction in grades or student credit for work) be assigned in a course without the necessary paperwork and procedures having been followed to verify an honor code violation has occurred and the student was made aware of the charge.
8. The office of the provost/vice president for academic affairs will determine and administer any institutional sanctions (in addition to course related sanctions given by the faculty). Institutional sanctions include, but are not limited to probation, suspension or dismissal from the institution for students whose violations are grievous or repeat offenses.
9. In order to monitor the honor code behaviors and record of each student, it is vital that instructors submit an incident report for each student who has violated the honor code policy, even when the faculty members elects to assign only minimal (or no) course sanctions.

(8/07)

M. Final Examinations

- a. The university calendar provides a week at the end of each semester for final exams. A three-hour period is set aside for an exam for each course. The day and time of final exams are set by the provost/vice-president for academic affairs and are available on Ontrack and in the Web Reference section of the Table of Contents. The time of an exam may not be changed, and no student may be excused from a scheduled examination without appropriate authorization as stated in this section. At the request of a student, the faculty member should allow the student to see the graded final exam paper. It is not customary to permit the student to keep it.
- b. The final exam period should be used for a culminating final exam or activity. When pedagogical concerns dictate, other meaningful and significant use of the time may occur with notification to the department chair. In rare cases when the exam period will not be used, the time may be made up in other ways to be determined in consultation with the department chair.
- c. When constructing syllabi and determining assignments and deadlines for the final weeks of classes and exam week, faculty should make decisions that reflect respect for the integrity and length of the exam week and consideration of students' performances and obligations in other classes.

(07/06)

N. Collection Policy

No student is permitted to take a final examination unless his/her account is cleared in the business office. This is a policy statement by the Board of Trustees. Students who do not pay their accounts or make satisfactory arrangements may be disenrolled from class by a memo from the Bursar's Office at the request of the business office. Faculty cooperation in this matter is necessary.

O. Grading System and Quality Points

- a. Graduation is dependent upon quality as well as upon quantity of work done. A student earns quality points as well as semester hours if his/her level of performance does not fall below that of a "D-." Letter grades are used. They are interpreted in the table below, with the quality points for each hour of credit shown at right.

<u>Grade</u>	<u>Quality Points</u>
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0
I Incomplete	0.0
P Passing (not counted in cumulative avg.)	0.0
S Satisfactory (not counted in cumulative avg.)	0.0
U Unsatisfactory (counted in cumulative avg.)	0.0
WD Medical Withdrawal	0.0
W Withdrawal	0.0
NR No Report	0.0

1. A grade in the "A" range indicates distinguished performance in a course.
2. A grade in the "B" range indicates an above-average performance in class.
3. A grade in the "C" range indicates an average performance in which a basic understanding of the subject has been demonstrated.

4. A grade in the "D" range indicates a passing performance despite some deficiencies.
5. A grade of "F" indicates failure.

Grades of "A" through "F" are permanent grades and may not be changed except in case of error. After an instructor has certified a grade to the registrar, he/she may change it before the end of the next regular grading period. The change must be made in writing and have the written approval of the department chair.

(08/07)

- b. Class roles for all classes will be put in faculty mailboxes during examination week. Faculty should submit course grades electronically via OnTrack, adhering to the deadlines set by the Registrar's Office and published each year in the university calendar.
- c. The student and the student's academic advisor can view grades on OnTrack anytime after the grade has been submitted.
- d. Repeat Courses: Courses repeated within four semesters of attendance (excluding winter and summer sessions) following the first enrollment in the course count only once in computing the cumulative grade point average. In such cases the most recent grade is counted rather than any previous grade(s) received. However, a course repeated more than once will count in the cumulative grade point average each time it is repeated.
- e. Pass/Fail Courses: Students may take two courses outside the major, minor or general studies requirements on a pass/fail basis. However, this option must be chosen at registration and may not be chosen after classes have begun.

(08/07)

P. Posting of Grades

In courses where faculty use Blackboard or some other university-approved electronic course management system, grades on assignments, tests and other course activities may be shared directly with individual students in the course. In classes where faculty members do not use an electronic course management system, the grades, which are considered a part of a student's educational record, will not be released or posted in any personally identifiable form, including listing by student identification/social security number, unless the student gives written consent.

Acceptable alternatives for distributing test results and grade information to students include:

- a. Posting of grades by student identification/social security number of all students who sign a consent statement for each occasion on which grades are to be posted or for the entire semester. The written consent may be obtained by a petition to be signed by all members of the class who wish their grades posted or by having a consent statement on the answer sheet of each test or exam.

Posting of grades without a consent statement by using a system of random numbers or letters or other symbols, not personally identifiable, known only by the faculty member and the individual student.

- b. The mailing of grades in self-addressed and self-stamped envelopes.
- c. A faculty member may also leave examinations and other graded material with the secretary assigned to his/her department who may distribute the material to students who offer sufficient identification.

(08/07)

Q. Mid-Semester Progress Reports

Mid-semester grades constitute formalized feedback for students prior to the drop/add date and are a vital means of communication between faculty and students. Faculty are encouraged to communicate clearly to their classes the meaning of the mid-semester grade, including how it was calculated and the portion of the final grade that it represents. The intent of the mid-semester grade is to provide early, accurate, and significant feedback regarding a student's progress in the course, making it helpful to both students and their advisors. Therefore, mid-semester grades of S, U, NR, and I must be cleared through the appropriate dean.

(7/02)

R. Final Grades

Final grades for each course are to be submitted electronically via OnTrack by the deadlines specified in the university calendar. In the spring term, grades for graduating seniors are due on an accelerated schedule published by the registrar's office. In determining grades, faculty are expected to conform to university policy and established professional norms.

(08/07)

S. Academic Warning, Probation & Suspension

At least a "C" average (grade point average of 2.00) is necessary to satisfy the institution's academic requirements. Records of each student whose grades fall below

this average in any semester are reviewed by the committee on academic standing, which may (1) place the student on academic probation or (2) suspend the student. One academic semester must elapse before students suspended for failure to maintain normal academic progress are eligible for reinstatement. A student who is suspended a second time for academic reasons is normally not readmitted to the university for further study.

T. Independent Study Guidelines

Independent study application forms are available at the registrar's office. Instruction by independent study can be a stimulating experience for instructor and student alike. In order for this to occur the faculty adopted the following guidelines in 1975:

- a. There are two uses of independent study:
 - i. For students who, in the opinion of the course director and the department chair, are academically talented
 - ii. For students who need a specific catalog course to graduate
- b. The requirements for an independent study course should be roughly equivalent to those of a course taught in a regular classroom environment.
- c. Normally, independent study:
 - i. Will not be used to repeat a course
 - ii. Will be limited to juniors and seniors
- d. Independent study will not be used to avoid a specific professor.
- e. Normally:
 - i. A student will be enrolled in only one independent study course at a time
 - ii. A professor will direct no more than 8 hours of independent studies at a time
 - iii. A 4-hour course will require one fall or spring semester's time
- f. A student will not be allowed to enroll in a course by independent study, if that course is scheduled for that semester.

U. Special Courses

Courses are not to be given privately or to small groups of students without the approval of the provost/vice president for academic affairs. Under NO circumstances is a faculty member permitted to receive money from a student for private instruction.

The student pays money only to the business office and the teacher is paid only by the institution.

V. Incomplete Grade Policy

- a. An "I" grade signifies incomplete work because of illness, emergency, extreme hardship, or self-paced courses. It is not given for a student missing the final examination unless excused by the department chair upon communication from the student. In any case, an instructor giving the grade of "I" will note the reason for the grade in the "comments" column of the final grade report sheet.
- b. The student receiving a grade of "I" completes all work no later than nine class days after mid semester grades are due in the following regular semester. A final grade is submitted to the registrar by the instructor the following Monday. After this date, the "I" grade automatically changes to "F" unless an extension is granted by the dean of the school/college.

W. Notes

- a. The precise dates in fall and spring semesters by which all work toward removing an "I" grade is due to the instructor are printed in the official university calendar, registration schedules, on the grade report of the semester on which the "I" is given.
- b. When a student has an "I" grade, the faculty advisor is encouraged to recommend a lighter load the next semester.

W. Advising Students

1. Considered a part of teaching responsibilities, academic advising provides important opportunities to discuss course selection, choice of major/minor and career opportunities.
2. Advisors are expected to give students individual attention when needed and to participate effectively in the advising program.

X. Teaching Faculty Office Hours

Each full-time teaching faculty member is expected to maintain a schedule of office hours on at least 3 days per week distributed so that students may be able to make convenient appointments. As soon as the semester schedule is arranged, faculty members are expected to file a copy of their daily schedule with the secretary assigned to their department. Office hours should be indicated, as well as regularly scheduled extra-curricular activities. Faculty members should also post a copy of their schedule on their office door.

(7/05)

Curriculum and Curriculum Changes

A. Summary of Procedures for Curriculum Development and Curriculum Proposals

1. The chair of the department shall involve all department members in discussions regarding new courses or program proposals.
2. The chair, the department, and the respective dean of the school or college should work in concert in the development of curriculum changes and proposals.
3. Upon completion of this process, the proposal will be considered by the appropriate school- or division-based curriculum committee. The department chair, with support and documentation provided by the department and the dean of the school or college, shall attend the meeting of the appropriate curriculum committee when the proposal is discussed.
4. Curricular changes initiated by the academic departments and in consultation with the dean should be copied to the dean, the chair of the appropriate school- or division-based curriculum committee, and the members of the University Curriculum Committee 14 days before the scheduled committee meetings.
5. The school- or division-based committee will consider the proposal. If the proposal represents minor changes to the curriculum (designated as a reportable item), the school- or division-based committee renders a decision and informs the University Curriculum Committee of that decision. If the proposal represents a more substantive change to the curriculum, or if it impacts another department or program, the school- or division-based committee considers it and forwards a recommendation to the University Curriculum Committee.
6. Should the chair, the department, and the academic dean fail to reach consensus, the proposal bypasses the school- or division-based curriculum committee and is sent directly to the University Curriculum Committee. The proposal and a written statement from the academic dean will be considered by a conference committee consisting of the following members: the chair of the department from which the proposal originates; the appropriate academic dean; the Provost or his/her representative; the Chair of the University Curriculum Committee, who will act as chair of the conference committee; and the Vice-Chair of the University Curriculum Committee. The conference committee will attempt to resolve the differences between the department and the academic dean and will offer specific recommendations regarding the proposal in that effort. The recommendations will be adopted upon a majority vote of the five members of the conference committee.

7. Once the conference committee makes its recommendations, the department and academic dean will work to incorporate them into the proposal. The department will then decide to forward the amended proposal or the original proposal with the conference committee recommendations to the appropriate school- or division-based curriculum committee for consideration.
8. Appropriate academic deans and department chairs will be invited to curriculum committee meetings during which proposals from their college, school, or department will be discussed and will participate in the discussion of those proposals.*
9. On approval by the University Curriculum Committee, the proposal can be revised only to reflect catalog copy and submitted by the sponsoring department to the office of the Registrar.
10. For inclusion in the subsequent year's catalog, proposals should be approved by the March University Curriculum Committee meeting.

* For interdisciplinary proposals, the principal advocate for the proposal fulfills the role of department chair in this process, and that advocate's academic dean represents the administration in the conference committee and in the University Curriculum Committee.

NOTE: Proposal Forms are available for courses, minors, and new programs.
Please visit the Curriculum Committee site on Blackboard.

(06/10)

B. Summary of Procedures for Graduate Curriculum Development, Graduate Curriculum Proposals, and Graduate Program Proposals

1. Discussions regarding curriculum and program proposals shall involve the department chair, program director, and school/department faculty as appropriate.
2. Development of curriculum and program proposals shall involve the respective dean of the school or college, the department chair and/or the program director as appropriate; and designated faculty.
3. Curriculum and program proposals will be considered by a designated school- or division-based committee (examples listed in bullet #4). The department chair, program director, or principal advocate, with support and documentation provided by the department faculty and the dean of the school or college, shall attend meetings when the proposal is discussed.

4. The designated school- or division-based committee may vary (in name and composition) according to the organizational structure and size of the school, division, or department that originates the proposal. However, the committee structure and process must comply with any applicable requirements of accrediting agencies. Some examples of current models are shown below:

Love School of Business: The school-based curriculum committee is designated to review and approve graduate curriculum and program proposals. For proposals originating from a department, approval of the department faculty is required before review by the school-based curriculum committee.

School of Education: The Teacher Education Committee is designated to review and approve graduate curriculum and program proposals. Secondary approval by the school-based curriculum committee is not required for graduate program proposals.
5. For interdisciplinary proposals involving more than one school or division, a faculty-based committee or task force will be designated for creating the proposal. The principal advocate for the proposal fulfills the role of department chair in this process, and that advocate's academic dean represents the administration as the proposal moves forward for consideration.
6. On approval by the school- or division-based committee, curriculum and program proposals will be forwarded to the Graduate Council for consideration. Copies of the proposal must be sent to the dean and the chair of Graduate Council 14 days before the next scheduled meeting of the Graduate Council. The respective academic dean, and the department chair, program director, or principal advocate will be invited to the Graduate Council meeting during which time proposals from their college, school, department, or division will be discussed and will participate in those discussions.
 - a. On approval by the Graduate Council, curriculum proposals will be submitted by the sponsoring department to the office of the Registrar and can be revised only to reflect catalog copy. The Provost's designee on the Graduate Council serves as a liaison to the UCC and can recommend a subsequent review by the UCC in cases where a proposal may significantly impact the undergraduate program or curriculum.
 - b. On approval by the Graduate Council, new program proposals will be forwarded to the UCC for consideration.
7. For inclusion in the subsequent year's graduate catalog, proposals should be approved by the February Graduate Council meeting.

NOTE: Proposal Forms are available for courses and new programs. Please visit the University Curriculum Committee site on Moodle.

(07/12)

Graduate Program

A. Graduate Program Vision

1. Graduate Program Mission Statement

Through its graduate programs, Elon University gives students the opportunity to acquire a high level of competence in their fields of interest and to gain significant experience in the application of advanced knowledge and skills. Graduate programs offered at Elon foster a stimulating intellectual community based upon close interaction with faculty, academic engagement with peers, in and out of the classroom, and a university environment fully committed to supporting inquiry and research. Graduates from Elon's advanced degree programs are prepared to assume positions as active professionals committed to continued learning and to the advancement of their professions.

2. Elon University offers graduate programs that are:

- a. Connected to the university's undergraduate programs, building on existing strengths and contributing to the enhancement of the quality of the undergraduate experience
- b. Committed to the broad perspective of arts and sciences
- c. Distinctive, excellent in overall quality, and responsive to the needs of society
- d. Committed to the intellectual growth and development of each student
- e. Supportive of both faculty and student scholarly activity and its dissemination to the appropriate community of scholars and practitioners

B. Graduate Program General Policies

Graduate programs at Elon University are designed to complement the overall academic and intellectual life of the university community. Insofar as possible, both graduate and undergraduate programs use the same policies and procedures.

1. Faculty - Faculty approved to teach graduate level courses are subject to the same policies and standards as contained in the Faculty Handbook, Section II.
2. Curriculum - Approval of graduate courses and degree requirements is based upon the established process for undergraduate courses and programs. Following

approval by the department and the graduate council, proposals are presented to the curriculum committee and then to the university faculty.

3. Instructional Program - Policies and Procedures. The policies and procedures regarding the instructional program contained in the faculty handbook, II-14) apply to graduate programs.
4. Support Services - All university support services, academic and otherwise, are provided to graduate and undergraduate students alike. Included in these services are the library, technical services division, academic advising, personal counseling, and student activities.
5. Faculty Load - For purposes of calculating instructional workload, a three semester hour graduate-level course will count as four and one-half semester hours.
6. Salary and Benefits - The same salary scales and benefits will apply to faculty teaching graduate courses as to all full-time teaching faculty at the undergraduate level.

C. Criteria for Approving Faculty to Teach Graduate Courses

1. The director of the graduate program will recommend faculty for approval to the provost.
2. Criteria for approval of graduate faculty include a terminal degree in the field in which the faculty member will teach, 2 years of effective full-time university teaching, and evidence of productive scholarship. When approval has been granted, it will be effective continuously unless revoked by the institution.
3. In exceptional situations, a faculty member who does not meet the above criteria may be approved to teach. The faculty member must have a master's degree and should have substantial teaching experience and/or related professional qualifications. Such approval will be on semester-by-semester and course-by-course basis.

(7/02)

4. Adjunct faculty will meet the same criteria as full-time faculty.

D. Procedures for New Graduate Program Proposals

1. Graduate program proposals must be consistent with the graduate mission of the university and the graduate program vision.

2. Graduate program proposals should originate from department-wide action, or from administration in consultation with school/college and departmental leadership.
3. New graduate program proposals should include:
 - a. A feasibility study demonstrating the viability of the proposed program addressing enrollment demands and market area, staffing, facilities, library and other resources, budget projections, and impact on undergraduate programs
 - b. A statement justifying the program as related to the graduate mission statement
 - c. A listing of the degree(s) offered and an outline of degree requirements
4. Graduate program proposals should be submitted to the graduate council for consideration and a recommendation for program approval or non-approval. The proposal should then be submitted to the curriculum committee for consideration and a recommendation for program approval or non-approval. The proposal should then be submitted to the faculty for consideration and a recommendation for program approval or non-approval. The proposal, along with the recommendations of the graduate council, the curriculum committee and the faculty should then be submitted to the president for consideration by the Board of Trustees.
5. If the board approved the new graduate program, then a complete curriculum prospectus should be developed. This includes:
 - a. A listing of the degree(s) offered and the associated degree requirements
 - b. A syllabus for each course that includes catalog number, title, description and semester hours credit
 - c. A statement regarding anticipated sequencing of course offerings for the program and staffing implications
6. The curriculum prospectus should then be submitted to the graduate council for consideration. If approved, the prospectus should then be submitted to the curriculum committee for consideration. If approved, the prospectus should then be submitted to the faculty as a whole for consideration. If approved, the prospectus should then be submitted to the president for consideration by the Board of Trustees.

(3/00)

DEPARTMENT AND COMMITTEE ANNUAL REPORTS

Department Annual Reports

- Evaluation by Department Chair or Program Director (3 pages)
- Evaluation by Department Members (1 page)

Committee Annual Reports

- Committee Annual Report and Evaluation (2 pages)
- Evaluation by Committee Members (1 page)

Evaluations by Department Chair or Program Director

- End-Of-Year Report due June 15
- ARAP due September 15

An End-Of-Year Report detailing the unit’s progress during the previous academic year and plans for the upcoming academic year should be completed according to instructions below. End-Of-Year Reports are due June 15 of each year.

An Annual Report on Assessment Progress (ARAP) detailing the unit’s implementation and assessment of student learning outcomes for each year should be completed according to instructions below. ARAPs are due annually on September 15. This fall date allows departments to discuss outcomes and develop adjustments after the end of the academic year.

Both reports should be submitted electronically to the appropriate Dean’s Office and the Office of Institutional Research.

1. End-Of-Year Report format

A. Departmental/Program Statistics

# of Majors	# of Minors	
<i>(These data are provided by the Office of Institutional Research in late May)</i>		
		Total (Spring Semester)
		Number graduating in May
<i>(These data are distributed to departments by the Student Professional Development Center based on the Cap and Gown survey and subsequent year-out survey results)</i>		
		Number attending graduate school in the coming year

(Department Chairs complete these cells using a list of faculty teaching assignments provided by IR)

Courses	Summer	Fall	Winter	Spring	Description
# sections in discipline					count 2 s.h. courses as ½ section; do not include internships or independent studies
GST 110 (# sections)					# sections taught by departmental faculty
Other GST (# sections)					# sections taught by departmental faculty
Internship s.h.					Total numbers of student s.h. generated
# ELR sections					# sections taught approved for ELR credit

B. Departmental/Program End-of-Year Report Narrative

Department/Program _____

Chair/Director _____ Academic Year 20____ to 20____

1. Mission statement (As it appears in the most recent 5-year plan or as modified)

2. Department/Program's Five-Year Goals):

- Are on file in the department/program's office
- Are on file in the office of my dean
- Are attached electronically to this report
- A photocopy of the current Five-Year Goals has been sent to

PAST YEAR

3. Chair/Program's narrative overview
(This section provides an opportunity to supply a context for the department's past year, mentioning any special circumstances that could have impacted its productivity).
4. Department/Program's specific objectives/strategies, including those from the 5-year plan for the past year
(include action steps taken to implement objectives)
5. Department/Program's outcomes for objectives/strategies for the past year
(include description of how action steps were assessed)
6. Proposed changes or revisions as a result of outcomes from past year
(how have outcomes informed provisional plans for the upcoming year?)

NEXT YEAR

7. Department/Program objectives and priorities for next year
8. Specific plans to meet objectives and priorities for next year

Department chairs and program directors should check with their dean/supervisor to see if there are additional school/college requirements for this report.

2. Annual Report on Assessment Progress (ARAP)

The following report is due annually from each program that creates and measures student learning outcomes.

Final reports are due **September 15** of each year and should be submitted electronically to the dean's office and to Institutional Research.

Department/Program _____

Chair/Director _____ Academic Year 20____ to 20____

1. Based on last year's ARAP report, reflect on the implementation of any changes-for-improvement your program/department recommended in the "Use of Results" section.
2. For each Student Learning Goal assessed during this time period, complete the following information.
 - A. Learning Goal
 - B. Student Learning Outcome
 - C. Assessment Strategy
 - Description of how assessment was conducted. (Include who was measured, where and when measurement was taken)
 - Who conducted assessment? Who evaluated results?
 - Criteria for success?
 - D. Results (data and summary of results)
 - E. Use of Results
 - Who participated in the discussion of results?
 - What program improvements were recommended, if any?
 - Reflect on this approach (e.g., tools) for assessment of this SLO.
 - What adaptations to the Student Learning Assessment Plan were made, if any?
3. Program Director's (Chair's) summary statement of the value of assessment and the steps that will be taken during the upcoming year to address the results of this year's assessments.
4. Tentative plans for your program's next assessment cycle. What goals and student learning outcomes do you anticipate measuring, where and by whom?

Evaluation by Department Members

Academic Year 20__ - 20__

Due June 1

- To be completed by department members and forwarded to the dean of your division. Supporting documents and/or other information, when appropriate, should be attached.

Department _____ Chair _____

A. Departmental Meetings

1. How often did the department meet? _____

2. The meetings were: (check all that apply)

- | | | | | | | |
|------------------|-------|-------|----------|-------|-------|---|
| a. Well attended | _____ | _____ | _____ | _____ | _____ | Poorly attended |
| b. Effective | _____ | _____ | _____ | _____ | _____ | Ineffective |
| c. Too frequent | _____ | _____ | _____ | _____ | _____ | Too infrequent to accomplish objectives |
| | | | Adequate | | | |

B. Specific evaluation of departmental meetings:

C. Recommendations for future departmental meetings:

D. Curriculum and/or personnel development needed next year:

E. List the major strengths and weaknesses of the department from your perspective.

F. What was the most significant accomplishment of the department this year?

G. Recommendations for next year. These may be formulated as departmental objectives.

(8/05)

Committee Annual Report and Evaluation

Academic Year 20__ - 20__

Due April 1

- May be completed by committee chair and forwarded to the chair of academic council. Supporting documents and/or other information, when appropriate, should be attached.

Committee _____ Chair _____

A. Committee members this academic year

1. Teaching Faculty _____

2. Non-teaching Faculty _____

3. Administrators/Staff _____

4. Students _____

B. Committee Meetings

The committee met on the following dates

C. List the committee objectives for this year. Attach a status report for each objective.

D. What was the most significant accomplishment of the committee this year?

E. Recommendations for next year. These may be formulated as committee objectives.

Evaluation by Committee Members

Academic Year 20__ - 20__

Due June 1

- To be completed by committee members and forwarded to the provost/vice president for academic affairs. Supporting documents and/or other information, when appropriate, should be attached.

Committee _____ Chair _____

A. Membership

1. The membership composition of this committee is: ___ Satisfactory
___ Unsatisfactory

2. Recommendations regarding membership:

B. Duties of the committee as assumed in the course of business

1. _____
2. _____
3. _____
4. _____

C. Committee Meetings

1. How often did the committee meet? _____

2. The meetings were: (check all that apply)

- | | | | | | | |
|------------------|-----|-----|-----|-----|-----|---|
| a. Well attended | ___ | ___ | ___ | ___ | ___ | Poorly attended |
| b. Effective | ___ | ___ | ___ | ___ | ___ | Ineffective |
| c. Too frequent | ___ | ___ | ___ | ___ | ___ | Too infrequent to accomplish objectives |

Adequate

D. Specific evaluation of committee meetings

E. Recommendations for future committee meetings

(8/05)

Faculty-Administrative Communication Flow

A. The Provost/Vice President for Academic Affairs

Receives from the faculty member a report of an alleged honor code violation.

B. The Vice President for Student Life/Dean of Students

Reports actions of all judicial agencies to faculty and staff.

C. Dean of School or College

1. Grants permission for attendance at professional meetings, requested in advance, and receives a written report on such meeting
2. Receives a statement of office hours from faculty members
3. In consort with the provost/vice president for academic affairs and the departments in his/her unit, the dean shall communicate with faculty and administration on matters for which he/she is responsible (See Section II-19)

D. The Department Chair

1. Relays to the dean a faculty member's written report of professional meetings attended
2. Is contacted by the faculty member who, because of illness or other reasons, is unable to meet classes
3. Grants permission to take make-up final examinations to students absent from the examination for legitimate reasons
4. Receives all proposals for curriculum revision to be relayed to the curriculum committee
5. Is responsible to ensure all textbook orders from the department members have been relayed to the Campus Shop manager
6. Receives and relays to the registrar from the faculty member any necessary change of grade to be made on the permanent record of a student
7. Receives and relays to the librarian requests for library book purchases (or may authorize librarian to accept a request from a member of his/her department)

8. Receives from the department member a statement of professional activities to be included in the chair's annual departmental report in May

E. The Registrar

1. Furnishes class rolls to instructors
2. Receives mid-semester and semester grade reports from instructors
3. Works with deans and chairs to coordinate schedules of classes
4. Works with deans and department chairs to collect information for the university catalog

F. Numen Lumen

These monthly meetings are held September through May each academic year. Open to faculty and administrators, sessions are intended to prompt discussion about questions and initiatives related to the academic priorities of the university, often related to teaching and the learning environment on campus. Numen Lumen meetings are generally held on Friday afternoons. Sessions are planned and coordinated by the director of the Center for the Advancement of Teaching and Learning in collaboration with the chair of Academic Council.

Faculty Forums

(7/10)

- G. Faculty forums provide an opportunity for faculty and staff to discuss issues of mutual interest. A forum is defined as a public meeting for free and open discussion. These meetings are scheduled as often as requested throughout the academic year. Requests for forums should be sent to the provost/vice president for academic affairs.

(7/96)

Responsibilities: Provost/Vice President for Academic Affairs, Deans and Department Chairs

A. Position Descriptions for the Provost/Vice President for Academic Affairs, Deans and Department Chairs

1. Provost/Vice President for Academic Affairs

- a. As leader of academic affairs, the provost/vice president for academic affairs guides the establishment of overall directions for the university's academic programs. The provost/vice president for academic affairs anticipates future developments in higher education and their impact on the university, identifies the threats and opportunities they pose, and evaluates the needs inherent in meeting those challenges creatively and effectively. The provost/vice president for academic affairs is responsible for ensuring the academic quality of all departments, programs, and services within the academic affairs unit through the appropriation and allocation of necessary resources, through the oversight of hiring and evaluation activities, and through the establishment and coordination of policies and priorities.

- b. **Appropriation, Allocation, and Assessment of Resources**

The provost/vice president for academic affairs has primary responsibility for securing internal and external funding in support of academic programs and services. The provost/vice president for academic affairs establishes policies for and retains ultimate responsibility over the management of budgets within academic affairs. The provost/vice president for academic affairs authorizes the creation and elimination of faculty and academic staff positions as appropriate to the plans and priorities of the academic affairs unit, and oversees that the allocation of resources to the various programs within the unit reflects established priorities. The provost/vice president for academic affairs oversees the ongoing evaluation of personnel and assessment of programs to ensure appropriate levels of quality throughout the academic affairs unit of the university. The provost/vice president for academic affairs makes recommendations for promotion and tenure decisions to the president.

- c. **Establishment and Coordination of Policies and Priorities**

The provost/vice president for academic affairs oversees the development of the strategic plan for academic affairs, assigns responsibilities for its implementation, reviews academic policies for their consistency with the

strategic plan and university mission, and has responsibility for the overall evaluation of the plan's implementation and outcomes. The provost/vice president for academic affairs coordinates initiatives and ongoing programs across all areas of academic affairs and guides the establishment of annual and long-term priorities.

2. Deans

- a. As leaders of the academic college and various schools, deans are responsible for the overall direction of programs within their units. Attuned to the institutional and societal contexts affecting current and potential programs within their units, deans coordinate and motivate the efforts of department chairs, program directors, and faculty to respond creatively to these contexts. The deans ensure the effective implementation of these goals through allocation and management of resources, through appropriate initiatives for external funding, and through evaluation of the quality of personnel, programs and related services.

b. Allocation and Management of Resources

Deans coordinate the use of budgeted funds to ensure appropriate staffing within their units (balance of full-time, part-time, and overload) and recommend areas within their units that require additional staffing. The deans coordinate course offerings within their units to meet departmental and general studies needs. The deans coordinate and make recommendations concerning departmental and program initiatives and their budgetary priorities.

c. Evaluation and Improvement of Programs and Personnel

Deans oversee that department and program planning are consistent with missions of the institution and their school/college, and evaluate the assessment efforts of departments and programs to ensure that results yield meaningful information which is used in ongoing planning. The deans work closely with chairs, program directors, and faculty in implementing program improvements. The deans are responsible for the summative, administrative evaluation of their unit's faculty and make recommendations to the provost/vice president for academic affairs in matters of salary, promotion, continuance and tenure. The deans also assure appropriate faculty development activity throughout their unit.

- d. The 1st Friday of September and February are reserved for meetings of the faculty of each school or college for the purpose of consideration and discussion of matters within their purview, including curriculum. The agenda

of the meeting shall be set by the appropriate dean, who will also preside over the meeting.

(07/10)

3. Department Chairs

- a. As leaders of their academic departments, department chairs foster a sense of cohesive team building within their units and represent their departments to other areas of the university. Chairs direct and motivate faculty efforts to explore new directions for their departments as well as exercise oversight to ensure the academic quality of their departments' existing programs. Toward these ends, major responsibilities of the chairs include attention to curricular and programmatic issues and the professional development of the faculty.

b. Curricular and Programmatic Issues

Chairs keep abreast of developments in the content and pedagogy of their disciplines to ensure the currency and appropriateness of curricular offerings. Chairs oversee those further activities (advising, student organizations and/or honor societies, events for majors/minors, etc.) which complement the curricula of their majors to ensure students a complete and high quality educational experience. Chairs coordinate their departments' strategic planning in these curricular and programmatic areas and ensure that assessment of goals is conducted and used in ongoing planning.

c. Faculty Development

Chairs assist departmental faculty in the creation and implementation of individual professional development plans and engage in formative evaluation of the faculty, the primary purpose of which is to advance professional development. Chairs also assist deans in matters of hiring, contract status, salary, promotion, and tenure.

B. Responsibilities at Department Chair, Dean and Provost/Vice President for Academic Affairs Levels

1. Recruitment of Full-Time Faculty

a. Chair

- 1.)Initiates position request to dean following departmental consultation
- 2.)Works with dean and department to define position
- 3.)Organizes and coordinates search committee

- 4.) Makes preliminary reference calls
- 5.) Consults with department about final candidates
- 6.) Recommends to dean candidates to visit campus
- 7.) Organizes candidate visits (with search committee chair)
- 8.) Conducts formal interview with candidates
- 9.) Supervises collection of supporting documents
- 10.) Confers with department and dean regarding candidates
- 11.) Recommends final candidate to dean
- 12.) Coordinates letters to inform candidates of status of the search
- 13.) Provides support to successful candidate (information about the area, book orders, etc.)

b. Dean

- 11.) Requests authorization to advertise and salary from the Provost/Vice President for Academic Affairs
- 12.) Authorizes timetable for search and EEO strategies
- 13.) Places ads within budgetary guidelines
- 14.) Approves candidate visits
- 15.) Conducts formal interview with candidates
- 16.) Makes reference calls for final candidates
- 17.) Initiates background check on final candidate through Human Resources
- 18.) Approves final selection
- 19.) Completes negotiations and prepares contract specifications
- 20.) Supervises collection of documents for employee file
- 21.) Supervises collection of EEO-related information on applicants

c. Provost/VPAA

- 1.) Authorizes recruitment expenditures for searches
- 2.) Verifies information submitted by deans for contract preparation and forwards info to human resources for contract preparation

2. Evaluation of Full-Time Faculty

a. Chair

- 1.) Receives copy of faculty self-evaluation (Unit I)
- 2.) Receives teaching evaluations for each course
- 3.) Makes appropriate classroom visits
- 4.) Reviews appropriate course related material (e.g., syllabi)
- 5.) Conducts annual review of faculty (Unit III)
- 6.) Makes recommendations to the dean concerning salary increases
- 7.) Makes recommendations concerning promotion and tenure decisions to dean and P&T committee

- 8.) Provides input to dean on for appropriate personnel reviews (on midpoint and 5th year reviews for tenure track faculty, on 2nd and 4th year reviews for continuing track and lecture track faculty)
- 9.) Receives copy of appropriate personnel reviews from dean (midpoint and 5th year review for tenure track faculty, 2nd year and 4th year reviews for continuing track and lecture track faculty).

b. Dean

- 1.) Oversees faculty evaluation process within school/college
- 2.) Reviews faculty self-evaluation (Unit I)
- 3.) Reviews content and quality of Unit III (chair evaluation)
- 4.) Receives syllabi for each course taught
- 5.) Receives teaching evaluations for each course
- 6.) Meets formally with tenure track faculty members during 1st, midpoint, and 5th year; meets formally with continuing track and lecture track faculty members during 2nd and 4th year.
- 7.) Visits classroom as appropriate
- 8.) Recommends continuation or non-continuation of non-tenured and probationary faculty
- 9.) Writes appropriate personnel reviews (midpoint and 5th year reviews for tenure track faculty, 2nd and 4th year reviews for continuing track and lecture track faculty, and long range professional development reviews for post-tenure faculty) and submits to Provost/Vice President for Academic Affairs (copy to faculty member and chair)
- 10.) Discusses status of each faculty member annually with chair
- 11.) Recommends salary increases (with justification) to Provost/Vice President for Academic Affairs
- 12.) Recommends promotion and tenure decisions to Provost/Vice President for Academic Affairs

c. Provost/VPAA

- 1.) Receives copy of Unit I for employee files
- 2.) Receives copy of Unit III for employee files
- 3.) Approves annual salary increases
- 4.) Approves continuation/termination of non-tenured and probationary faculty
- 5.) Recommends promotion and tenure decisions to president

3. Development of Full-Time Faculty

a. Chair

- 1.) Coordinates departmental development opportunities

- 2.) Works with department members in establishment of annual professional development goals
- 3.) Supports mentor program for first year faculty and attendance at new faculty functions
- 4.) Encourages applications for research funds and release-time/sabbatical opportunities
- 5.) Reviews and supports activities to advance teaching development
- 6.) Advises and promotes appropriate institutional activity (e.g., committee work)
- 7.) Reviews and signs Faculty Research and Development (FR&D) applications
- 8.) Encourages participation at professional conferences/workshops and on-campus development opportunities

b. Dean

- 1.) Confers with chair about appropriate faculty development; confers with faculty as appropriate
- 2.) Assures appropriate level of faculty development throughout the division
- 3.) Authorizes reimbursement for professional conference expenses
- 4.) Supports activities to advance teaching development
- 5.) Reviews and signs FR&D applications

c. Provost/Vice President for Academic Affairs

Plans for institution-wide development opportunities, including participation in general studies programming

4. Recruitment and Evaluation of Adjunct Faculty

a. Chair

- 1.) Projects needs for adjunct faculty and discusses with department and dean
- 2.) Recruits and hires adjunct faculty for approved needs, with appropriate inclusion of departmental faculty input on candidate(s)
- 3.) Provides dean necessary contract information
- 4.) Arranges campus visits and conducts interview with candidates
- 5.) Supports participation of adjunct faculty in selected activities (e.g., family weekend and adjunct orientation session)
- 6.) Oversees preparation and performance of adjunct faculty and discusses with dean
- 7.) Provides appropriate support to adjunct faculty in performance of responsibilities in line with institutional and departmental missions

- b. Dean
 - 1.) Discusses adjunct faculty needs with chair and approves additional courses
 - 2.) Initiates background check on final candidate through Human Resources
 - 3.) Prepares information for contract and schedule
 - c. Provost/Vice President for Academic Affairs
 - 1.) Establishes guidelines for employment and responsibilities of adjunct faculty
 - 2.) Disseminates guidelines via adjunct faculty orientation sessions and adjunct faculty handbook
 - 3.) Prepares contracts
 - 4.) Maintains employee files
5. Scheduling/Registration
- a. Chair
 - 1.) Assembles schedule for department within institutional guidelines, consulting with department members and other departments as necessary
 - 2.) Submits schedules to dean for review
 - 3.) Supervises departmental participation in pre-registration
 - 4.) Recommends to dean addition or deletion of courses based on pre-registration information
 - 5.) Approves student admission to closed classes
 - b. Dean
 - 1.) Coordinates schedule to comply with institutional guidelines
 - 2.) Coordinates with director of general studies for scheduling of general studies offerings
 - 3.) Oversees entering and correcting of scheduling information for pre-registration
 - 4.) Approves addition or deletion of courses, after consultation with chair
 - c. Provost/Vice President for Academic Affairs

- 1.) Sets institutional guidelines regarding scheduling needs, class sizes, and timelines
- 2.) Supervises (via registrar) registration processes
- 3.) Supervises (via director of advising) institution-wide advising procedures

6. Budget

a. Chair

- 1.) Oversees monthly expenditures in departmental budget
- 2.) Consults with department about use of departmental funds
- 3.) Authorizes specific expenditures in departmental budget
- 4.) Prepares annual budget requests for submission to dean

b. Dean

- 1.) Oversees budgetary management
- 2.) Authorizes expenditures according to sign-off guidelines
- 3.) Authorizes expenditures from faculty travel budget
- 4.) Prepares and prioritizes budget requests
- 5.) Authorizes reimbursements to chair

c. Provost/Vice President for Academic Affairs

- 1.) Prepares and prioritizes budget requests
- 2.) Authorizes budgetary allocations
- 3.) Oversees expenditures
- 4.) Authorizes reimbursements to deans

7. Curricular Programming, Planning, and Assessment

a. Chair

- 1.) Oversees overall currency and quality of department curriculum
- 2.) Oversees the quality and effectiveness of instruction of department faculty
- 3.) Recommends additions, deletions, and modifications of catalogued courses and changes in major and minor requirements to dean, following consultation with the department
- 4.) Prepares curricular materials for curriculum committee
- 5.) Presents proposed changes to curriculum committee
- 6.) Reviews and edits catalog descriptions
- 7.) Works with department members to establish departmental goals and procedures for assessing goal attainment

- 8.) Oversees procedures to assess student performance, including performance of seniors on comprehensive exams
- 9.) Approves internships, independent studies, and independent research applications
- 10.) Organizes co-curricular departmental programs and opportunities for students
- 11.) Approves grade changes
- 12.) Oversees development of departmental 5-year plan and annual priorities (including learning outcomes)
- 13.) Submits annual report to dean (June)

b. Dean

- 1.) Oversees the quality of curriculum and the effectiveness of teaching
- 2.) Recommends changes in departmental curriculum to the Provost/Vice President for Academic Affairs
- 3.) Reviews departmental goals and assessment procedures
- 4.) Coordinates interdivisional or interdisciplinary programs
- 5.) Monitors curricular offerings for compliance with accreditation requirements
- 6.) Reviews departmental annual reports

c. Provost/VPAA

- 1.) Oversees long-range curricular planning
- 2.) Establishes guidelines for curriculum development and assessment
- 3.) Supervises periodic institution-wide assessments (e.g., accreditation)
- 4.) Reviews changes in curriculum recommended by chairs and deans for submission to curriculum committee.
- 5.) Supervises annual changes in university catalog
- 6.) Facilitates interdisciplinary programming (e.g., general studies)

8. Student Concerns/Advising

a. Chair

- 1.) Mediates student appeals with regard to grades or other concerns with course policies
- 2.) Assigns faculty advisors for student majors
- 3.) Administers procedures to assess student learning and student programmatic needs
- 4.) Oversees graduation audit for all majors and resolves student problems regarding graduation requirements
- 5.) Oversees quality of advising throughout department faculty

- 6.) Promotes graduate school attendance through provision of information, through departmental programs, and through support of faculty encouragement of promising students
- 7.) Oversees co-curricular programming (honor societies, guest speakers, etc.)
- 8.) Works with admissions office, providing information on program and representing department
- 9.) Approves any exceptions to final exam times

b. Dean

- 1.) Mediates student grade appeals when chair is professor in question or when chair fails to reconcile conflict
- 2.) Authorizes any recommendations from chair concerning changes to stated graduation requirements
- 3.) Approves any exceptions to routine student withdrawal procedures
- 4.) Works with admissions, providing information on programs and representing the institution

c. Provost/Vice President for Academic Affairs

- 1.) Establishes institution-wide procedures for student appeals
- 2.) Establishes institution-wide advising policies
- 3.) Supervises university academic honor code system

9. Relationship to External Communities

a. Chair

- 1.) Responds to requests regarding department from external communities (local community, alumni, professional associations)
- 2.) Conducts surveys of alumni
- 3.) Assures departmental representation at university admissions days, family weekend, etc.
- 4.) Pursues opportunities for external funding as appropriate

b. Dean

- 1.) Represents institution to external communities
- 2.) Oversees compliance with accreditation guidelines
- 3.) Represents institution at university admissions days, family weekend, etc.
- 4.) Pursues opportunities for external funding as appropriate (grants, endowments, scholarships, etc. from both private and public agencies)

- c. Provost/Vice President for Academic Affairs
 - 1.) Represents institution to external communities
 - 2.) Oversees compliance with current institutional accreditation requirements (e.g., SACS)
 - 3.) Represents institution at university admissions days, family weekend, etc.
 - 4.) Pursues opportunities for external funding as appropriate

- 10. Appointment, Selection, and Evaluation of Administrative and Program Heads
 - a. Chair
 - 1.) Selects and evaluates disciplinary coordinators within departments
 - 2.) Appoints faculty to departmental committees, advisory groups, honor societies, etc.

 - b. Dean
 - 1.) Recommends appointment of chairs and cross-disciplinary program heads (e.g., interdisciplinary majors or minors) to Provost/VPAA.
 - 2.) Consults with department members regarding appointment of department chair
 - 3.) Evaluates department chairs and program heads
 - 4.) Appoints department chairs in consultation with departmental members

 - c. Provost/Vice President for Academic Affairs

Appoints and evaluates deans and institution -wide program heads.

(6/08)

A. Background

Elon University is committed to providing an environment that supports the creation of intellectual property by faculty, staff, and students in the course of their research, teaching, and learning activities. As a matter of principle and practice, the University encourages all members of the Elon community to publish without restriction the outcome of these activities in order to share openly and fully their findings and knowledge with colleagues and the public.

B. Policy

The general policy of Elon University follows the long-standing academic tradition that intellectual property is owned by the author or creator of the work. Exceptions to this rule may result from contractual obligations, from employment obligations, from certain uses of University facilities, or by agreement governing access to certain University resources. Variances from this Policy must be negotiated by the author or creator with the dean of the respective college or school and the Provost (for faculty and students) or the supervisor and reporting Vice President and Provost (for staff).

C. Rules

1. The Provost and the college/school dean, in consultation with the President when appropriate, (for faculty and students) and the reporting Vice President and Provost in consultation with the President when appropriate (for staff) shall administer and interpret the policy on Intellectual Property to include any necessary negotiations for Intellectual Property rights with faculty, staff, and students.
2. The term “intellectual property” refers to tangible results of scholarship, research, teaching and advising, including but not limited to inventions, creations, new processes, innovations, works of art, audio recordings, films, lecture notes, musical scores, dramatic works and accompanying music, choreographic works, graphic and sculptural works, poetry, literature, textbooks and other books, distance learning materials, speeches, podcasts, documentaries, slideshows, educational courseware, and tangible research materials; that is, all copyrightable or patentable works, and the patents and copyrights that reserve rights to them. The term “creator” signifies the individual(s) who invents, creates, authors or innovates with respect to the respective intellectual property.
3. This Intellectual Property Policy applies to works created by all classifications of faculty, staff and students of the University on behalf of the University unless a written agreement exists to the contrary, as well as to work completed by independent contractors and consultants, including the following:

- a. The creation of the intellectual property was funded in whole or in part by an externally sponsored research program that allocates rights to the University, or as part of any agreement that allocates rights to the University. Ownership of intellectual property created pursuant to an agreement with any sponsor will be governed by the provisions of that agreement. Federally funded research has special provisions on rights to inventions. The Bayh-Dole Act gives the University title to discoveries and inventions arising from federally funded research. However, the University must grant non-exclusive use rights to the federal government. Also, if the University decides not to file a patent application on a discovery or invention and will not otherwise commercialize it, the University is required to return patent rights to the federal government.
 - b. The creation of the intellectual property required use of University resources (e.g. facilities, equipment other than assigned computer, funding) and/or University personnel beyond that required for the creator's professional duties for the University. In these cases, the creator and the University will negotiate the intellectual property rights and the intellectual property rights shall be shared by the creator and the University in a proportion deemed appropriate by both parties according to the use of University resources.
 - c. The creator was assigned or directed by the University to develop the intellectual property. In these cases, the University will negotiate a prior understanding or formal contract with the creator concerning ownership of the resulting intellectual property.
 - d. The intellectual property was created by administrators, staff or other non-faculty employees in the course of employment duties and constitutes work made for hire under US law or otherwise automatically vests ownership to the employer.
 - e. The intellectual property was created by a consultant or independent contractor.
4. Intellectual property created by students is additionally subject to the following guidelines:
- a. The University makes no claim to ownership of intellectual property created by students outside the scope of an employment relationship with the University or one of its employees, and the University makes no claim to ownership of intellectual property created by students not making substantial use of University resources (e.g. class projects).
 - b. Students working on a project governed by a written contract/agreement to which the University is a party shall be bound by the terms of that contract or agreement. In the absence of such a written contract/agreement, 4a will apply.

- c. Students who are directed to perform specific tasks that contribute to the creation of intellectual property (e.g. research students) will ordinarily have no rights to ownership of that work, regardless of the source of funds from which they are paid unless a written contract/agreement is established at the start of the duties. In cases where there is no written contract/agreement, the party who owns the intellectual property resulting from the rest of the work will ordinarily retain ownership of the portion contributed by the student.
5. (For Faculty and Students) In the event of unresolved disputes concerning the interpretation of this policy and/or negotiation of intellectual property rights, the chair of the faculty member in consultation with the creator shall convene a panel of three peers to make recommendations to the dean of the respective college or school and the Provost for consideration.

(For Staff) In the event of unresolved disputes concerning the interpretation of this policy and/or negotiation of intellectual property rights, the staff member's supervisor in consultation with the creator shall convene a panel of three peers to make recommendations to the reporting Vice President and the Provost for consideration.

(08/12)

WEB RESOURCES

ADDITIONAL ITEMS FOR FACULTY INFORMATION
(ITEMS IN SECTIONS A-D) ARE ONLY AVAILABLE ON THE WEB
www.elon.edu/fachandbook

ADDITIONAL ITEMS FOR FACULTY INFORMATION Table of Contents

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(Note: some links below will take users to staff manual information that is identical for faculty members in content, but follows the staff manual numbering system)

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- A-2 Access to University Programs and Facilities by
Individuals with Disabilities
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- Provost's Council
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- Senior Staff

For Committee Lists, please visit the Provost's Moodle Site.

Academic Year

A. For Full Time Teaching Faculty

The academic year begins late in August and ends the following May, near the end of the month, with exact dates specified each year on the annual letter of agreement. Salaries are paid in twelve equal monthly installments on the last working day of each month, unless otherwise specified. Any change of salary becomes effective on September 1, and the first payment on the new schedule will be made on the last working day of each month.

B. For Administrative Staff with Faculty Rank, and Academic Support Staff with Faculty Rank

The majority of staff positions are 12 month appointments, with employment from June 1 to May 31, or as specified in the employee's annual letter of agreement. Vacation for exempt (salaried) employees is specified in the Elon University Staff Manual, section V-9. Any change of salary becomes effective on June 1, and the first payment on the new schedule will be made on the last working day of each month in twelve installments.

(8/03)

Access to University Programs and Facilities by Individuals with Disabilities

For Full Time and Teaching Faculty, and
Adjunct Faculty, and
Administrative Staff with Faculty Rank, and
Academic Support Staff with Faculty Rank

Section 504 of the Rehabilitation Act of 1993 states:

"No otherwise qualified handicapped individual in the United States . . . shall solely by reason of handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance."

Elon University is committed to the principle of equal opportunity and to the principle of dual rights and responsibilities. Policies and procedures will ensure that persons with a disability will not, on the basis of that disability, be denied equal access to or benefit from academic and co-curricular programs or activities offered by the university.

A copy of the university's statement of rights and responsibilities of both parties as well as a mechanism for addressing disputes/grievances is available in the office of academic advising and the office of human resources.

(7/98)

In compliance with Part 86 of the Drug Free Schools and Campuses regulations, this document is presented to provide Elon University students and employees with the following: (1) standards of conduct (2) applicable federal, state, and legal sanctions (3) a description of the health risks associated with the use of alcohol and other drugs (4) a description of campus resources available to students including prevention and treatment resources and (5) disciplinary sanctions as outlined in the Student Handbook. In addition, this document serves as an opportunity to solicit your compliance with these policies and encourage your active participation in fostering a responsible, safe and caring community.

This document may be updated periodically and changes will be posted to the electronic form. For more information, please contact the Office of Student Development at (336) 278-7200. Printed copies of this document are available for review at the reserve desk Belk Library and the Office of Human Resources. Printed copies are also available by request through the Elon University Office of Student Development at (336) 278-7200 during normal business hours.

STANDARDS OF CONDUCT

The Elon University Honor System expects that individuals will act in a manner that is respectful of the rights and privileges of others. Every member of Elon University has the right to live and learn in an atmosphere of respect and support.

Responsibility for maintaining the integrity of the community rests with each individual member. Only if every member assumes responsibility for personal and group integrity and civility will the community best meet the developmental needs of its members. Each person must examine, evaluate and regulate their own behavior to be consistent with the expectations of the Elon community.

Elon University recognizes and affirms the importance of character development and personal responsibility as essential elements of an Elon education. Students are expected to uphold the four values listed below for themselves and others in their decisions and day-to-day interactions. Conduct affirming these four values should be followed in all settings, including in and out of the classroom, on- and off-campus, and in all domestic and international sites during study abroad or course-related study experiences. Upon graduation, students are expected to have demonstrated their commitment to academic excellence and honor.

Elon's Honor Code (A description of the Elon University community values)

Every member of Elon University has the right to live and learn in an atmosphere of trust and support. Responsibility for maintaining these values in our community rests with each individual member. Values that promote this atmosphere include:

HONESTY: Be truthful in your academic work and in your relationships.

INTEGRITY: Be trustworthy, fair and ethical.

RESPONSIBILITY: Be accountable for your actions and your learning.

RESPECT: Be civil. Value the dignity of each person. Honor the physical and intellectual property of others.

ALCOHOLIC BEVERAGES

Alcoholic beverages may be possessed and/or consumed **only by individuals 21 years of age or older** in their residence or an approved location. Alcohol may be consumed at the Elon Lodge or other specifically sanctioned locations during authorized events with prior approval from the director of Greek life or director of student activities.

DRUG POLICY

The possession, use (without a legal prescription) and/or distribution of controlled and illegal substances by any member of the Elon University community is strictly prohibited (regardless of laws when visiting another country). Please note that those individuals who are involved in any drug-related violation are subject to criminal action, as the university may report these individuals to the legal authorities. Students convicted of any offense involving the possession or sale of a controlled substance may also be deemed ineligible to receive Financial Aid.

LEGAL SANCTIONS

Any student or employee of Elon University who violates the alcohol and other drug policies is subject to both the institution's sanctions and to criminal sanctions provided by federal, state, and local law.

Federal Trafficking Penalties

Federal Trafficking Penalties for Schedules I, II, III, IV, and V (except Marijuana, Hashish, Hashish Oil)				
Schedule	Substance/Quantity	Penalty	Substance/Quantity	Penalty
II	Cocaine 500-4999 grams mixture	First Offense: Not less than 5 yrs. and not more than 40 yrs. If death or serious bodily injury, not less than 20 yrs. or more than life. Fine of not more than \$5 million if an individual, \$25 million if not an individual. Second Offense: Not less than 10 yrs. and not more than life. If death or serious bodily injury, life imprisonment. Fine of not more than \$8 million if an individual, \$50 million if not an individual.	Cocaine 5 kilograms or more mixture	First Offense: Not less than 10 yrs. and not more than life. If death or serious bodily injury, not less than 20 yrs. or more than life. Fine of not more than \$10 million if an individual, \$50 million if not an individual. Second Offense: Not less than 20 yrs. and not more than life. If death or serious bodily injury, life imprisonment. Fine of not more than \$20 million if an individual, \$75 million if not an individual. 2 or More Prior Offenses: Life imprisonment. Fine of not more than \$20 million if an individual, \$75 million if not an individual.
II	Cocaine base 28-279 grams mixture		Cocaine Base 280 grams or more mixture	
IV	Fentanyl 40-399 grams mixture		Fentanyl 400 grams or more mixture	
II	Fentanyl Analogue 10-99 grams mixture		Fentanyl Analogue 100 grams or more mixture	
	Heroin 100-999 grams mixture		Heroin 1 kilogram or more mixture	
II	LSD 1-9 grams mixture		LSD 10 grams or more mixture	
II	Methamphetamine 5-49 grams pure or 50-499 grams mixture	Methamphetamine 50 grams or more pure or 500 grams or more mixture		
II	PCP 10-99 grams pure or 100-999 grams mixture	PCP 100 grams or more pure or 1 kilogram or more mixture		
Substance/Quantity		Penalty		
Any Amount Of Any Other Schedule I & II Substances		First Offense: Not more that 20 yrs. If death or serious bodily injury, not less than 20 yrs. or more than Life. Fine \$1 million if an individual, \$5 million if not an individual.		
Any Drug Product Containing Gamma Hydroxybutyric Acid		Second Offense: Not more than 30 yrs. If death or serious bodily injury, life imprisonment. Fine \$2 million if an individual, \$10 million if not an individual.		
Flunitrazepam (Schedule IV) 1 Gram Or More				

Second Offense: Not more than 20 yrs. If death or serious bodily injury, not more than 30 yrs. Fine not more than \$1 million if an individual, \$5 million if not an individual.	
Federal Trafficking Penalties for Marijuana, Hashish and Hashish Oil, Schedule I Substances	
Marijuana 1,000 kilograms or more marijuana mixture or 1,000 or more marijuana plants	First Offense: Not less than 10 yrs. or more than life. If death or serious bodily injury, not less than 20 yrs., or more than life. Fine not more than \$10 million if an individual, \$50 million if other than an individual. Second Offense: Not less than 20 yrs. or more than life. If death or serious bodily injury, life imprisonment. Fine not more than \$20 million if an individual, \$75 million if other than an individual.
Marijuana 100 to 999 kilogram marijuana mixture or 100 to 999 marijuana plants	First Offense: Not less than 5 yrs. or more than 40 yrs. If death or serious bodily injury, not less than 20 yrs. or more than life. Fine not more than \$5 million if an individual, \$25 million if other than an individual. Second Offense: Not less than 10 yrs. or more than life. If death or serious bodily injury, life imprisonment. Fine not more than \$8 million if an individual, \$50million if other than an individual.
Marijuana 50 to 99 kilograms marijuana mixture or 50 to 99 marijuana plants Hashish More than 10 kilograms Hashish Oil More than 1 kilogram	First Offense: Not more than 20 yrs. If death or serious bodily injury, not less than 20 yrs. or more than life. Fine \$1 million if an individual, \$5 million if other than an individual. Second Offense: Not more than 30 yrs. If death or serious bodily injury, life imprisonment. Fine \$2 million if an individual, \$10 million if other than an individual.
Marijuana Less than 50 kilograms marijuana (but does not include 50 or more marijuana plants regardless of weight) 1 to 49 marijuana plants Hashish 10 kilograms or less Hashish Oil 1 kilogram or less	First Offense: Not more than 5 yrs. Fine not more than \$250,000, \$1 million if other than an individual. Second Offense: Not more than 10 yrs. Fine \$500,000 if an individual, \$2 million if other than an individual.

*The minimum sentence for a violation after two or more prior convictions for a felony drug offense have become final is a mandatory term of life imprisonment without release and a fine up to \$8 million if an individual and \$20 million if other than an individual.

N.C. STATE LAW REGARDING ALCOHOL

It is illegal for anyone less than 21 years of age to:

Possess beer or unfortified wine.

- Penalty – This is a class III misdemeanor punishable by a fine.
- Purchase or attempt to purchase beer or unfortified wine.
 - Penalty – If under 21 years of age, and if the violation occurred while the person was attempting to purchase an alcoholic beverage, the offense will be a misdemeanor resulting in court costs and/or fine and, upon conviction, the Department of Motor Vehicles (DMV) will revoke the defendant's driver's license for one year.
- Aid and abet in the sale, purchase and/or possession of alcohol (including giving alcohol) by anyone less than 21 years of age.
 - Penalty – Misdemeanor punishable by a fine and/or community service.
- Use or attempt to use in order to obtain alcoholic beverages when not of lawful age, a fraudulent or altered driver's license, or a fraudulent or altered identification document other than a driver's license, or a driver's license issued to another person, or an identification document other than a driver's license issued to another person.
 - Penalty - If convicted, this is a misdemeanor resulting in court costs and/or fine, and the DMV will revoke the defendant's driver's license for one year.
- Permit the use of one's driver's license or any other identification document of any kind by any person under 21 to purchase or attempt to purchase or possess alcohol.
 - Penalty - If convicted, this is a misdemeanor resulting in court costs and/or fine, and the DMV will revoke the defendant's driver's license for one year.
- Consume or transport open container alcoholic beverages in any public area including city, street, sidewalks, town-maintained buildings, bus or municipal parking lots and town recreation areas.
 - Penalty - If convicted, this is a misdemeanor and could result in a criminal record, court costs and restitution by performing community service.
- Consumption of alcoholic beverages in public: It is unlawful for any person to consume any malt beverages or unfortified wine on any public street, alley or sidewalk, or on public property within the corporate limits of the Town of Elon.
 - Penalty - This offense is a misdemeanor, subject to fines and court costs.

HEALTH RISKS*Tobacco and Nicotine*

The Surgeon General has confirmed that tobacco use is the number one cause of preventable death in the United States. Smokers are more likely than nonsmokers to contract heart disease and lung, larynx, esophageal, bladder, pancreatic, and kidney cancers also strike smokers at increased rates. Thirty percent of cancer deaths are linked to smoking. Chronic obstructive lung diseases, such as emphysema and chronic bronchitis, are 10 times more likely to occur among smokers than among nonsmokers. Smoking during pregnancy also poses risks, such as miscarriage, premature birth, and low birth weight. Fetal and infant deaths are more likely to occur when the pregnant woman is a smoker. Nicotine is both psychologically and physically addictive.

Alcohol

Even in low doses, alcohol significantly impairs the judgment and coordination needed to operate vehicles. Small amounts can also lower inhibitions and compromise sound decision making. Moderate to high doses can cause impairments to brain function and loss of the ability to learn and retain information. High doses can cause respiratory depression and death. Long-term consumption, particularly when combined with poor nutrition, can lead to dependence and permanent damage to vital organs such as the brain and the liver. If combined with other depressants of the central nervous system, much lower doses of alcohol will produce effects similar to higher doses. Women who drink alcohol during pregnancy may give birth to infants with fetal alcohol syndrome. These infants have irreversible physical abnormalities and mental retardation.

Cannabis (Marijuana, Hashish, Hashish Oil, Tetrahydrocannabinol)

Physical effects of cannabis include increased heart rate, bloodshot eyes, dry mouth and throat, and increased appetite. Use of cannabis may impair or reduce short-term memory and comprehension, alter sense of time, reduce ability to perform tasks requiring concentration and coordination, and impair driving ability. Motivation and cognition may be altered, making learning new information difficult. Marijuana, hashish, THC, etc., may also produce paranoia and psychosis. Long term use may result in possible lung damage, reduced sperm count and sperm motility, and may affect ovulation cycles. Some research suggests that cannabis may be psychologically addictive.

Synthetic Cannabinoids

As of February 2011, the North Carolina Senate passed a bill making synthetic cannabinoids illegal. Synthetic cannabinoids are also known as K2, synthetic marijuana, and other brand names such as Spice. Some studies indicate that synthetic cannabinoid substances are from three to over 100 times more potent than THC, the active ingredient found in marijuana. Research suggests that synthetic cannabinoids may have the same or stronger physiological effects as high potency marijuana, including impaired short-term memory and comprehension, altered sense of time, reduced ability to perform tasks requiring concentration and coordination, and impaired driving ability.

Inhalants (Includes Nitrous Oxide, Amyl and Butyl Nitrite, Chlorohydrocarbons, Hydrocarbons)

Immediate effects of inhalants include nausea, sneezing, coughing, nosebleeds, fatigue, lack of coordination, and loss of appetite. Solvents and aerosol sprays also decrease the heart and respiratory rates and impair judgment. Amyl and butyl nitrite cause rapid pulse, headaches, and involuntary passing of urine and feces. Long-term use may result in significant brain damage. Deeply inhaling vapors, or using large amounts over a short time, may result in disorientation, violent behavior, unconsciousness, or death. High concentrations of inhalants can cause suffocation by displacing oxygen in lungs. Long-term use can cause weight loss, fatigue, electrolyte imbalance, muscle fatigue, and permanent damage to the nervous system.

Cocaine (Includes Powder Cocaine and Crack Cocaine)

Cocaine stimulates the central nervous system. Its immediate effects include dilated pupils and elevated blood pressure, heart rate, respiratory rate, and body temperature. Occasional use can cause nasal irritation, while chronic use can ulcerate the mucous membrane of the nose. Crack or freebase rock is extremely addictive.

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Physical effects include dilated pupils, increased pulse rate, elevated blood pressure, insomnia, loss of appetite, tactile hallucinations, paranoia, and seizures. The use of cocaine can cause death by cardiac arrest or respiratory failure.

Stimulants (Includes Amphetamines and Methamphetamines)

Stimulants cause increased heart and respiratory rates, elevated blood pressure, dilated pupils, and decreased appetite. Users may experience sweating, headache, blurred vision, dizziness, sleeplessness, and anxiety. Extremely high doses can cause rapid or irregular heartbeat, tremors, loss of coordination, and physical collapse. Amphetamine injection creates a sudden increase in blood pressure that can result in stroke, very high fever, or heart failure. In addition to physical effects, feelings of restlessness, anxiety, and moodiness can result. Use of large amounts over a long period of time can cause amphetamine psychosis that includes hallucinations, delusions, and paranoia. The use of amphetamines can cause physical and psychological dependence.

Depressants (Includes Barbiturates and Tranquilizers)

Small amounts can produce calmness and relaxed muscles, but larger doses can cause slurred speech, staggering gait, and altered perception. Large doses can cause respiratory depression, coma, and death. Combination of depressants and alcohol can multiply effects of the drugs, thereby multiplying risks. Babies born to women who abuse depressants during pregnancy may be physically dependent on the drugs and show withdrawal symptoms shortly after birth. Birth defects and behavioral problems may also result. The use of depressants can cause both physical and psychological dependence.

Hallucinogens (PCP, LSD, Mescaline, Peyote, Psilocybin)

Phencyclidine (PCP) interrupts the functions of the neocortex, the section of the brain that controls intellect and instinct. PCP blocks pain receptors, and users can have violent PCP episodes resulting in self-inflicted injuries. Lysergic acid diethylamide (LSD), mescaline, and psilocybin cause illusions and hallucinations. The physical effects may include dilated pupils, elevated body temperature, increased heart rate and blood pressure, loss of appetite, sleeplessness, and tremors.

Opiates (Includes Heroin, Methadone, Codeine, Morphine, Meperidine, Opium)

Opiates initially produce a feeling of euphoria that often is followed by drowsiness, nausea, and vomiting. Users may experience constricted pupils, watery eyes and itching. Overdoses may produce respiratory depression, clammy skin, convulsions, coma, and death. Addiction in pregnant women can lead to premature, stillborn, or addicted infants who experience severe withdrawal symptoms. Use of opiates can cause physical and psychological dependence.

Designer Drugs (Analog of Fenatyl, MDMA, Ecstasy, Analog of PCP)

Many "designer drugs" are related to amphetamines and depressants and can have mild stimulant and depressant properties. Use can cause neurochemical damage to the brain. Opiate analogs can cause symptoms such as uncontrollable tremors, drooling, impaired speech, paralysis, and irreversible brain damage. Analog of amphetamines and methamphetamines cause nausea, blurred vision, chills or sweating, and faintness.

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Psychological effects include anxiety, depression, and paranoia. Analogs of PCP cause illusions, hallucinations, and impaired perception.

Anabolic Steroids

Steroid users subject themselves to more than 70 side effects, ranging from acne to liver cancer, including psychological as well as physical reactions. The liver and cardio-vascular and reproductive systems are most seriously affected by use. In males, use can cause withered testicles, sterility, and impotence. In females, irreversible masculine traits can develop along with breast reduction and sterility. Psychological effects in both sexes include very aggressive behavior, known as 'roid rage' and depression. While some side affects appear quickly, others, such as heart attacks and strokes, may not show up for years.

DRUG AND ALCOHOL PROGRAMS

Prevention:

Tier	Strategy	Level of Operation		
		Individuals, Including At-Risk and Dependent Drinkers	Student population as whole	Community
1: Effective among college students	Offering motivational enhancement intervention (e-CHUG)	X		
	BASICS Program	X		
2: Effective with general populations	Increased enforcement of minimum drinking age laws		X	X
	Be a Responsible Seller (BARS) training and policies in social and commercial settings		X	X
	Formation of an advisory panel		X	X
3: Promising	Adopting campus-based policies to reduce high-risk drinking (establishing alcohol-free activities)		X	
	Increasing enforcement at campus-based events that promote excessive drinking		X	
	Increasing publicity about enforcement of underage drinking laws/eliminating "mixed" messages		X	X
	Conducting marketing campaigns to correct student		X	

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	misperceptions about alcohol use on campus			
	Provision of "safe rides" programs		X	X
	Informing new students and parents about alcohol policies and penalties	X	X	

Counseling:

R. N. Ellington Health and Counseling Center

Counseling Services provides services on an appointment-only basis, except in the event of an emergency. To schedule an appointment with Counseling Services please call (336) 278-7280. **If students have a counseling crisis or emergency, they should contact Counseling Services during normal business hours (Monday-Friday- 8:00 am until 5:00 pm) or Campus Safety and Security at (336) 278-5555 in the evenings and on weekends.** There is always a counselor on call for students in crisis. Student visits to the Counseling Center are free of charge.

Treatment:

Students, faculty or staff members who are in need of treatment or more intensive counseling are referred to licensed providers off-campus, such as the *Ringer Center for Psychotherapy & Substance Abuse Treatment*.

Contact (24-hour Hotline): (336) 379-7144 <http://www.ringercenter.com/>

Faculty and Staff may also contact the *Employee Assistance Program* made available through Human Resources. This program provides confidential assessment, referral and treatment for alcohol and other drug problems for the employee and their dependents.

Contact: (336) 538-7481 <http://www.elon.edu/e-web/bfi/hr/workLife.xhtml>

COMMUNITY SELF-HELP GROUPS AVAILABLE

(Note: Schedules may vary from those listed below)

ALCOHOLICS ANONYMOUS

Contact: 1-866-640-0180 <http://www.aanc33.org/>

Sunday:

Back to Basics, Presbyterian Hut (Scout Hut), 100 N. Maple Street, Graham, 9:30 am (Open Discussion)
 Burlington, 415 S Church St., 1st Christian Church of Christ (enter at breezeway), Burlington, 8:00 pm
 (Open Speaker)

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Monday:

Graham, Presbyterian Hut (Scout Hut), 100 N. Maple Street, Graham, 12:00 pm (Open Beginners) and 8:00 pm (Open Discussion)
Rule 62, 819 N. Main St., Providence United Church of Christ, Parish House, Graham, 5:45 pm (Open Discussion)

Tuesday:

Graham, Presbyterian Hut (Scout Hut), 100 N. Maple Street, Graham, 12:00 pm (Open Discussion)
Mebane, 402 S 5th St., Mebane Presbyterian Church (rear entrance), Mebane, 8:00 pm (Open Discussion)
No Name, 2306 Lacy St., Redeemer Lutheran Church, Burlington, 8:00 pm (Closed Big Book)
Burlington, 415 S Church St., 1st Christian Church of Christ (enter at breezeway), Burlington, 8:00 pm (Closed Discussion)

Wednesday:

Graham, Presbyterian Hut (Scout Hut), 100 N. Maple Street, Graham, 12:00 pm (Open Discussion)
Rule 62, 819 N. Main St., Providence United Church of Christ, Parish House, Graham, 5:45 pm (Closed Literature)
Elon, Highway 100 (Parish House rear entrance), Elon College Community Church, Elon, 8:00 pm (Closed Discussion but open on last Wednesday of Month)

Thursday:

Graham, Presbyterian Hut (Scout Hut), 100 N. Maple Street, Graham, 12:00 pm (Open Discussion) and 8:00 pm (Closed 12 & 12)
Eli Whitney, 4462 E Greensboro-Chapel Hill Rd., Concord United Methodist Church, Eli Whitney, 8:00 pm (Closed Discussion)
Rock Bottom, Allied Churches Building (around back enter through patio), Fisher St., Burlington, 8:15pm (Open Discussion)

Friday:

Graham, Presbyterian Hut (Scout Hut), 100 N. Maple Street, Graham, 12:00 pm (Big Book) and 8:00 pm (Open Discussion)
Rule 62, 819 N. Main St., Providence United Church of Christ, Parish House, Graham, 5:45 pm (Open Discussion)

Saturday:

Rule 62, 819 N. Main St., Providence United Church of Christ, Parish House, Graham, 10:00 am (Open Speaker Discussion, Speaker on the last Saturday of Month)
Back to Basics, Presbyterian Hut (Scout Hut), 100 N. Maple Street, Graham, 8:00 pm (Open Step, Speaker on last Saturday of Month)
Mebane, 402 S 5th St., Mebane Presbyterian Church (rear entrance), Mebane, 7:00 pm (Closed Discussion)

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AL-ANON/ALATEEN FAMILY GROUP OF ALAMANCE COUNTY

Contact: 1-800-243-4035 <http://www.alanonalateen6nc.org/>

Monday:

Staley Memorial Baptist Church, 1446 North Graham-Hopedale Road (white modular classroom), Burlington, 8:00 pm (New Life Discussion)

Tuesday:

Blessed Sacrament Church Ch, Rm #1-4, 408 West Davis Street, Burlington, 8:00 pm

Wednesday:

Emmanuel Methodist Church, 2331 LaVista Drive, Burlington, 10:00 am

Thursday:

Historic Providence United Church of Christ, Parish House, 819 N Main St., Graham, 8:00 pm

NARCOTICS ANONYMOUS

Contact: (866)375-1272 <http://www.greensborona.org/>

Monday:

Courage to Change, Church of the Holy Comforter, 320 E. Davis St., Burlington, NC, 8:00 pm

Tuesday:

Freedom to Live, Graham Presbyterian Church, Scout Hut, 216 W. Harden St., Graham, 8:00 pm

Wednesday:

Courage to Change, Church of the Holy Comforter, 320 E. Davis St., Burlington, NC, 8:00 pm

Thursday:

The Called Out, Northside Church of Christ, 820 Harris St., Burlington 7:00 pm

Friday:

Courage to Change, Church of the Holy Comforter, 320 E. Davis St., Burlington, NC, 7:00 pm

Saturday:

Freedom to Live, Graham Presbyterian Church, Scout Hut, 216 W. Harden Street, Graham, 6:00 pm

Sunday:

Freedom to Live, Graham Presbyterian Church, Scout Hut, 216 W. Harden Street, Graham, 8:00 pm

University Student Policies and Sanctions**Elon University Alcohol Position Statement**

Revised Fall 2006

Elon University is committed to the intellectual and personal development of students. Alcohol misuse inhibits students' development and is negatively correlated with academic success and personal safety. The vitality of the academic community relies on each member taking personal responsibility for his or her actions regarding alcohol use and safeguarding the well-being of others.

- The University welcomes and supports the decision of students not to drink.
- Elon emphasizes education about risks, choices and personal responsibility regarding the use of alcohol. Students are expected to make conscious choices that do not diminish the academic or social success, or personal safety, of themselves or others.
- The University observes laws regarding alcohol use, particularly those that address underage drinking, and holds students accountable for their choices.
- Students whose drinking creates a risk of danger to the health and safety of themselves or others are subject to suspension and/or loss of other University privileges.

Alcoholic beverages may be possessed and/or consumed **only by individuals 21 years of age or older** in their residence or an approved location. Alcohol may be consumed at the Elon Lodge or other specifically sanctioned locations during authorized events with prior approval from the director of Greek life or director of the Moseley Center.

Innocent By-Stander

Elon understands and supports students being social and wanting to spend time with each other. This may lead to situations where underage students are in the presence of alcohol possession and/or use that violates university policy. In order to hold the responsible students accountable, while supporting those who are not violating policies, the **Innocent By-Stander rule** may be enacted **at the time** alcohol policy violations are identified. Students in the presence of alcohol policy violations will not be charged with an alcohol policy violation if either of the following is **included in the Incident Report**:

- (a) there is no physical indication the student has been drinking (slurred speech, odor of alcohol, bloodshot eyes, etc.), and a reasonable number of students take responsibility and attest the student is not in violation, or
- (b) the student requests and passes an "Alco-Sensor" test at the time of the incident.

Community standards regarding alcohol use include the following:**1. Possession and/or Consumption of Alcoholic Beverages by Students Under 21 Years of Age**

Definition - possession and/or consumption of alcoholic beverages by any student on or off-campus or returning to campus after consuming by a student less than 21 years of age. (At this level there are not visible signs of intoxication.) Note: Possession of empty beverage containers or packaging may be considered evidence of possession or consumption of alcohol.

Sanctions

First Offense - normally, not less than alcohol confiscated and disposed of and official reprimand; \$50 fine, and Alcohol Education Program or Project. (Fine doubles if not paid within 5 days.) [Note: If there are no additional Code of Conduct violations during the following calendar year, the reprimand is removed from the student's record.]

Second Offense - normally, not less than alcohol confiscated and disposed of and official warning; \$150 fine, 10 campus restitution hours, Alcohol Education Program or Project, Substance Abuse Assessment and compliance with recommendations, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Third Offense - normally, not less than alcohol confiscated and disposed of and disciplinary probation; \$300 fine, 20 campus restitution hours, Substance Abuse Assessment and compliance with recommendations, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Fourth Offense - normally, preliminary suspension or disciplinary suspension; \$300 fine, Substance Abuse Assessment and compliance with recommendations, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

2. Being Under the Influence of Alcoholic Beverages

Definition - a person who, having consumed alcoholic beverages, exhibits signs of intoxication and/or experiences any loss of the normal use of his/her mental and/or physical faculties. Examples include but are not limited to: slurred speech, vomiting, stumbling or needing assistance walking, loss of motor coordination, aggression, brief loss of memory, or abusive behavior.

Sanctions

First Offense - normally, not less than alcohol confiscated and disposed of and disciplinary probation; \$150 fine, 15 campus restitution hours, Alcohol Education Program or Project, Substance Abuse Assessment and compliance with recommendations, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than alcohol confiscated and disposed of and preliminary suspension or disciplinary suspension; \$300 fine, 30 campus restitution hours, Substance Abuse Assessment and compliance with recommendations, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Third Offense - normally, disciplinary suspension for one year.

3. Extreme Intoxication

Definition - a person who, having consumed alcoholic beverages, exhibits signs of significant and/or dangerous intoxication. Examples include but are not limited to: blacked out, loss of consciousness or limited responsiveness, no withdrawal from painful stimuli, loss of bladder/bowel functions, excessive vomiting, or severe physical depression (slow or shallow breathing, pale or blue-tinged skin, or reduced heart rate).

Sanctions

First Offense - normally, not less than preliminary suspension with possible disciplinary suspension for one year; \$150 to \$300 fine, 15 campus restitution hours and restitution, educational program or project, Substance Abuse Assessment and compliance with recommendations.

Second Offense - normally, not less than disciplinary suspension with possible permanent separation; \$200 to \$400 fine, 25 campus restitution hours and restitution, educational program or project, Substance Abuse Assessment and compliance with recommendations.

Third Offense - normally, not less than permanent separation.

4. Rapid Consumption of Alcohol or Actions that May Endanger the Well-being of Self or Others

Definition - any form of rapid consumption of alcohol or participation in drinking games which may create a risk of danger to self, others or the university community. Examples include but are not limited to: bongos, shots, keg stands, beer pong, flip cup, etc.

Sanctions

First Offense - normally, not less than disciplinary probation with possible disciplinary suspension for one year; \$150 to \$300 fine, 15 campus restitution hours and restitution, educational program or project, Substance Abuse Assessment and completion of recommendations, and parent/guardian notification letter.

Second Offense - normally, not less than disciplinary suspension with possible permanent separation; \$200 to \$400 fine, 25 campus restitution hours and restitution, educational program or project, Substance Abuse Assessment and completion of recommendations, and parent/guardian notification letter.

Third Offense - normally, not less than permanent separation.

5. Public Consumption and/or Possession of Alcohol

Definition - possession or consumption of alcoholic beverages is allowed by students who are 21 years of age or older only in their residence or an approved location. Alcohol is not allowed in non-residential buildings or outdoors, except for events where alcohol use has been formally approved.

Sanctions

First Offense - normally, not less than alcohol confiscated and disposed of and official reprimand; \$50 fine, and Alcohol Education Program or Project. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than alcohol confiscated and disposed of and official warning; \$150 fine, 20 campus restitution hours, Alcohol Education Program or Project, Substance Abuse Assessment and compliance with recommendations, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Third Offense - normally, not less than alcohol confiscated and disposed of and disciplinary probation or preliminary suspension; \$200 fine, 30 campus restitution hours, Substance Abuse Assessment and compliance with recommendations, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Fourth Offense - normally, disciplinary suspension for one year.

6. Provision and/or Distribution of Alcohol to Students Under 21 Years of Age

Definition - By an individual - any person purchasing, providing or distributing alcohol to any individual below the age of 21 years.

Definition - By an organization - any organization that purchases, provides or distributes alcohol to any individual below the age of 21 years.

Sanctions - for an individual:

First Offense - normally, not less than disciplinary probation or preliminary suspension with possible permanent separation; \$200 fine, 25 campus restitution hours, Alcohol Education Program or Project, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than disciplinary suspension for one year with possible permanent separation and \$300 fine; Substance Abuse Assessment and compliance with recommendations. If student is suspended, results and documentation of compliance with recommendations must be forwarded to Elon for consideration for re-admittance. (Fine doubles if not paid within 5 days.)

Sanctions - By an organization (within a four-year period):

First Offense - normally, not less than alcohol confiscated and disposed, loss of specific social privileges for up to one academic year, \$200 fine, 20 restitution hours per member present at event, and Education Program or Project with possible loss of university housing and/or recognition for one year. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than loss of university housing and/or recognition for one year with possible permanent loss of university recognition.

7. Sponsorship of an Activity Involving the Unauthorized use of Alcoholic Beverages by Individuals, Residential communities, or University-Recognized Organizations

Definition - sponsorship of any activity or event involving the use of alcoholic beverages without specific university approval to do so, said sponsorship being carried out by a residence hall floor/suite/apartment, or organizations.

Sanctions - for individuals:

First Offense - normally, not less than alcohol confiscated and disposed, disciplinary probation with possible disciplinary suspension; \$200 fine, 40 campus restitution hours, and Alcohol Education Program or Project. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than preliminary suspension with possible disciplinary suspension; \$300 fine; Substance Abuse Assessment and compliance with recommendations. If student is suspended, results and documentation of compliance with recommendations must be forwarded to Elon for consideration for re-admittance. (Fine doubles if not paid within 5 days.)

Sanctions - for residential areas or Organizations (within a four-year period):

First Offense - normally, not less than alcohol confiscated and disposed of, loss of specific social privileges, \$200 fine, campus restitution hours and probationary status, with possible suspension of social privileges and/or university recognition for one academic year. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than loss of university housing and/or recognition for one year with possible permanent loss of university recognition.

8. Possession of a Keg, Common Alcohol Beverage Container or Excessive Amounts of Alcohol on University-Owned Property or by a Student Organization on or off the Campus

Definition - possession and/or consumption of a keg or any common container containing alcohol or any alcohol beverage container of more than 32 fluid ounces, including party balls, pony kegs and other bulk containers. This includes kegs and multi-serving containers that are empty. Students may not have more than the equivalent of 12 drinks per number of legal age residents in campus housing; one drink is a 12 ounce beer, 4 ounce glass of wine or 2 ounces of liquor.

NOTE: As with all other alcohol violations, kegs and multi-serving containers that are confiscated will not be returned to the student and all claims to deposit refunds are forfeited.

Sanctions - for individuals:

First Offense - normally, not less than container confiscated and disposed of; disciplinary probation with possible disciplinary suspension; \$200 fine, 40 campus restitution hours, Alcohol Education Program or Project. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than preliminary suspension with possible disciplinary suspension for one year; \$300 fine; Substance Abuse Assessment and compliance with recommendations. If student is suspended, results and documentation of compliance with recommendations must be forwarded to Elon for consideration for re-admittance. (Fine doubles if not paid within 5 days.)

Sanctions - for residential areas or Organizations (within a four-year period):

First Offense - normally, not less than alcohol confiscated and disposed of, loss of specific social privileges, \$200 fine, campus restitution hours and probationary status for up to one academic year, with possible suspension of social privileges and/or university recognition for one academic year. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than loss of university housing and/or recognition for one year with permanent loss of university recognition.

9. Alcohol-related vehicular violations

Definition - any operation of a motor vehicle during or following consumption of alcohol that creates a risk of danger to self, others or the university community.

Sanctions

First Offense - normally, not less than preliminary suspension with possible disciplinary suspension for one year; \$150 to \$300 fine, 15 campus restitution hours and restitution, educational program or project, Substance Abuse Assessment and compliance with recommendations.

Second Offense - normally, not less than disciplinary suspension for one year with possible permanent separation; \$200 to \$400 fine, 25 campus restitution hours and restitution, educational program or project, Substance Abuse Assessment and compliance with recommendations.

Third Offense - normally, not less than permanent separation.

Additional safety-related policies associated with alcohol use:**Good Samaritan Policy**

Elon embraces students helping each other and enacts this **Good Samaritan rule** where one student seeks appropriate care for another. If a student is with another student "in danger" or "of concern" and calls for medical aid s/he will not be held accountable for violating the university alcohol policy. The university's main concern is getting the proper care for the student in need. Students should call for help and NOT drive anyone in need of medical attention. Most students are not trained to care for the student should s/he become ill or disruptive which could impact one's ability to drive safely. Students with or observing a student "in danger" are expected to seek medical attention. If a student is with another student who has had too much to drink and does not call for assistance s/he will be held accountable with strict sanctions for "Behavior that Endangers the Health or Safety of Self and/or Others."

Medical Safety Policy

When an individual receives emergency medical attention related to his or her consumption of alcohol, he/she will be required to immediately complete a substance abuse assessment within a reasonable amount of time as determined by the Office of Student Conduct (typically 24-72 hours) and participate in any recommended treatment.

As a part of the conduct process, and provided that the student did not commit any other egregious honor code violations, the student will not be subject to disciplinary suspension as a result of the alcohol violation but will receive other consequences. (These consequences typically include being assigned preliminary suspension, our highest level of probation which carries with it the loss of study abroad and leadership privileges for one year from the date of the incident.)

Failure to complete the elements of the **Medical Safety Policy** will limit the student's continued eligibility. If there is a subsequent hospitalization, the University will review the incident on a case-by-case basis and reserves the right to handle each situation as deemed necessary.

DRUG POLICY <http://www.elon.edu/e-web/students/handbook/violations/drug.xhtml>

Elon University is committed to the intellectual and personal development of students. Substance misuse inhibits students' development and is negatively correlated with academic success and personal safety. Sale or distribution of illegal or controlled substances or for uses not as intended creates a significant danger for the Elon University community.

Elon University observes and strictly enforces all local, state and federal laws related to possession, use, sale or distribution of controlled or illegal substances. Individuals who are involved in any drug-related violation are subject to criminal action, as the university may report these individuals to the legal authorities. Students convicted of any offense involving the possession or sale of a controlled substance may also be deemed ineligible to receive Financial Aid.

Students are accountable for upholding Elon drug policies even when in states or countries in which certain drugs have been decriminalized.

Though some impairing substances may be legal to purchase in North Carolina or other states, Elon University prohibits possession and/or use of these substances by Elon Students. Students are responsible for knowing and understanding the university drug policy.

1. Use or Possession of Controlled, Illegal or Prohibited Substances Definition – any possession or use of controlled, prohibited, or illegal substances or use of (or intent to use) substances for purposes or in manners not as directed. Examples include but are not limited to: possession or use of illegal substances; possession or use of prescription drugs without a valid/current medical prescription; use of prescribed medication not as directed (over-use, snorting prescribed medication, etc.); huffing, snorting, smoking or otherwise possessing or using legal substances not as intended. Substances such as JWH-018 (K2, “Spice”), salvia and pyrovalerone derivatives (found in substances marketed as “bath salts”) are not intended for human consumption and are prohibited for possession or use by any Elon student.

Sanctions

First Offense - normally, not less than preliminary suspension with possible permanent separation (depending on type/amount of prohibited substance); \$200 fine, 25 restitution hours, Substance Abuse Assessment and compliance with recommendations, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than disciplinary suspension for one year with possible permanent separation; \$200 to \$400 fine, 25 campus restitution hours and restitution, educational program or project, Substance Abuse Assessment and compliance with recommendations.

2. Distribution or sale or prohibited, controlled or illegal substances

Definition - any sale or distribution (including distribution without financial gain) of controlled or illegal substances or any substances prohibited by the Elon University Drug Policy. This includes sharing of prescription medication.

Sanctions

First Offense - normally, not less than disciplinary suspension for at least one full year with possible permanent separation from the university (depending on type/amount of prohibited substance); \$300-\$400 fine, 50 campus restitution hours, Substance Abuse Assessment and compliance with recommendations and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than permanent separation.

3. Possession of Drug Paraphernalia

Definition - possession and/or use of drug paraphernalia, including, but not limited to, roach clips, bongs, hookahs, blow tubes, papers, scales or any material or apparatus containing drug residue.

Sanctions

First Offense - normally, not less than preliminary suspension with possible disciplinary suspension; \$100 fine, 15 campus restitution hours, Substance Abuse Assessment, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than disciplinary suspension with possible permanent separation; \$200 fine, 25 campus restitution hours, Substance Abuse Assessment and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Third Offense - normally, not less than permanent separation.

4. Accessory to Drug Use, Possession or Sale

Definition - being in the presence of or aiding and abetting the possession, sale or use of prohibited, controlled or illegal substances.

Sanctions

First Offense - normally, not less than disciplinary probation with possible permanent separation; \$150 fine, 15 campus restitution hours, Substance Abuse Assessment, and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

Second Offense - normally, not less than disciplinary suspension with possible permanent separation; \$300 fine, 25 campus restitution hours, Substance Abuse Assessment and parent/guardian notification letter. (Fine doubles if not paid within 5 days.)

University Faculty/Staff Policies

Elon University is committed to maintaining a healthy, drug-free work environment. The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance, as defined in the Act, is prohibited in the workplace.

In accordance with the Act, as a condition of employment, each employee must do the following:

1. abide by the terms of the above statement;
2. notify Elon University of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction. Upon notification from the employee, the University is obligated to report such conviction to the federal government within ten days.

The Drug-Free Workplace Act does not require drug testing. However, violation by an employee of any prohibitions set forth in the above statement will be grounds for disciplinary action up to and including termination, and may have legal consequences.

IV. EMPLOYEE BENEFITS AND SERVICES

The existence of the following employee benefits and plans, in and of themselves, does not signify that an employee will be employed for the requisite time necessary to qualify for these benefits and plans.

As they relate to benefits at Elon University, the terms “spouse/qualifying partner” and “dependent” are defined as follows:

Spouse/qualifying partner is either an individual who is in a marriage recognized by the law in the state of residence or an individual with a qualifying same-sex or opposite-sex partner, as determined through the Office of Human Resources.

Dependent is the spouse/qualifying partner and all unmarried children, including an adopted son or daughter and stepson or stepdaughter.

IV-1 ACCIDENTAL DEATH AND DISMEMBERMENT POLICY 1 OF 1

Full-time employees are eligible for Accidental Death and Dismemberment (AD&D) coverage in the amount of three times their annual salary rounded to the next higher multiple of 1,000 if not already an even multiple of 1,000. Employees should refer to the group insurance certificate received at the time employment began with the University for eligibility information.

A copy of the Summary of Benefits can be found by clicking the link below.

<http://www.elon.edu/docs/e-web/bft/hr/uploads/benefits/lincolnFinancialBasicLifeSummary.pdf>

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IV-5 CHANGE IN STATUS 1 OF 1

Employees should notify the Office of Human Resources and complete the necessary paperwork within 31 days of the event when:

- **there is the expected birth of a child (including legally adopted, foster, and stepchildren). The expected child should be added at the time of his/her birth or within 30 days of the Final approval for adoption or the care of foster or stepchildren;**
- **a dependent reaches age 26. If at any time a dependent, 19 and up to the age of 26, becomes eligible for or has access to other employment based medical coverage, the dependent will no longer be eligible to participate in the university's medical plan;**
- **a dependent under the designated age limit of 26 marries and is not eligible for or has access to other employment based medical coverage;**
- **the current address changes;**
- **the employee becomes married or divorced;**
- **the employee enters and/or is discharged from military service;**
- **a spouse/qualifying partner or dependent dies.**

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IV-8 FLEXIBLE BENEFITS PLAN 1 OF 1

The University has a flexible benefits plan that allows eligible employees to select among one or more non-taxable benefits consistent with Section 125 of the IRS code. Qualified employees who participate in this program will be reimbursed for qualifying medical expenses under Code Sections 105(b) and 106 and qualifying dependent care expenses under Code Section 129. The plan also enables eligible employees to convert their premium contributions for health insurance from an after-tax expense to a pre-tax expense. Contact the Office of Human Resources for complete details of this plan. Open enrollment for eligible employees in the plan occurs in November each year with an effective date of January 1 of the next calendar year.

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IV-9

GROUP HEALTH INSURANCE

1 OF 1

The University makes available a health insurance program for qualified employees and their eligible dependents. A significant portion of the cost of the insurance is borne by the University.

More information regarding the University's group health insurance can be found at <http://www.elon.edu/e-web/bft/hr/healthcarePlan.xhtml>

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IV-12

LIFE INSURANCE

1 OF 1

Qualified employees receive term life insurance equal to three times their annual salary up to a maximum of \$1,000,000. The University pays the full cost of this benefit.

LIFE INSURANCE - CONTINUATION

Continuation of group life insurance subsequent to early retirement and until age 65 may be available. Employees should consult the certificate of coverage provided by the Office of Human Resources at the time they began employment for details of this plan.

For more information please view the [Summary of Benefits](#).

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IV-13

LONG-TERM DISABILITY INSURANCE

1 OF 1

All full-time employees may elect Long Term Disability (LTD) coverage. If an employee becomes totally disabled due to a covered injury or sickness and has not worked for 180 days, the employee will be eligible to receive a monthly benefit equal to 70% of his/her basic monthly income. This benefit may be reduced by income benefits from certain other sources listed in the certificate of coverage.

For details of eligibility or a copy of the Long Term Disability certificate of coverage, please view the Group Long Term Disability Insurance Summary of Benefits or contact the Office of Human Resources.

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The University retirement program with Teacher's Insurance Annuity Association and College Retirement Equities Fund (TIAA-CREF) provides an opportunity for each participant to contribute a percentage of his/her annual salary (pre-tax) while the University also contributes a portion of the employee's annual salary toward the purchase of an annuity. Employees are required to contribute (4%) as a condition of employment. Eligible employees are required to participate in the plan after completing one (1) year of employment. For employees who have previously participated in a 403B retirement account the one (1) year waiting period is waived.

Effective January 1, 2009, all part-time employees that have been employed with the university for 12 consecutive months and have worked a minimum of 1,000 hours are eligible to participate in the regular TIAA-CREF retirement plan. In addition, all employees (full-time, part-time and temporary employees) are eligible to voluntarily participate in the TIAA-CREF Group Supplemental Retirement Plan (GSRA). Please note the regular retirement plan for part-time employees is also a voluntary benefit.

Eligible employees should refer to the information provided by the Office of Human Resources that was supplied at the time they became eligible for participation in the retirement plan.

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The University carries insurance to cover the cost of work-incurred injury or occupational disease. Benefits help pay for medical treatment and part of any income an employee may lose while recovering. Specific benefits are prescribed by law depending on the circumstances of each case. To be assured of maximum coverage, work-related accidents must be reported immediately to the supervisor and the Office of Human Resources which will file a timely claim. North Carolina law requires reporting of on-the-job injuries within five (5) days after knowledge of an injury. Elon requires the accident be reported within 48 hours in order for processing to be completed in a timely manner.

There will be no compensation during the first seven (7) days of illness or injury absence due to a job related incident unless:

- An employee has unused sick leave and wishes to use this sick leave these seven (7) days;
or
- An employee has no sick leave and wishes to use earned vacation during these seven (7) days (sick leave must be used before vacation).
- Employees cannot use vacation or sick time if they plan to be out 21 days or more.

Workers' Compensation begins on the eighth (8) day and compensation is based on 2/3 of an eligible employee's regular salary.

If an employee uses vacation or sick time for the first (7) days and is out more than (21) days the employee will have to pay those monies back to Elon and their vacation/sick hours will be reinstated to their account.

The employee normally will assume his/her former position upon return to work; however, if the employee is deemed unable to return to his/her former position due to restrictions arising from the illness/injury, then the University will make every reasonable effort to place the employee in another opening suitable for the University's needs.

Any benefits payable under Workers' Compensation are subject to approval by the Workers' Compensation insurer.

Below is the Accident Investigation Form for Worker's Compensation.
Accident Investigation Form

IV-23 OTHER BENEFITS 1 OF 1

Discounts are provided to Elon University employees by a number of merchants in the Burlington area. Additionally, a number of theme parks also offer discount programs. A comprehensive list of discounts being offered to Elon employees is available on the Office of Human Resources website <http://www.elon.edu/e-web/bft/hr/>.

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II-7 EQUAL EMPLOYMENT OPPORTUNITY 1 OF 1

Elon University does not discriminate on the basis of age, race, color, creed, sex, national or ethnic origin, disability, sexual orientation, gender identity, or veteran's status (collectively, "Protected Categories") in the recruitment and admission of students, the recruitment and employment of faculty and staff, or the operation of any of its programs." Consistent with our nondiscrimination statement, the university does not tolerate discrimination or harassment of employees, students or other individuals associated with the University including, but not limited to, vendors, contractors, and guests on the basis of any of these Protected Categories.

Any person associated with the University who fails to comply fully with this policy will be properly disciplined. Any employment agency, vendor or contractor used by the University will be informed of this policy.

This policy applies to, but is not limited to, recruitment, employment, promotion, demotion, transfer, position advertising, reduction in force, termination, rates of pay, and selection for training.

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V-2

FAMILY MEDICAL LEAVE

1 OF 5

The Family and Medical Leave Act (FMLA) allows employees to balance their work and family life by taking reasonable unpaid leave for certain family and medical reasons. The FMLA seeks to accomplish these purposes in a manner that accommodates the legitimate interests of employers and minimizes the potential for employment discrimination on the basis of gender, while promoting equal opportunity for men and women.

Eligibility

To be eligible for FMLA leave, an employee must have worked for the employer at least 12 months and must have worked at least 1,250 hours during the previous 12 months.

1. Basic Leave Entitlement

An eligible employee may take up to 12 weeks of unpaid leave in a 12-month period for one or a combination of the following reasons:

- the birth of and care for an infant child;
- the adoption of a child;
- the placement of a foster child in your home;
- to care for your spouse/qualifying partner, eligible child or parent with a serious health condition;
- a serious health condition that makes you unable to work.

A serious health condition is defined as an injury, impairment or mental condition that involves either inpatient care or continuing treatment by a health care provider for a condition that prevents the employee from performing the functions of the employee's job. Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than three (3) consecutive calendar days combined with at least two visits to a health care provider or one visit and a regimen of continuing treatment, or incapacity due to pregnancy, or incapacity due to a chronic condition. Other conditions may meet the definition of continuing treatment.

2. Military Family Leave Entitlement

An eligible employee also may take FMLA leave as a result of having family members in the military for one or a combination of the following reasons:

- **Qualifying exigencies.** Eligible employees with a spouse/qualifying partner, child, or parent on active duty or called to recent active duty in the military may take up to 12 weeks of unpaid leave in a 12-month period to address certain qualified exigencies, including attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

V-2 FAMILY MEDICAL LEAVE

2 OF 5

- **Covered service member leave.** An eligible employee who is the spouse/qualifying partner, child, parent, or next of kin of a “covered service member” is entitled to a total of 26 weeks of unpaid leave in a 12-month period to care for the service member. A “covered service member” is a member of the Armed Forces, including the National Guard or Reserves, as well as certain qualifying veterans, who is undergoing medical treatment, therapy, or recuperation (or who is otherwise in outpatient service or on the temporary disability retired list) due to having incurred or aggravated an injury or illness in the line of duty that renders the service member medically unable to perform military service. For purposes of this type of leave, the 12-month period begins with the first day the employee takes covered service member leave. The 26 weeks of service member leave shall include any other type of FMLA leave referenced above, such that the total amount of FMLA leave to which an eligible employee is entitled during a single 12-month is 26 weeks. With the exception of covered service member leave, the university measures the 12-month period for FMLA purposes on a rolling calendar basis. Therefore, any FMLA-qualifying leave taken in the 12-month period preceding the commencement of any requested leave will operate to reduce an employee’s entitlement to leave under the FMLA.

Basic Regulation and Conditions of Leave

When a leave is requested to care for oneself or an eligible relative, a form must be completed (available in the Office of Human Resources) to support the request for leave. The University may require a second opinion and periodic re-certification. If the first and second opinions differ, the University may require a third opinion of a health care provider that is jointly selected by the employee and the University. If the employee takes a leave to attend to his/her own serious medical condition, the institution requires that the employee’s health care provider certify that the employee is able to return to work.

Intermittent Leave

Leave may be taken on an intermittent or on a reduced hours schedule if the employee, his/her spouse /qualifying partner, eligible child or parent has a serious health condition and it is medically necessary for the employee to do so. Leave may also be taken on an intermittent or on a reduced hours basis for reasons related to a qualifying exigency (as defined above) or to care for a covered service member. In certain circumstances, the University may require an employee on intermittent leave to transfer to an alternative position which better accommodates recurring periods of absence, or to a part-time schedule, provided that the position has equivalent pay and benefits. If FMLA leave is taken because of the birth or placement of a child, intermittent leave or a reduced leave schedule is not permitted unless approved by the University.

V-2 FAMILY MEDICAL LEAVE**3 OF 5****Spouses Working for the University**

If both spouses are employed by the university, the combined leave for either birth, care and/or placement of a child, or to care for the employee's parent with a serious health condition shall not exceed 12 weeks. The combined leave of spouses working for the university is limited to 26 weeks when leave is to care for an injured or ill service member, or such leave is taken in combination with leave for either birth, care and/or placement of a child, or to care for the employee's parent.

Notification and Reporting Requirements

Whenever possible, employees must provide the Office of Human Resources with 30 days advance notice of the need for the leave of absence. When it is not possible to give 30 days notice for foreseeable leave, or if the leave is not foreseeable, notice should be given as soon as practicable and consistent with the University's normal absenteeism reporting procedures. This allows the University time to develop a plan to work around an employee absence

An employee requesting FMLA leave must provide the University with appropriate medical or other certification of the reason for the leave of absence in a timely manner. Failure to properly request leave or provide certification in a timely manner may result in a delay or denial of the leave.

The University will inform employees requesting leave whether they are eligible under the FMLA. If they are, the University will specify any additional information required as well as the employees' rights and responsibilities. If an employee is not eligible, the University will provide a reason for the employee's ineligibility.

The University will inform employees if leave will be designated as FMLA-protected. If the University determines that the leave is not FMLA-protected, the employee will be notified.

If employees are absent for an FMLA reason and the University does not learn the reason for the absence until the employee returns to work, (e.g., where the employee was absent for only a brief period), the University may, upon return to work, designate the leave as FMLA retroactively with appropriate notice to the employee. If the leave is taken for an FMLA reason and has not been so designated by the University but the employee desires that the leave be counted as FMLA leave, the employee must notify the University within two business days of returning to work that the leave was for an FMLA reason. In the absence of such timely notification, the employee may not subsequently assert FMLA protections for the absence.

V-2 FAMILY MEDICAL LEAVE

4 OF 5

Status of Employee Benefits during Leave of Absence

During FMLA leave, an employee with medical benefits coverage will remain entitled to such coverage. However, the employee is responsible for paying the premium contributions for group health insurance coverage if enrolled in the plan. Failure of an employee to pay his or her share of such premium in a timely fashion may result in a loss of coverage. If an employee does not return to work after the expiration of FMLA leave, the employee may be required to reimburse the University for any premiums paid on his or her behalf during the leave of absence.

Employees are required to use accrued sick leave and encouraged to use accrued vacation leave to assure salary continuation for as long as possible during approved leave. Neither vacation nor sick leave is earned during leave approved under the Family and Medical Leave Act. Employees will be paid for any holiday that occurs while the employee is on FMLA.

Employees may not be employed by other employers or elsewhere while on leave from the University.

Reinstatement

Upon returning from an approved leave, an employee will be entitled to return to the same position held when the leave commenced or to an equivalent position with equivalent benefits, pay, duties, and other terms and conditions of employment at the University's discretion.

The University may deny job restoration if an employee fails to provide the appropriate certification from his/her physician.

No Interference and No Retaliation

The University will not interfere with, restrain, or deny the exercise of any right provided under FMLA. The University also will not discharge or discriminate against any person for opposing any practice made unlawful by the FMLA or for participating in any proceeding relating to FMLA.

Administration and Interpretation

The Office of Human Resources will administer the University's FMLA policy.

The University retains the right to interpret or revise its FMLA policy at any time without prior notice.

V-2 FAMILY MEDICAL LEAVE

5 OF 5

The University shall, in its sole discretion, determine each employee's eligibility and the regulations and conditions of all approved leaves.

All medical documents, including the medical certificates, shall be maintained in the employee's separate confidential medical file. All other documents shall be maintained in the employee's personnel file. The university will keep a record of all FMLA leave on its payroll records and designated as FMLA for every hour taken.

FMLA leave will run concurrently with all FMLA qualifying leaves, including but not limited to workers' compensation and short-term disability

State Law and Other Policies

This policy does not pre-empt a state law that contains more generous provisions than the provisions set forth herein and the provisions of this policy shall coordinate with all applicable state laws and other University policies and may, in certain circumstances, supersede other University policies.

Employees with questions concerning the Family and Medical Leave Act should contact the Office of Human Resources. Forms for requesting leave under the Family and Medical Leave Act are available in the Office of Human Resources.

08/11

Holidays

A. For Teaching Faculty

1. The following holidays occur during the semesters indicated below. Classes will not be held on these days.
 - a. Fall semester**
 - 1.) Fall break
 - 2.) Thanksgiving holiday
 - b. Winter term**

Martin Luther King Jr. Holiday
 - c. Spring semester**

Spring break
2. Exact dates for these holidays may be found on the annual university calendar, available from the office of academic affairs, the registrar's office and available on Ontrack.
3. In addition to the holidays listed above, undergraduate classes are suspended for one day each spring to allow for assessment activities and presentation of student research. This date, usually in the first week in April, is published on the annual university calendar. Faculty members are expected to participate in the day's activities. Dismissal of graduate classes that are scheduled for this day is up to the discretion of the instructor. Students should be notified of attendance requirements in the syllabus and in class announcements.

B. Administrative Staff with Faculty Rank, and Academic Support Staff with Faculty Rank

1. The following holidays will be observed by university offices during the academic year:
 - New Year's Day
 - Martin Luther King, Jr. Day (3rd Monday in January)
 - Easter Monday
 - Memorial Day
 - Independence Day (July 4)
 - Fall Break (See Annual Holiday Schedule)
 - Thanksgiving Day

Friday after Thanksgiving
Christmas (See Annual Holiday Schedule)

2. A copy of the holiday schedule is posted on the human resources bulletin board located in the office of human resources.

(8/03)

Injury Report

Faculty are expected to observe all applicable safety regulations, properly use all protective devices and safety equipment provided by the university and work in a safe manner. Faculty are encouraged to bring any unsafe or unhealthy condition or practice to the attention of his/her supervisor and/or the university safety officer.

No matter how insignificant an on-the-job injury may seem when it occurs, the faculty members should notify the supervisor immediately and the supervisor must complete an injury report form. In addition, faculty are required to submit a statement explaining the injury/accident. Supervisors must contact the office of human resources as soon as they learn of an on-the-job injury. The office of human resources is required to file an injury report within five working days of the injury, regardless of the faculty member's need for immediate medical attention. Copies of the injury report form are available in the office of human resources or on the human resources Web site.

Faculty injured at work but not at a time when the health center is open should visit the Doctor's Urgent Care Centre located at 1713 South Church Street in Burlington. The emergency room at Alamance Regional Medical Center should be used only for life threatening emergencies.

(8/03)

V-3 JURY DUTY 1 OF 1

The University will pay employees their full salary for the period of time required to serve on jury duty. Employees may be required to submit a notice of jury duty or proof of appearance upon commencing leave or returning to work. While on jury duty, employees are still expected to spend as much time as possible at their jobs. For example, if the employee is excused from jury duty for part of a day, the University expects the employee to return to work.

Employees who are subpoenaed to appear as witnesses in court must provide supervisors with a copy of the court documentation relating to the requested appearance. Time spent as a witness must be charged to available vacation time unless an employee appears in court at the University's request or on its behalf.

The employee may retain compensation received for jury duty.

08/03

Leave of Absence

1. For Full Time Teaching Faculty

A teaching faculty member may request a leave of absence for purposes of study or for illness. The request should be addressed to the provost/vice president for academic affairs. The leave may extend for a time period of not less than one semester and not more than 2 years. It is generally expected that the faculty member will return to his/her teaching duties at the expiration of the leave of absence.

(7/02)

2. For Administrative Staff with Faculty Rank, and Academic Support Staff with Faculty Rank

Staff members should consult the *Elon University Staff Manual*, Section V., “Leave Programs,” to find information on existing leave opportunities.

(7/98)

II-11

**LETTER OF AGREEMENT DATES
(EXEMPT EMPLOYEES)**

1 OF 1

By action of the Board of Trustees, letters of agreement for exempt staff are mailed on or before April 15 to be returned no later than April 30. Letters not received in the Office of Human Resources within this period and other letters not signed and returned by April 30 are void and the position is considered vacant. See definitions of employment status (II-3) which follow.

08/11

IV-11 LIABILITY COVERAGE 1 OF 1

The University provides liability insurance coverage for employees acting within the scope of their employment. Coverage is provided for negligent acts that might be directed to employees as individuals, for accidental bodily injuries and/or property damage, as well as any claim that might come within the category of “personal injury.” The following list is not inclusive of all coverage areas but merely represents examples of coverage areas:

- a. False arrest, detention or imprisonment, or malicious prosecution;**
- b. Libel, slander, defamation, or imprisonment, or malicious prosecution;**
- c. Wrongful entry or eviction or other invasion of right of private occupancy.**

Note: Use of one’s personal vehicle for University business is not covered under the University’s insurance.

Questions concerning liability coverage should be directed to the Office of Business, Finance and Technology.

08/03

Birth and Adoption Leave for Parents

This policy is applicable to all full-time faculty with a continuing appointment after four continuous months of employment at the university, and runs concurrently with FMLA leave. Administrative staff with faculty rank and academic support staff with faculty rank should consult the Elon University Staff Manual, Section V-5, for the current policy on birth and adoptive leave. The option to “stop the clock” for faculty as outlined in the *Faculty Handbook* may apply. In the event that both parents are full-time employees of the university, these policies apply to only one parent. However, leave (unpaid) under FMLA may be requested by both parents.

A. Birth Leave for Parents

1. Leave for Childbirth

Any full-time faculty member who bears a child will be granted a two-course reduction in the regular course load (paid leave) at the time associated with the birth of the child. This leave will be scheduled in consultation with the faculty member and the department chair, and approved by the dean. The leave should be carried out in a manner that maintains the integrity of planned courses and the overall academic program. This policy is applicable for those faculty with a continuing appointment after four continuous months of employment at the university and runs concurrently with FMLA leave. The option to “stop the clock” as outlined in the *Faculty Handbook* may apply.

The policy is applicable toward the adoption of a child 0-5 years of age for a faculty member who provides the primary care for the child. In the event that both parents are full-time employees of the university, this policy applies to one parent.

2. Leave for Caregivers of Newborns

The non-birthing parent of a newborn who is the primary caregiver will be granted one course release at the time associated with the birth and may reschedule classes for a paid full term off. The “primary caregiver” is the parent who has full-time, daily responsibilities for the child (*e.g.* Monday-Friday from 8:00 AM to 5:00 PM). Courses cannot be rescheduled to a summer term.

The non-birthing parent of a newborn who is not the primary caregiver will be granted one course release at the time associated with the birth but may not reschedule classes for a paid full term off. Additional leave (unpaid) under FMLA may be requested.

B. Leave for Adoption of an Infant Child (0-5 years of age)

An adoptive, primary care-giving parent of an infant child will be granted two course releases at the time associated with the adoption and can reschedule classes for a paid full term off. Courses cannot be rescheduled to a summer term.

An adoptive, non-primary care-giving parent of an infant child will be granted one course release at the time associated with the adoption but cannot reschedule classes for a paid full term off. Additional leave (unpaid) under FMLA may be requested.

Guidelines:

Elon's birth/adoption leave policy recognizes the importance of family life to both the individual employee and the institution. In helping faculty balance work and family responsibilities, such a policy strengthens the Elon community as a whole.

The policy should be applied in ways that demonstrate consideration for the needs of students and other members of the community, as well as sensitivity to the needs of the individual faculty. The timing of the leave will vary depending on when the birth or adoption occurs. To minimize the impact on students, the leave should be timed so that individual courses are minimally disrupted. This may mean that the leave would actually begin prior to the birth or adoption.

To address the needs of both the faculty member and the department, and to preserve the integrity of courses, the leave may, if necessary, involve the redistribution of one course in the faculty member's regular teaching load between academic years (i.e., by teaching one extra course in the academic year prior to the birth or adoption of the child, or by postponing one course to the academic year subsequent to the birth or adoption of the child).

(7/06)

Regular employees of the University are eligible to receive medical treatment in the R. N. Ellington Health and Counseling Center. The center is open Monday through Thursday from 8:30 a.m. to 6:00 p.m. and Friday from 8:30 a.m. until 4:30 p.m. (while classes are in session). Registered nurses and a physician staff the center during hours of operation. Services are rendered on a first-come, first-served basis and no appointment is necessary. Charges for faculty and staff are \$10.00 per visit plus the cost of medications and laboratory services and are payable at the time of service. While the Ellington Health and Counseling Center is available for episodic and general illnesses (i.e. colds, ear & eye infections, etc.) it is not recommended to visit the Center for chronic illnesses. As a general proposition, employees' medical concerns will be treated in the strictest confidence; however, policy considerations and employee safety may prevail over confidentiality in certain circumstances.

A Physician's Assistant is available one day a week at the Wellness Office. Please visit the [Faculty/Staff Wellness website](#) for more information.

08/11

V-7 NC PARENTAL SCHOOL LEAVE 1 OF 2

Passed by the North Carolina State Legislature in 1993, the purpose of the parental school leave is to promote employees' involvement in the education of youth and to promote employees' assistance to schools. Employees may take unpaid leave under this law to:

1. Meet with a teacher or administrator of any elementary school, middle school, high school or child care program authorized to operate under the laws of the State of North Carolina concerning the employee's children, concerning the employee's children, step-children or children over whom the employee has custody;
2. Attend any function sponsored by the school or childcare program as defined in subparagraph (1) of this law in which the children, stepchildren or children over whom the employee has custody are participating;
3. Perform school-approved volunteer work approved by the teacher, school administrator or program administrator.

Amount of Leave

Full-time and introductory employees may take up to four (4) hours of unpaid leave each calendar year regardless of the number of children. The four (4) hours of leave will be credited to employees on January 1 of each year. The four (4) hours of leave for part-time employees will be prorated based on the proportion of full-time they work. An employee may elect to use earned vacation and be paid for this leave.

New employees will be credited with the full four (4) hours of leave immediately upon employment.

Approval of Leave

Employees must receive approval from their supervisor to use this leave and must submit a written request at least 48 hours before the leave time sought is taken. The department head/supervisor may require verification of the leave.

Leave, not to exceed four (4) hours, should be granted for the period of time requested by the employee. A department, however, may require that the leave be taken at a different time, based on the needs of the department.

Intra-campus Transfer

If an employee transfers to another department within the University, any balance of the four (4) hours not used shall be transferred to the new department.

V-7 NC PARENTAL SCHOOL LEAVE 2 OF 2

Non-Cumulative Leave

Leave not taken in a calendar year will be forfeited; it will not be carried over into the next calendar year.

Separation

Employees will not be entitled to payment for this leave upon separation from Elon University.

08/03

IV-15 EMPLOYEE ASSISTANCE AND COUNSELING PROGRAM 1 OF 1

Elon provides an employee assistance and counseling program through the Alamance Regional Medical Center. The cost of participation is being paid by the university. Scheduled appointments take place in the Grand Oaks Building on the ARMC campus.

The Employee Assistance and Counseling Program (EACP) provides confidential , professional counseling when you or a member of your household needs help to resolve personal problems that are affecting you, your family, or your work. The Employee Assistance and Counseling program deals with issues such as anxiety, alcohol abuse, aging parents, depression, drug abuse, financial stress, family conflict, legal concerns, marriage conflict, grief and loss, job burnout, and stress. Scheduled appointments take place at ARMC.

In addition to confidential counseling, the Employee Assistance and Counseling Program (EACP) also provides:

- 24-hour crisis response
- Assessment and referral
- Monthly workshops on interpersonal skill development
- A monthly Wellness newsletter
- A monthly supervisor skill development letter
- Teambuilding opportunities at Cedar Rock Park

The EACP provides services 24 hours a day, seven days a week. Appointments can be scheduled at Alamance Regional Medical Center by calling (336) 538-7481. For more information please view the [Employee Assistance and Counseling Program](#) link.

08/11

All faculty, including any University staff employees with teaching responsibility or any position of authority with students as described below, are expected to maintain appropriate professional boundaries in their relationships with students. In keeping with the Elon University mission, faculty and staff relationships with students must maintain a central focus on student learning and development. Inappropriate relationships that potentially jeopardize the centrality of this focus are contrary to the mission of the University and counterproductive to the educational process. Intimate relationships between faculty and students or staff and students, even of a consensual nature, are inherently problematic due to the unequal status of faculty and students or staff and students. Therefore, any employee with teaching responsibility or other position of authority in relation to students may not engage in such inappropriate relationships with students. Pre-existing relationships are exempt from this policy.

An inappropriate relationship is defined as any romantic or physically intimate liaison. Positions of authority include, but may not be limited to, teaching, evaluating, supervising, coaching, or advising a student or student group.

Alleged violations of the Professional Boundaries policy should be reported to the Assistant Director of Human Resources for Employee Relations who will meet with the student, the faculty or staff person involved, and others with relevant information to address the complaint in as expeditious and as confidential manner as possible.

Faculty and staff who are found to be in violation of the Professional Boundaries policy and who wish to contest the findings should consult the staff grievance policy (see VIII-I).

09/12

Discrimination and Harassment Violations (includes sexual harassment)

For Staff Manual information,

please visit www.elon.edu/e-web/bft/hr/

X-13 SMOKING 1 OF 1

Elon University is a smoke-free campus with respect to all of its facilities with the exception of outdoor facilities of the university. Smoking is not permitted within 30 feet of campus buildings or in Rhodes Stadium.

08/11

IV-21

**TUITION REMISSION/TUITION
EXCHANGE PROGRAM**

1 OF 6

Any employee, spouse/qualifying partner or dependent must be admitted by the University in order to take classes.

Employees - Tuition remission is a benefit granted through the award of the undergraduate and graduate degree to all regular Elon University employees who normally work at least 20 hours per week. Employees may also take undergraduate courses for professional development or interest after earning an undergraduate degree.

Tuition remission covers tuition only. It does not include other fees, room, or board charges. Employee costs are not subject to a tuition remission or a discount. There is no tuition remission for private lessons. Tour costs are not subject to a tuition remission or discount.

A request for tuition remission must be initiated and signed by the employee and approved by the employee's supervisor and the Office of Human Resources. Approved requests will be submitted by the Office of Human Resources to the Office of Financial Planning prior to registration for each semester. If the registration form is not submitted by the employee prior to the beginning of the semester, a late fee will be assessed. Request forms are available from the Office of Human Resources.

All regular, full-time employees (30-40 hours per week) may take up to two courses per semester (fall and spring) without charge with the approval of the supervisor. One course may be taken during work hours. If the supervisor approves time off to attend class, such time off must be made up. A second class may be taken after work hours.

In addition to the policy regarding enrollment in classes during fall and spring semesters, employees who work full-time but less than 12 months are permitted to take a maximum of two (2) classes per summer and winter as long as they are not scheduled to work at any time during the period in which the class(es) will take place.

All regular, full-time and part-time employees may enroll in web-based courses offered during the summer provided the tuition remission form has been completed and approved by the supervisor and the Office of Human Resources and there are spaces remaining after student pre-registration has been completed. One (1) web-based course per summer session is permitted.

IV-21

**TUITION REMISSION/TUITION
EXCHANGE PROGRAM**

2 OF 6

Enrollment in MBA courses for winter and summer terms at Elon University (one (1) course per term), for all regular, fulltime and part-time employees is permitted as long as courses are offered at times other than the employee's scheduled work hours.

Upon termination with Elon University (whether voluntary or involuntary) while enrolled in a class, the employee will be charged for the remaining weeks in his/her class. There will be no charge for the remaining weeks if the employee withdraws from the class.

All regular, part-time employees working (20-29 hours per week) may take one course without charge during fall and spring semesters only with the approval of the supervisor.

Upon termination with Elon University (whether voluntary or involuntary) while enrolled in a class, the employee will be charged for the remaining weeks in his/her class. There will be no charge for the remaining weeks if the employee withdraws from the class.

All regular, fulltime and part-time employees on long-term leave of absence are not eligible to participate in the University's tuition remission program while on approved leave. In the event an employee returns to active employment with the University, the tuition remission benefit will be reinstated.

**Spouse/Qualifying Partner
/Dependents**

Tuition remission is a benefit granted to the spouse/qualifying partner and all unmarried children, including an adopted son or daughter and stepson or stepdaughter, who have not earned an undergraduate degree. Applicants will be admitted provided they meet the standards for eligibility as defined by the Admissions Policy current at the time of application and provided they satisfy the Character Statement and Student Statement included on the application.

IV-21

**TUITION REMISSION/TUITION
EXCHANGE PROGRAM**

3 OF 6

In the case of an adoption or assumption of responsibility for stepchildren, an employee's years of service for the purpose of defining eligibility for tuition remission will begin at the date of adoption or the date when stepchildren officially become dependents. The determination of dependence is interpreted in the same manner as established by the Internal Revenue Service in the declaration of dependents for income tax purposes (more than 1/2 of the total financial support to the dependent's annual upkeep is required).

When tuition remission is requested for a spouse/qualifying partner, a copy of the IRS form 1040, listing the name of the spouse/qualifying partner, will be accepted as certification.

When tuition remission is requested for children, a copy of the IRS form 1040 listing the student's name as a dependent is required as certification.

The spouse/qualifying partner and eligible children of an eligible employee shall qualify for either partial or full remission of tuition payments for courses taken at the University based upon the length of service of the employee. The following schedule of tuition remission applies to spouses/qualifying partners and dependents of regular employees working 30-40 hours per week:

Years of Service	1st-2nd year	3rd-4th year (Beginning)	5th year (Beginning)
	0	67%	100%*

The following schedule of tuition remission applies to the spouses/qualifying partners and dependents of regular employees working at least 20 hours per week but less than thirty hours per week:

Years of Service	1st-2nd year	3rd-4th year (Beginning)	5th year (Beginning)
	0	33%	50%*

Full-time students who are eligible for the North Carolina Legislative Tuition Grant during the regular academic year will have this amount deducted prior to Tuition Remission discounts for fall and spring semesters.

IV-21

**TUITION REMISSION/TUITION
EXCHANGE PROGRAM**

4 OF 6

Upon termination of employment by the employee (whether voluntary or non-voluntary) while a spouse/qualifying partner or dependent is enrolled in a class(es), the employee will be charged for the remaining weeks in his/her dependent's class(es). There will be no charge for the remaining weeks if the spouse/qualifying partner or dependent withdraws from the class(es).

In the event a student receives other non-NCLTG grants, loans, scholarships, etc., the tuition remission benefit will be applied in addition to any other financial aid received. The amount of the tuition remission and other Elon University aid shall not exceed the total of the tuition of a commuter student or tuition, room and board for a resident student. There is no tuition remission for private lessons taken by students. Tour costs are not subject to a tuition remission or discount. In the event an employee dies or becomes disabled, dependent children will be able to receive the tuition remission through the award of the undergraduate degree. The amount of the tuition remission will be based on years of service to Elon University at the time of death or disability and the tuition remission schedule. The use of this benefit must begin within seven years of graduation from high school.

When both parents are employed by the University, the tuition remission for eligible children is available to only one parent.

Any eligible spouse/qualifying partner or dependent who wishes to take advantage of the tuition remission benefit must obtain a tuition remission form from the Office of Human Resources prior to registration.

The University allows eligible spouses/qualifying partners who have already received the undergraduate degree to enroll in Elon undergraduate courses on a space-available basis after registration of undergraduates is complete. These enrollments should be limited to one class per semester for each such spouse/qualifying partner.

Retired employees may enroll for one (1) course per semester.

Employees who leave the University and return at some later point will be granted tuition remission at a percentage consistent with total accumulated years of service.

Note: Section 117 of the Internal Revenue code allows educational institutions to provide nontaxable, undergraduate tuition reductions to employees of the institution and their spouses/qualifying partners and dependents.

IV-21

**TUITION REMISSION/TUITION
EXCHANGE PROGRAM**

5 OF 6

Section 127 of the Internal Revenue Code makes it possible for employers to provide up to \$5250 per year to their employees taking graduate level courses in tax-free reimbursement for tuition, books, fees, supplies, and equipment for job or non-job related education. An exclusion from income is not allowed for supplies (other than textbooks) that the employee can retain after the course is over, or for meals, lodging or transportation. The tax exemption may only be for the benefit of the employee taking graduate level courses and not for the benefit of the employee's spouse/qualifying partners or children.

Tuition Exchange Program

In addition to the university's tuition remission program, Elon also participates in a tuition exchange program through the Tuition Exchange, Inc. The Tuition Exchange Inc. (TE) facilitates a national scholarship exchange program which currently includes over 500 colleges and universities located in almost all 50 states, the District of Columbia, and the United Kingdom. Members include public as well as private institutions, research and doctoral universities, liberal arts colleges, and comprehensive institutions.

The program is open to the dependents of all full-time faculty and staff who have completed 4 or more years of full-time service to Elon University by September 1 of the academic year for which they are applying. Dependent is defined as any dependent unmarried child, including adopted children and stepchildren, who has not earned an undergraduate degree.

TE scholarships are intended for undergraduate education only and will not be awarded for graduate study, non-degree study, or a second undergraduate degree. TE scholarships will not exceed a maximum of 8 semesters per eligible applicant and are renewable each year. An employee who is eligible to apply for the TE program (see eligibility information above) must file an intent to participate in the TE plan by April 15 of the calendar year during which applications to participating institutions will be submitted. Necessary materials are available in the Office of Human Resources. Applications are not limited to dependents seeking initial admission to college. An eligible employee may submit an application for a dependent who is currently enrolled at a TE institution but is not presently benefiting from the TE program, or who is currently enrolled at Elon and wishes to attend a TE institution, or who is currently enrolled at another (non-TE) institution and wishes to attend a TE institution. In these instances, the TE institution must accept the dependent as a TE scholar. Acceptance is not guaranteed. Decisions concerning participation in the TE program will be made by an internal university committee.

IV-21

**TUITION REMISSION/TUITION
EXCHANGE PROGRAM**

6 OF 6

For more information about the policies and procedures governing participation in concerning the university's tuition exchange program, please visit the following university website: www.elon.edu/admissions/TEP.

Participating tuition exchange institutions can be found at <http://www.tuitionexchange.org/>.

05/11

Voting Time

A. For Full Time Teaching Faculty

Full time teaching faculty members should plan, whenever possible, to vote in elections at a time that does not overlap with courses or other major campus responsibilities. Should a teaching faculty member need to be absent from a class to vote, he/she should inform the department chair in advance of what alternative arrangements have been made for the class(es) that day.

(8/00)

B. For Administrative Staff with Faculty Rank, and
Academic Support Staff with Faculty Rank

Staff members who are registered voters, if they so request, shall be granted absence up to two hours with pay for the purpose of voting on Presidential election days. This time off will be scheduled by a supervisor at either the beginning or end of the work period or other times most advantageous to maintaining work schedules.

(7/98)

Withholding Tax

For Full Time and Teaching Faculty, and
Adjunct Faculty, and
Administrative Staff with Faculty Rank, and
Academic Support Staff with Faculty Rank

All new employees must fill out withholding certificate, W-4 Federal Income Tax Form and NC-4 State Income Tax Form in the office of human resources at the beginning of employment. These forms must be completed before an employee can be paid. Failure to complete these forms will result in an employee not being paid at the scheduled time. Each employee is responsible for furnishing the payroll office with a revised W-4 and NC-4 form in case there are changes in tax status, including reaching age 65 or a change in the number of exemptions taken.

Any teaching faculty member wishing to make a change in the number of exemptions for summer school payroll periods, should fill out appropriate tax forms at least 2 weeks before payroll dates.

(10/99)

Faculty Bereavement Policy

In the event of a death in a faculty member's family, arrangements should be made through the department chair and dean for temporary coverage of the faculty member's obligations.

(6/08)

Phased Retirement Program for Faculty

Phased Retirement Program for Faculty (PRP)

Introduction

To facilitate the well-being of individual teaching faculty members and of the University as a whole, Elon University proposes the adoption of a Phased Retirement Program consisting of a workload reduction for a 2-year period prior to retirement. This transitional phase not only reduces stress and uncertainty on the part of the individual faculty member but promotes prudent use of University resources as well, allowing the University to retain the valuable services of productive teachers and scholars for a few additional years.

It is evident that the desires of individual faculty members and the needs of different academic units may vary and change considerably over time. Consequently, it is in the best interests of both the retiring faculty member and the University to have a process that is flexible within general guidelines.

Eligibility

To be eligible for participation in PRP, a faculty member must:

- a. be a full-time teaching member of the University faculty,
- b. be at least 59½ years of age, and
- c. have completed at least 10 years of service to the University immediately prior to entering into the PRP.

While participation in the PRP is not a right automatically available to all persons who meet the eligibility criteria, the University will give serious consideration to all requests. Factors that will guide these decisions include:

- a. the faculty member's most recent Unit Is and Unit IIIs,
- b. departmental needs, and
- c. institutional needs and resources.

Replacements for faculty who are granted phased retirement will be determined based on department needs and institutional resources.

Description

Phased Retirement is an arrangement for reducing a faculty member's workload prior to retirement, as provided in a written contract between the University and the faculty

member. This transitional reduced-load phase will normally extend for two years. During Phased Retirement, the faculty member's appointment will be as a Senior Faculty Fellow. A Senior Faculty Fellow is defined as a full-time teaching faculty member whose overall workload has been reduced as a means of transitioning into retirement. The reduced teaching load, ordinarily consisting of three courses, is expected to be carried out over the full academic year. Other Senior Faculty Fellow responsibilities include advising and service to the department and institution. The Senior Faculty Fellow will draw half of normal salary during the Phased Retirement period.

The written contract will contain the following provisions:

- a. The faculty member agrees to formally retire from Elon University on an agreed-upon date (usually the end of the appropriate academic year).
- b. Unless specific provisions to the contrary are included in a Senior Faculty Fellow's agreement with the University, that person will retain faculty privileges, responsibilities, and benefits as outlined in the *Faculty Handbook*.
- c. The faculty member, chair, and dean will mutually agree on the responsibilities for teaching, service, and advising during the Senior Faculty Fellow's phased retirement.
- d. The faculty member will draw half of normal salary.
- e. The PRP is not effective until recommended by the provost and approved by the president.

Application Process

Any eligible faculty member may initiate the application process by submitting a letter of intent to his or her department chair, with copies to the provost and the appropriate dean. Ordinarily, this letter will be submitted 1 year prior to anticipated entry into the PRP to facilitate department planning.

The department chair will then consult with the dean regarding the impact on departmental resources.

In the case of joint appointments, both department heads must receive the written request and consult with their appropriate deans.

After consultation with the appropriate dean, the department chair will advise the applicant whether the request has tentative approval. During the phased retirement period, faculty members will be considered full-time faculty, with all appropriate fringe benefits. The applicant should then initiate discussion with the dean for the purpose of preparing a contractual agreement for Phased Retirement between the applicant and the University.

The decision of the University to permit phased retirement in each case is at the University's discretion, and its decision is final. Denial of a request, however, does not preclude the approval of a subsequent request.

(6/08)

B. CAMPUS INFORMATION AND PROGRAMS

- B-1 Academic Support Services
<http://www.elon.edu/e-web/academics/support>

- B-2 Buildings and Grounds
<http://www.elon.edu/e-web/bft/physicalplant/>

- B-3 Campus Dining Services
<http://www.campusdish.com/en-US/csse/elon>

- B-4 Campus Shop
<http://elon.bncollege.com/>

- B-5 Communications Media
<http://elon.edu/students/media.asp>

- B-6 Cultural Opportunities: Speakers, Performances, Exhibits
http://www.elon.edu/e-web/news/cultural_events/fall12/

- B-7 Student Professional Development Center
http://www.elon.edu/e-web/career_services/default.xhtml

Elon University has provided a quality education for generations of students for more than 115 years. The following link provides more detailed information regarding the University http://www.elon.edu/e-web/visit/about_elon.xhtml.

08/11

Honorary Degrees

- A. The honorary degree advisory committee serves in an advisory capacity to the president regarding individuals to be awarded honorary degrees.
- B. The committee consists of the provost/vice president for academic affairs as chair, the vice president for institutional advancement, and four faculty members. The faculty members serve two-year terms, with two elected by the faculty each year.

(6/91)

Honor Societies

http://www.elon.edu/e-web/academics/honor_societies.xhtml

Inclement Weather

The Provost and the Vice President for Business, Finance and Technology will decide if there is a school delay or a school closing. Note that Elon remains open during snow storms and other inclement weather to serve resident students and commuters who live near the campus.

If weather conditions are so severe as to render it dangerous for **STUDENTS** to reach the university, those who elect not to come to campus on that particular day will not be penalized for failure to do so.

FACULTY who live some distance from campus and who might be prevented from safely traveling to campus must contact their respective dean and make arrangements to cover their classes.

Elon **FACULTY** and **STAFF** members are expected to be prudent but to take all reasonable measures to reach the campus during inclement weather. Administrative offices will open at 8:00 a.m. unless announced otherwise. A member of the administrative or support staff who chooses not to report for work when Elon is open must take a vacation day.

If it becomes necessary to alter the regular procedures it will be done as early as possible and will be announced on the E-Net Web page, on the special telephone hotline: 278-SNOW and over the following regional television and radio stations:

TV

- WFMY-TV2 (CBS) - Greensboro
- WGHP-TV8 (FOX) - High Point
- WTVD-TV11 (ABC) – Durham
- WRAL-TV5 (CBS) - Raleigh
- WXII-TV12 (NBC) - Winston-Salem

RADIO

- WBAG 1150 AM - Burlington
- WBBB 920 AM - Burlington
- WFDD 88.5 FM - Winston-Salem
- WKRR 92.3 FM - Raleigh
- WKSI 98.7 FM - Raleigh
- WKZL 107.5 FM - Raleigh
- WMAG 99.5 FM - Greensboro
- WPCM 101.1 FM - Burlington
- WUNC 91.5 - Chapel Hill

School Closing

If Elon, for whatever reason, must be closed, staff is still needed on campus to provide service to Elon students and personnel living on campus. Selected personnel in each of the areas listed below will be notified of their “emergency” status in advance of an inclement weather event. Emergency personnel include selected individuals from these areas:

Physical Plant	Security	Telephone services
Aramark	Residence Life	Campus Recreation
Moseley Center	Library	Health Services
Provost & Deans’ Offices	Technical personnel	Tram/bus operators

School Delay – Winter Term

If the school does not operate on its normal schedule for WT, one of the following plans will be initiated:

The 10 AM Plan

- Open at 10:00 a.m.
- Classes begin at 10:00 a.m.

Revised Schedule				Regular Schedule			
10:00	a.m.	-	1:00 p.m.	8:30	a.m.	-	11:30 a.m.
1:30	p.m.	-	4:30 p.m.	1:30	a.m.	-	4:30 p.m.
Regular evening classes							

- All emergency personnel report to campus by 7:30 a.m.
- Other personnel report by 10:00 a.m. delayed opening time

The Noon Plan

- Open at 12:00 noon
- Classes begin at 12:00 noon

Revised Schedule				Regular Schedule			
12:00	p.m.	-	2:00 p.m.	8:30	a.m.	-	11:30 a.m.
2:00	p.m.	-	4:00 p.m.	1:30	a.m.	-	4:30 p.m.
Regular evening classes							

- All emergency personnel report to campus by 7:30 a.m.
- Other personnel report by 12:00 noon delayed opening time

The Closed Plan

- Closed with selected emergency personnel (noted above) reporting to campus.

School Delay – Fall or Spring Semesters

If the school does not operate on its normal schedule for fall or spring semester, one of the following plans will be initiated:

The 10 AM Plan

MWF

- Open at 10:00 a.m.
- Classes will meet hourly for 55 minutes beginning at 10 a.m.

Revised Schedule				Regular Schedule			
10:00	a.m.	-	10:55 a.m.	8:00	a.m.	-	9:10 a.m.
11:00	a.m.	-	11:55 a.m.	9:25	a.m.	-	10:35 a.m.
12:00	p.m.	-	12:55 p.m.	10:50	a.m.	-	12:00 p.m.
1:00	p.m.	-	1:55 p.m.	12:15	p.m.	-	1:25 p.m.
2:00	p.m.	-	2:55 p.m.	1:40	p.m.	-	2:50 p.m.
3:00	p.m.	-	3:55 p.m.	3:35	p.m.	-	5:15 p.m.
Regular evening classes							

- Laboratory schedule – Note: Because labs meet for different lengths, departments are asked to discuss individual schedules and faculty should let students know how to retrieve information on labs for their class (e.g., Blackboard site)

Revised Schedule				Regular Schedule			
10:00	a.m.	-	10:55 a.m.	8:00	a.m.	or	9:00 a.m.
11:00	a.m.	-	1:00 p.m.	10:30	a.m.	or	12:25 p.m.
12:40	p.m.	-	3:20 p.m.	1:00	p.m.		
3:30	p.m.			between 2:00	p.m.	&	4:30 p.m.
5:30	p.m.			5:30	p.m.		

- All emergency personnel report to campus by 7:30 a.m.
- Other personnel report by 10:00 a.m. delayed opening time

The Noon Plan

MWF

- Open at Noon
- Classes will meet hourly for 55 minutes beginning at noon

Revised Schedule	Regular Schedule
12:00 p.m. - 12:55 a.m.	8:00 a.m. - 9:10 a.m.
1:00 p.m. - 1:55 p.m.	9:25 a.m. - 10:35 a.m.
2:00 p.m. - 2:55 p.m.	10:50 a.m. - 12:00 p.m.
3:00 p.m. - 3:55 p.m.	12:15 p.m. - 1:25 p.m.
4:00 p.m. - 4:55 p.m.	1:40 p.m. - 2:50 p.m.
5:00 p.m. - 5:55 p.m.	3:35 p.m. - 5:15 p.m.

All 5:30 p.m. courses will begin at 6:10 p.m. All other evening classes will meet as scheduled.

- Laboratory schedule – Note: Because labs meet for different lengths, departments are asked to discuss individual schedules and faculty should let students know how to retrieve information on labs for their class (e.g., Blackboard site)

Revised Schedule	Regular Schedule
12:15 p.m. - 1:15 p.m.	8:00 a.m. or 9:00 a.m.
1:20 p.m. - 2:20 p.m.	10:30 a.m. or 12:25 p.m.
12:40 p.m. - 3:55 p.m.	1:00 p.m.
4:00 p.m.	between 2:00 p.m. & 4:30 p.m.
6:10 p.m.	5:30 p.m.

- All emergency personnel report to campus by 7:30 a.m.
- Other personnel report by 12:00 noon delayed opening time

The 10 AM Plan

T Th

- Open at 10:00 a.m.
- Classes will meet for 1 hr 15 min each beginning at 10:00 a.m.

Revised Schedule	Regular Schedule
10:00 a.m. - 11:15 a.m.	8:00 a.m. - 9:40 a.m.
11:20 a.m. - 12:35 p.m.	10:30 a.m. - 12:10 p.m.
12:40 p.m. - 1:55 p.m.	12:25 p.m. - 2:05 p.m.
2:00 p.m. - 3:15 p.m.	2:20 p.m. - 4:00 p.m.

Regular evening classes

- Laboratory schedule – Note: Because labs meet for different lengths, departments are asked to discuss individual schedules for use of rooms, and faculty should let students know how to retrieve information on labs for their class (e.g., Blackboard site)

Revised Schedule				Regular Schedule			
10:00	a.m.	-	10:55 a.m.	8:00	a.m.	or	9:00 a.m.
11:00	a.m.	-	11:50 a.m.	10:30	a.m.	or	12:25 p.m.
12:40	p.m.	-	3:20 p.m.	1:00	p.m.		
3:30	p.m.			between 2:00	p.m.	&	4:30 p.m.
5:30	p.m.			5:30	p.m.		

- All emergency personnel report to campus by 7:30 a.m.
- Other personnel report by 10:00 a.m. delayed opening time

The Noon Plan

T Th

- Open at Noon
- Classes will meet for 1 hr 15 min each beginning at noon

Revised Schedule				Regular Schedule			
12:00	a.m.	-	1:15 p.m.	8:00	a.m.	-	9:40 a.m.
1:20	a.m.	-	2:35 p.m.	10:30	a.m.	-	12:10 p.m.
2:40	p.m.	-	3:55 p.m.	12:25	p.m.	-	2:05 p.m.
4:00	p.m.	-	5:15 p.m.	2:20	p.m.	-	4:00 p.m.

Regular evening classes

- Laboratory schedule – Note: Because labs meet for different lengths, departments are asked to discuss individual schedules and faculty should let students know how to retrieve information on labs for their class (e.g., Blackboard site)

Revised Schedule				Regular Schedule			
12:00	p.m.	-	1:15 p.m.	8:00	a.m.	or	9:00 a.m.
1:20	p.m.	-	2:20 p.m.	10:30	a.m.	or	12:25 p.m.
12:40	p.m.	-	3:55 p.m.	1:00	p.m.		
4:00	p.m.			between 2:00	p.m.	&	4:30 p.m.
6:10	p.m.			5:30	p.m.		

- All emergency personnel report to campus by 7:30 a.m.
- Other personnel report by 12:00 noon delayed opening time

The Closed Plan

- Closed with selected emergency personnel (noted above) reporting to campus.

Instructional and Campus Technologies

<http://www.elon.edu/technology/>

Instructional/Departmental Materials & Budgets

A. Office Supplies

The purchasing department has negotiated a contract for office supplies. Departmental secretaries have details for ordering office supplies.

B. Departmental Equipment and Materials

In order to centralize purchasing, all purchases and services that are to be charged to the university should be accompanied by an official purchase order. Those people requesting goods or services should allow ample time to obtain quotations and properly place the order. The procedure to use is as follows:

1. Purchase request forms should be obtained from the purchasing department.
2. Purchase request forms should be completed, including information on: quantity, description, unit price (if available), budget classification and where the purchase is to be used. The department chairperson or supervisor should sign the purchase order, indicating approval.
3. The faculty member should receive two copies of the purchase order when approved. The green copy is to be used as a receiving report. The pink copy is for departmental files.
4. Both pink and green copies should be kept until goods or services are received. The faculty member, chair or secretary should then sign, date and return the green copy to the accounting office. This copy will be attached to the invoice and processed for payment.

C. Departmental Budgets

Departmental budgets are established each year as a part of the annual budget process. Departments should not overspend budgets. Purchase orders will not be issued if there is are insufficient funds to cover the expense.

(7/98)

B. CAMPUS INFORMATION AND PROGRAMS

B-14 Library

<http://www.elon.edu/e-web/library/>

B-15 Lost and Found

<http://www.elon.edu/e-web/students/handbook/>

B-16 Mail Services

<http://www.elon.edu/e-web/bft/mail/index.xhtml>

B-17 University Communications

http://www.elon.edu/e-web/university_relations/

B-18 Parking Regulations

http://www.elon.edu/e-web/bft/safety/p_register.xhtml

B-19 Posting of Signs

<http://www.elon.edu/e-web/students/handbook/genpol.xhtml>

B-20 Print Services

<http://www.elon.edu/e-web/bft/auxiliary/printservices.xhtml>

B-21 Purchasing Procedures

<http://www.elon.edu/e-web/bft/purchasing/policy.xhtml>

Safety

To the Faculty:

Safety is a priority at Elon University. All of us work to provide a safe, healthy environment for students, but it is equally important that we keep Elon University safe as a workplace. Safety is an individual responsibility. If each one of us is careful in his or her actions and changes those conditions that might be unsafe, most accidents will be prevented. The keys to a fine safety record are people, preparation, and prevention.

Elon University appreciates your expertise in your particular job. To be skillful means not only that you do your job well, but also that you do it safely. Constant attention and preparation are essential. Most people are fortunate to have working careers that are free from serious or disabling injuries. We want that to be true for everyone at Elon.

This section of the *Faculty Handbook* provides you with the Elon University safety policies and standards. Please take time to read it and become familiar with our standards.

Best wishes to you for a safe and rewarding experience at Elon University.

Leo M. Lambert
President

Introduction

Elon University has a complete safety program for faculty, staff, students, and the environment. There are many components of the overall Elon University safety plan. Included are a safety committee, emergency response plan, hazard communication plan, employee “right to know” training, hazardous waste control, office of the safety officer and general safety office. Questions regarding safety and the environment can be addressed through the office of the chair of the safety committee or the safety officer.

A. Safety Committee

Safety issues are addressed through the safety committee chaired by the assistant vice president for business and finance. The safety committee serves as an advisory committee to the senior vice president for business, finance, and technology. The committee includes representation from: campus police & security, health services,

business and finance, student life, physical plant, human resources, athletics, chemistry department, biology department, physics department, telecommunications and purchasing. Typical issues discussed include safety training and analysis, emergency response planning, accident reporting, student health and safety, employee labor laws, hazardous waste control and environmental compliance.

B. Written Safety Plans

Elon University maintains written safety plans including the emergency response plan, confined spaces entry plan, hazard communication plans, chemical hygiene plans and safety instructions for students, staff and faculty. A safety library is maintained in the office of the safety officer. Written plans and other information are available upon request. A list of topics with written plans follows.

1. Back & Lifting Safety
2. Blood-borne Pathogens
3. Chemical Safety Plan
4. Electrical Safety
5. Excavation & Trenching
6. First Aid & CPR
7. Hazwoper
8. Lockout/Tag out
9. Emergency Response Program
10. Ergonomics
11. Eye & Face Protection
12. Fall Protection
13. Fire Extinguisher
14. Hand Tool Safety
15. Hazard Communication
16. Housekeeping & Storage
17. Office Safety
18. PPE
19. Chemical Safety Plan
20. Compressed Gas Cylinders
21. Confined Space Program
22. Crane & Hoist
23. Flammable Liquids
24. Forklift Safety
25. Hearing & Noise Program
26. Lab Health & Safety
27. Ladder Safety
28. Machine Guarding
29. Painting Operations
30. Plumbing
31. Power Tool Safety
32. Respiratory Protection
33. Scaffold Safety
34. Welding Safety

C. Waste Control

Elon University has a complete recycling program through environmental services (278)-5500. Additional chemical waste streams are controlled through each department which may include a certified hazardous waste pickup in accordance with current regulations. Details are available in the office of the safety officer.

D. Employee Training

Information and training is available through safety workshops (open invitation through campus mail) and specific department workshops. Faculty are welcome to request safety and environment training for themselves, classes, or departments by contacting the office of the safety officer at 278-5555.

E. Housekeeping

A workplace must be clean and orderly to be a safe, efficient and pleasant place to work. Materials and equipment should be kept out of aisles, hallways and stairways and returned to storage after use. Employees may prevent serious accidents by following the rules listed below:

1. Spilled liquids should be cleaned up immediately using proper clean-up procedures.
2. All trash, scrap and debris should be thrown in the proper waste containers, not in ashtrays.
3. Things should be returned to their proper place when their use is finished.
4. Needed repairs and other hazardous housekeeping conditions should be reported to supervisors in a timely manner.
5. Lighted matches or cigarettes should not be deposited into outside waste containers.

Housekeeping is simpler and safer if things are kept picked up and tools and materials are stored in their proper places after use.

F. Equipment Usage

1. Use of any equipment, machine or device without the express permission and approval of the supervisor responsible for the equipment is prohibited.

2. Untrained and/or unqualified employees are not permitted to perform electrical or mechanical installations, maintenance, repair or removal of equipment from any facility on campus.
3. All electrical work involving dangerous voltages that include all power distribution must be handled by a licensed electrician.
4. All persons handling chemicals of any kind must be instructed in proper handling procedures and informed of potential dangers involved in the misuse or mishandling of these substances. Employees working in areas with chemicals will be trained by their immediate supervisor. Supervisors in these areas will have an updated manual of material safety data sheets of all the chemicals in use, along with proper handling instructions and appropriate medical action in the event of an accident.

G. Office Safety

Very serious accidents can occur in office areas. Some of the more common causes of office injuries are associated with improper material handling, incorrect use of file cabinets, and poor housekeeping. All employees should follow these office rules:

1. Proper lifting techniques should be used (including use of support belts)
2. Top drawers of filing cabinets should not be overloaded
3. One filing cabinet drawer should be closed before opening another
4. Cabinet drawers should be closed gently
5. File and desk drawers should be kept closed when not in use
6. Machine cords should be kept out of the way, where they will not cause tripping hazards
7. Spilled liquids should be wiped up immediately (using proper procedures).
8. Paper clips, thumbtacks, pencils, papers and other items that have been dropped should be picked up immediately.
9. Employees should not stand on chairs to reach high storage areas

H. Eye Protection

1. Employees are required to wear adequate eye protection when their work exposes them to a risk of eye injury or when they are in areas that present eye injury hazards. *This policy also applies to visitors to the work area.* Regular tempered eyeglasses are not safety glasses.
2. In some areas, safety glasses may not be sufficient. Safety goggles, safety face shields or safety glasses with side shields may be necessary. In such areas, all rules regarding the wearing of eye protection devices must be followed.

3. Employees should use emergency showers and eye wash stations as necessary.
 - a. If harmful chemicals come in contact with eyes or skin, employees should use proper emergency showers and eye wash stations, which can reduce the possibility of serious injury. *Employees should make sure they know the location of the nearest emergency shower and eye wash station in their area.*
 - b. Speed is essential. If chemicals splash in eyes or skin, employees should *immediately* start flushing the area with water. Any contaminated clothing should be removed during the rinsing. Flushing with water should last for at least 15 minutes.

I. Use of Emergency Fire Fighting Equipment

1. Fire extinguishers are located throughout all the buildings. Employees should know the locations of fire extinguishers in their areas.
2. A minor fire can run out of control if not combated quickly and effectively. Employees should learn the correct procedure for using a fire extinguisher so that they will be ready to act in an emergency. Employees should recognize the following categories of fires, since different types of fires require different types of extinguishers.
 - a. Type “A” fires – paper or wood fires
 - b. Type “B” fires – chemical fires
 - c. Type “C” fires – electrical fires
 - d. Type “D” fires – metals that burn
3. An extinguisher for all anticipated hazards should be placed in work areas. The most common fire extinguisher on campus is an AVC Dry Power Extinguisher which will help with fires in the first three categories of fire listed above (paper, wood, chemical, and electrical).
4. Employees should notify environmental services immediately if they observe that a fire extinguisher has been discharged or damaged.
5. Employees should follow the procedures below in case of fire:
 - a. Locate the fire extinguisher in your area
 - b. Remove the ring from the handle
 - c. Standing well back from the flames, aim the extinguisher at the bottom of the fire and squeeze the handle to eject the dry powder
 - d. If the fire gets out of control, leave the area immediately. **Dial 911** and give the emergency operator complete details

J. Electrical Safety

A hazard of the electronics industry is the potential presence of exposed quantities of lethal voltages and currents. Every effort must be made to insure that “live” electrical sources are shielded or covered to prevent accidental contact. Because of the danger of electrical shock, employees must keep the equipment and work area safe at all times.

1. Employees must follow the rules below when working with electricity:
 - a. Do not work alone.
 - b. Only trained and authorized employees shall operate electrical equipment.
 - c. Safety devices that have been installed on equipment are there for employees’ protection and should not be circumvented.
 - d. Hazardous set-ups must be avoided.
 - e. Operators of electrical equipment are responsible for seeing that visitors are not exposed to any hazard.
 - f. Maintenance, repairs or construction of electrical equipment must be conducted in accordance with all safety regulations established by the physical plant.
 - g. Lock out procedures must be observed.
2. Employees should use the following first aid procedures for electrical shock
 - a. Cut voltage and/or remove victim from contact as quickly as possible.
 - b. Keep the victim warm and lying down.
 - c. Call for emergency help. *Dial 911.*
 - d. If required and you are qualified, administer artificial respiration and/or heart massage (CPR) until help arrives.

K. Chemical Safety

1. Chemicals present different problems in storage, handling, use and control. Some explode when heated, react with water, heat spontaneously, and decompose into hazardous substances or cause ignition on contact with combustible materials. Employees must know and understand the properties of each chemical they work with or check with their supervisor prior to using any chemical unfamiliar to them. Employees should not take chances. Employees who don’t know about a

- chemical should ask! All employees have a right to know about chemicals they are using or working around. Material safety data sheets are maintained for all chemicals on campus.
- a. *Toxic* chemicals are hazardous substances if eaten inhaled or absorbed through the skin even in small quantities, may endanger health
 - b. *Corrosive* chemicals can cause severe skin irritations or burns if used incorrectly. If these materials enter the eyes they can blind a person
2. Employees should always wear eye, face and hand protection when using chemicals. Personal protective equipment such as safety goggles; face shields, gloves, aprons and respirators must be worn when handling hazardous materials. Chemical containers must be kept closed when they are not in use, and chemicals should be used only under ventilated hoods or in well-ventilated areas.
 3. Questions about chemical safety should be directed to the safety officer.

L. Motor Vehicles

1. Motor vehicle accidents generally result from one of two reasons: (1) operator carelessness or (2) mechanical failure. Motor vehicle operators must constantly be aware of driving conditions, as well as distractions of other motor vehicles and pedestrians.
2. Preventive maintenance of motor vehicles begins with the operator. Each operator should check his/her vehicle every day for defects, oil, breaks and steering. And defects noted should be reported to the mechanic shop on a work order. The mechanic shop will perform preventive maintenance checks on all vehicles as required.
3. Accidents involving university vehicles must be reported to campus safety and police (278)-5555. Reports must be filed with Elon's insurance coordinator in Alamance 107. Questions about insurance should be directed to (278)-5428.
4. All employees must have official approval prior to operating any university vehicle.
5. Members of the university community are expected to abide by common motor vehicle safety practices in all campus parking lots and on all campus roads. The maximum speed limit on all campus roads and parking lots is 10 mph. Members of the university community who violate the maximum speed limit or who drive recklessly are subject to loss of parking privileges and/or to campus judicial action.

M. On-The-Job Injury

Each person is expected to cooperate in the promotion of safety and health throughout the campus and to comply with the rules listed below which are designed for employee protection from on-the-job injuries.

1. Running in work areas or on stairways is prohibited.
2. Jumping down stairways, from ladders or stages from platforms, or from any height, is prohibited.
3. Horseplay or other misconduct that might lead to any injury is prohibited.
4. Guards and safety devices on a machine must be kept in place while the machine is in operation. Only designated employees may remove them and then only when it is necessary to make repairs, adjustments or for other valid reasons.
5. Work may not be performed from the top platform of any stepladder.
6. Employees are expected to keep their work areas clean and free from any slipping or tripping hazards.
7. All job-related injuries must be reported to the supervisor without undue delay after the injury occurs.
8. Confined space procedures must be followed at all times when work in this space is required.
9. Utility cut-off must be trained personnel.

N. Sub-Contractors on Campus

1. All university safety procedures must be observed.
2. Adequate insurance must be provided prior to work.
3. Housekeeping rules must be observed.
4. Use of university equipment and/or materials must be approved prior to approval of contract.
5. All parking regulations must be followed.

O. Reporting Unsafe Procedures and/or Conditions

The following offices or individuals should be consulted in matters of employee safety:

1. Physical Plant (278)-5500
2. Safety Officer (278)-5555
3. Campus Safety and Police (278)-5555
4. Chair, Safety Committee (278)-5428

(7/2010)

Meeting Spaces

Scheduling for campus classrooms, meeting rooms and other spaces can be requested by faculty and staff through the University's on-line scheduling system. The system can be accessed through the "Campus Calendar" on Elon's Web Site. Faculty and staff are encouraged to look under "spaces" to find a location that is not already reserved and then click on "my requests" to complete information for the desired event. This software also records and submits requests for catering, media services and physical plant needs related to the event.

At the present time, students are permitted to view but not request spaces using the campus software system. Students representing student organizations may have a scheduler or faculty/staff member request spaces for a routine meeting. Student organizations' requests for programs must be approved by the Office of Student Activities before space can be confirmed.

Students who are not representing student organizations and who want to reserve space will need to work through a faculty/staff member who will enter the request and take responsibility for any damage resulting from the meeting.

Faculty needing to make alterations to tentative or confirmed event requests, or who need to cancel events should contact the scheduler for the space. A list of schedulers can be found on-line under the Campus Directory (on the Elon Web page).

Emergency requests (made with less than 24-hours' notice) may need to be made via telephone with the space scheduler.

B. CAMPUS INFORMATION AND PROGRAMS

B-24 Special Academic Programs

Experiential Education (Internship or Co-ops)

http://www.elon.edu/e-web/students/career_center/students/experiential.xhtml

Fellows Programs

<http://www.elon.edu/e-web/admissions/Fellows/default.xhtml>

Honors Fellows

<http://www.elon.edu/e-web/academics/honors/>

Isabella Cannon Leadership Fellows

<http://www.elon.edu/e-web/admissions/fellows/leadership.xhtml>

Jefferson-Pilot Business Fellows

<http://www.elon.edu/e-web/academics/business/fellows.xhtml>

Journalism and Communications Fellows

<http://www.elon.edu/e-web/academics/communications/fellows/>

Elon College Fellows

http://www.elon.edu/e-web/academics/elon_college/fellows/

Teaching Fellows

http://www.elon.edu/e-web/academics/education/teaching_fellows/

B-25 Student Handbook and Honor System

<http://www.elon.edu/e-web/students/handbook/>

B-26 Student Life Program

http://www.elon.edu/e-web/administration/Student_Life/workinginSL.shtml

B-27 Study Abroad Program

http://www.elon.edu/e-web/academics/international_studies/studyabroad/

Summer School

- A. The university operates a summer school. Instructors for summer classes are selected primarily from the teaching faculty in the established disciplines of the university. The university attempts to make summer school teaching opportunities available to as many full-time teaching faculty as possible.
- B. Summer school contracts are conditional, based on student enrollment. The university reserves the right to cancel any class for which there is insufficient demand. Instructors wishing to continue with an under-subscribed course may agree to do so with a salary pro-rated based on tuition income. This arrangement should be discussed with the registrar who supervises summer school.
- C. Pay Policy. Full time teaching faculty members are paid one-sixth of their annual salary for teaching two four-semester-hour courses or one-twelfth for teaching one four-semester-hour course. Faculty members who supervise internships during the summer should consult with the registrar for current policies regarding compensation for internship supervision.

(7/02)

B. CAMPUS INFORMATION AND PROGRAMS

B-29 Telephone Service

<http://www.elon.edu/technology/about-dept.html>

B-30 Textbooks

<http://elon.bncollege.com/>

B-31 Undergraduate Research Program

http://www.elon.edu/e-web/academics/undergraduate_research/default.xhtml

University Planning System

Institutional Planning Cycle

Elon develops a strategic plan every 7-10 years to serve as a goal for its long range planning. The current plan, The Elon Commitment, was drafted by a committee appointed by the President that included representation from throughout campus. Each unit of the university develops a five-year plan that builds upon themes provided in the strategic plan. Guided by its five-year plan, units create annual priorities that will be revised in accordance with the annual budget. Thus, the planning cycle at Elon University moves from the development of long-range plans to annual priorities, to a budget development phase, and each cycle concludes with an evaluation of progress and achievement and an identification of next steps to be targeted in the next year's priorities.

Because the following calendar is based upon the academic year, it begins with the implementation stage, moves to the budget development phase and then to the local and institutional planning stage.

- September – Begin implementation of institutional priorities. Adjust and begin implementation of local annual priorities
- October – Begin budget development based upon institutional and local 5-year plans
- January – Review planning and implementation at senior staff mini-retreat
- March – Approve budget
- April-May – Complete annual priorities at local levels based upon new budget and local and institutional 5-year plans
- June – Synthesize all local plans and draft institutional annual priorities at senior staff retreat
- July-August – Review annual institutional priorities at local units and reach agreement on annual institutional priorities

BUDGET CYCLE

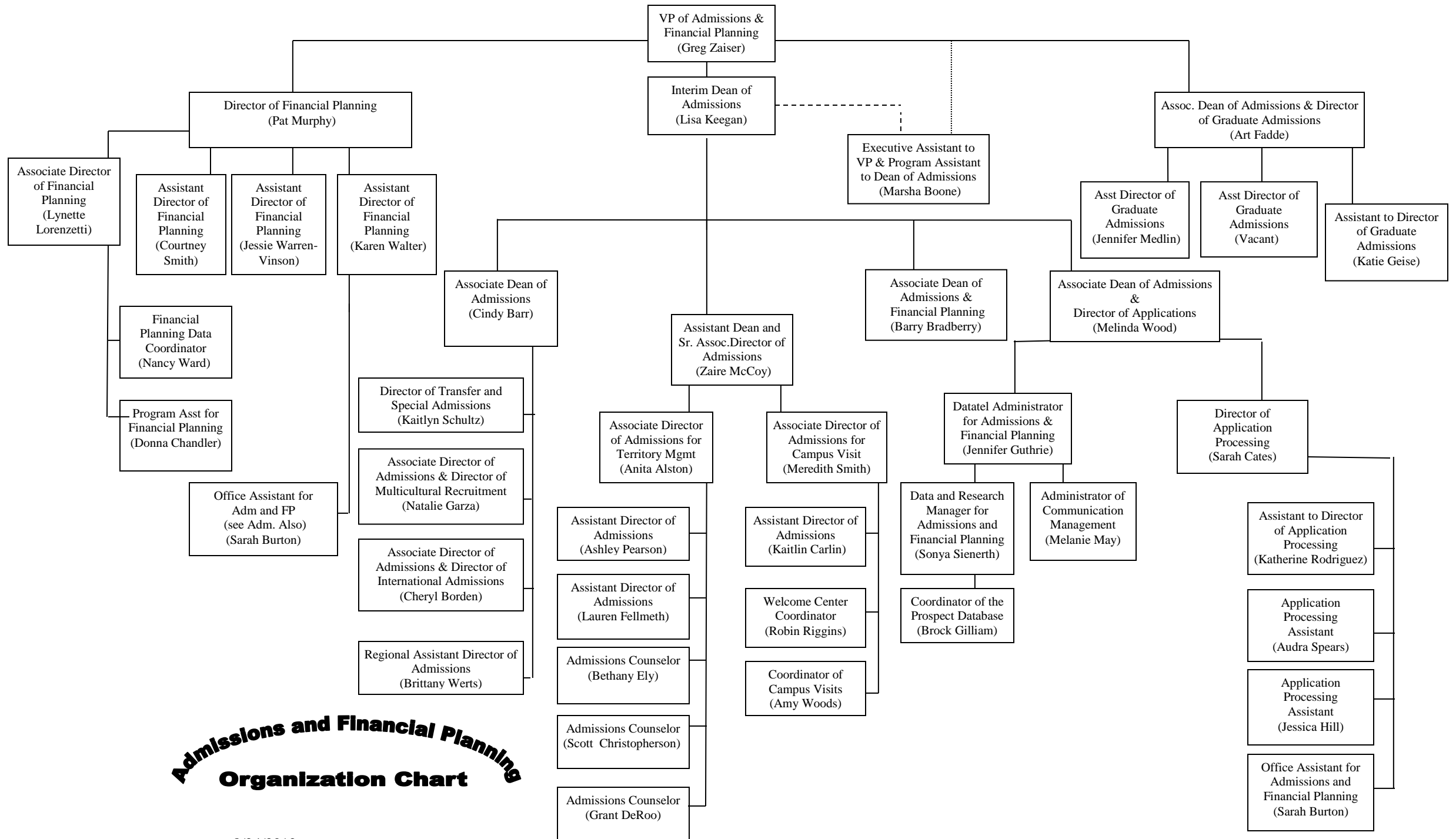
October	Budget committee convened
October	Budget materials sent to local units
October-November	Budget materials returned
January	Budget hearings conducted

February 1	Budget mailed to Board of Trustees
February 15	Budget approved by Board of Trustees
May 31	Individual budgets forwarded to local units
June 1	Fiscal year begins

(7/10)

ORGANIZATIONAL CHARTS

- Admissions and Financial Planning
- Athletics
- Business, Finance and Technology
- Provost and Vice President for Academic Affairs
- Senior Staff
- Student Life
- University Advancement

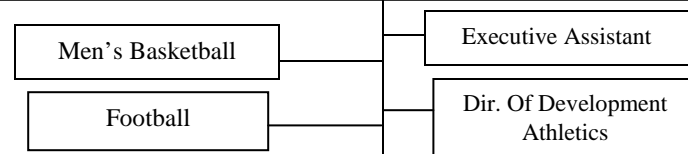


**Admissions and Financial Planning
Organization Chart**

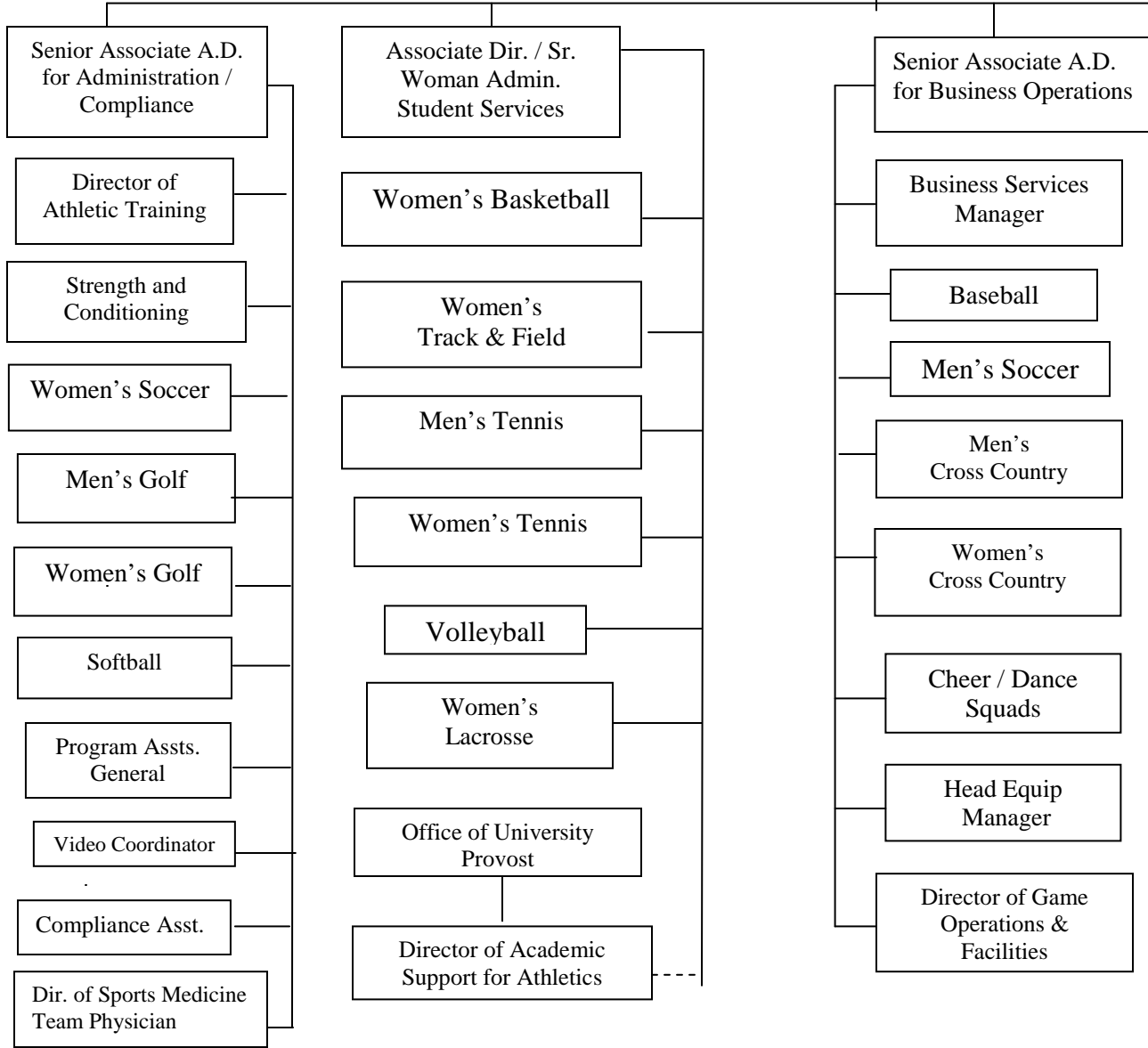
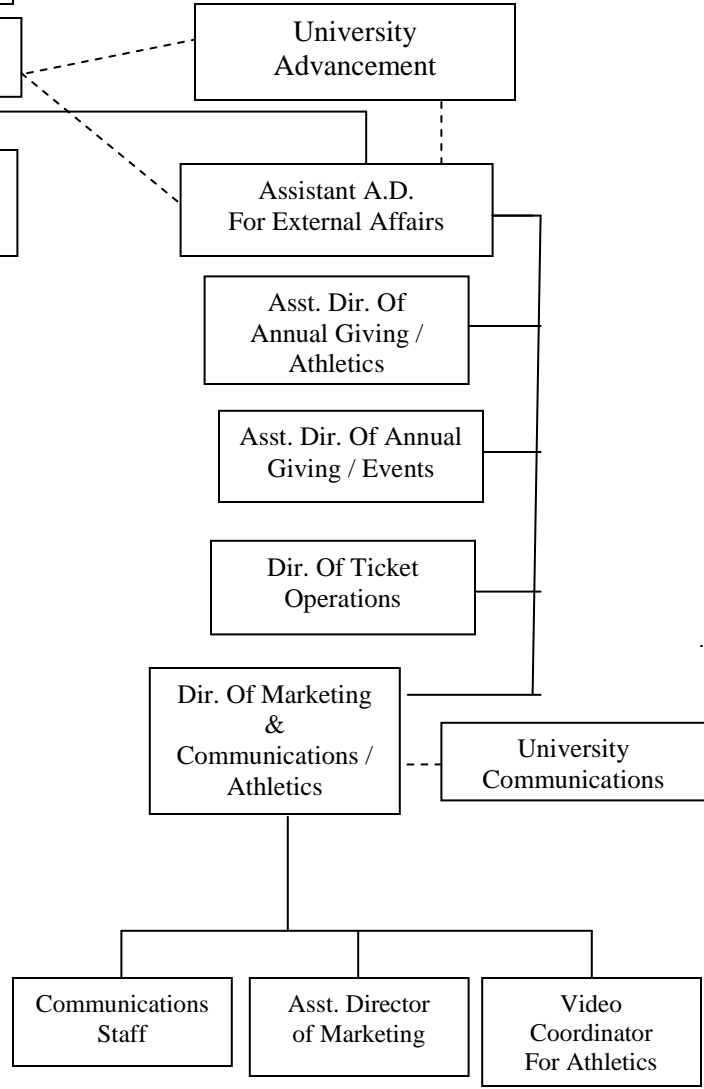
ELON ATHLETICS

Organizational Chart – 2012-2013

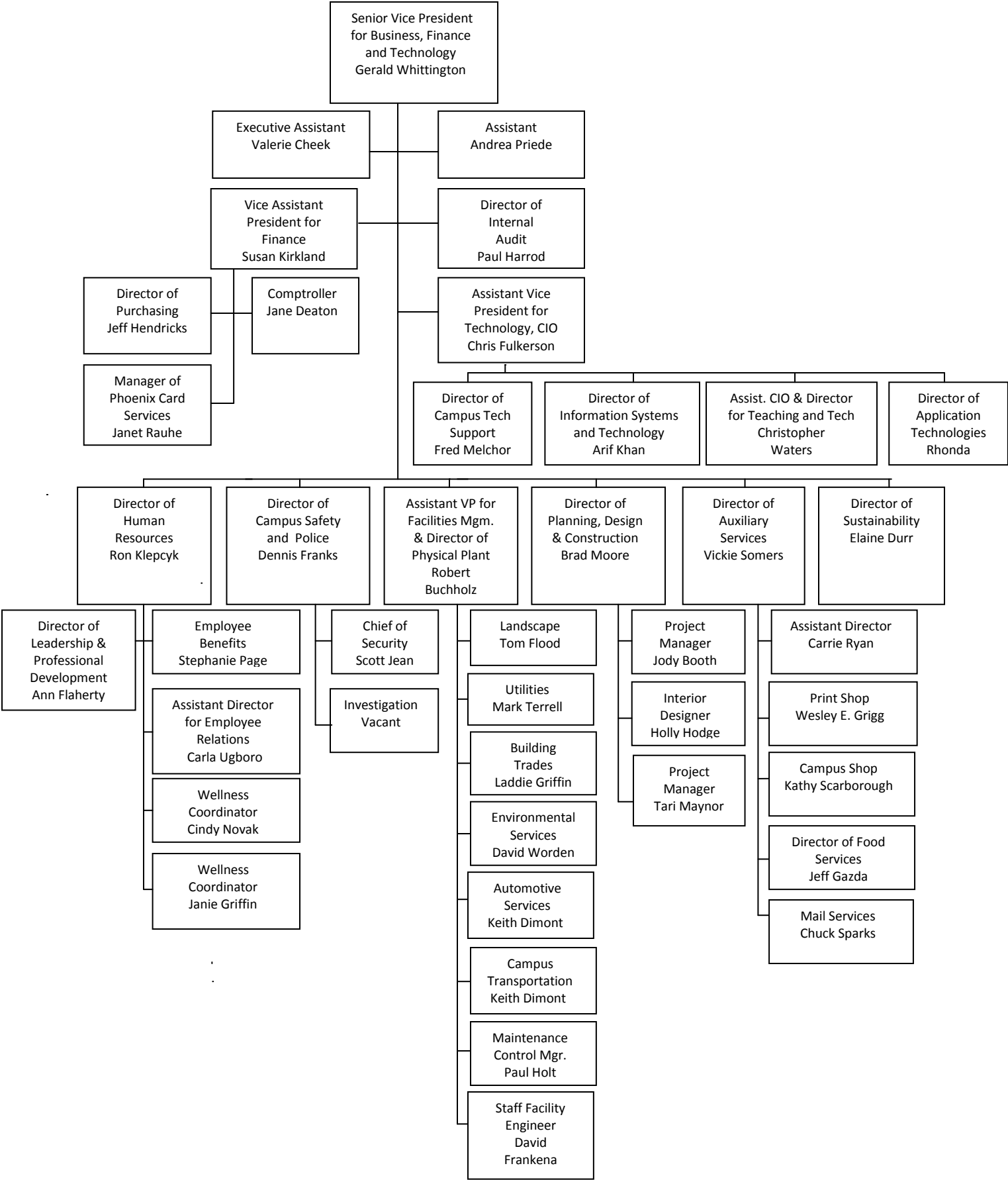
Director of Athletics



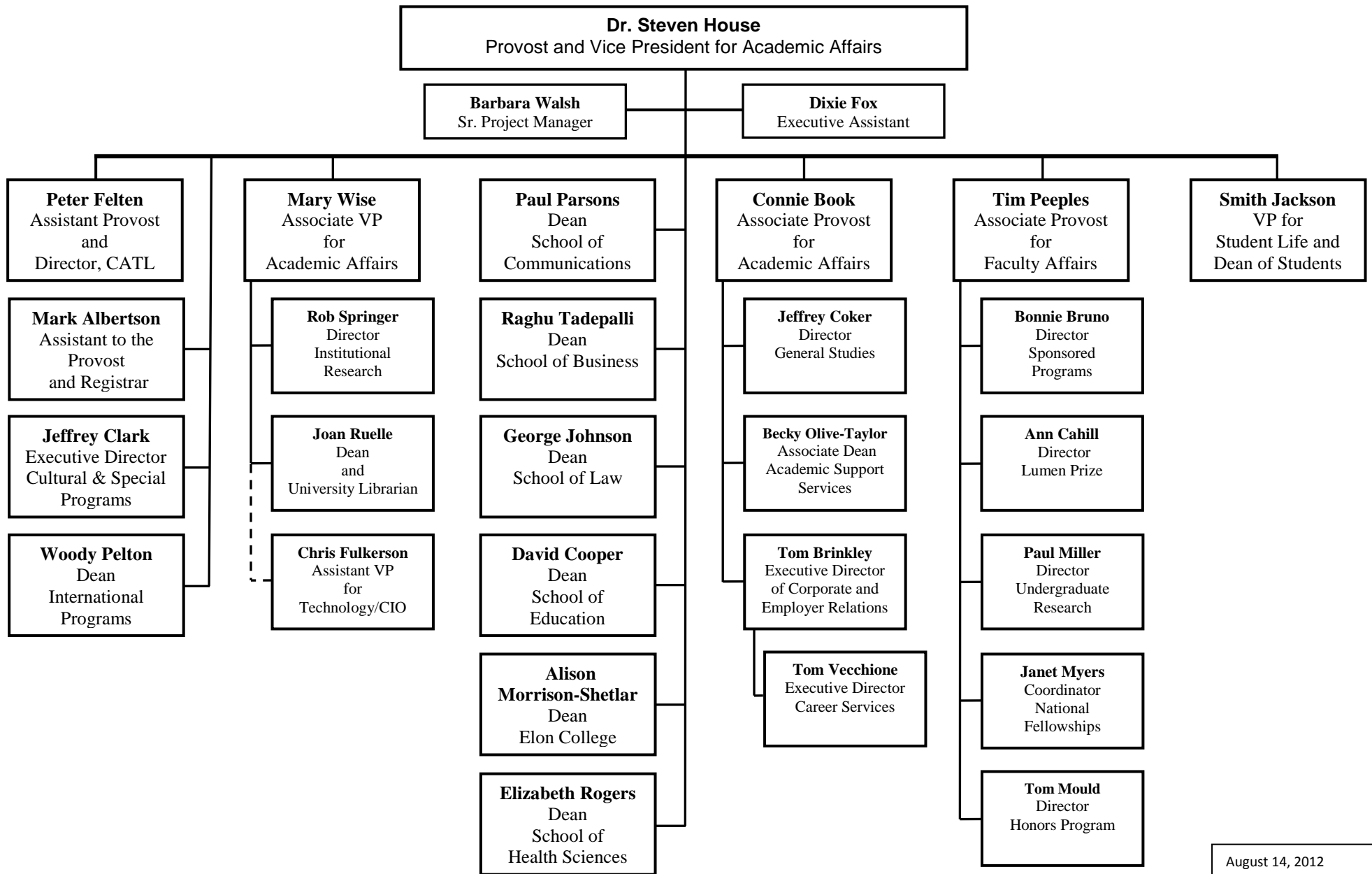
University Advancement



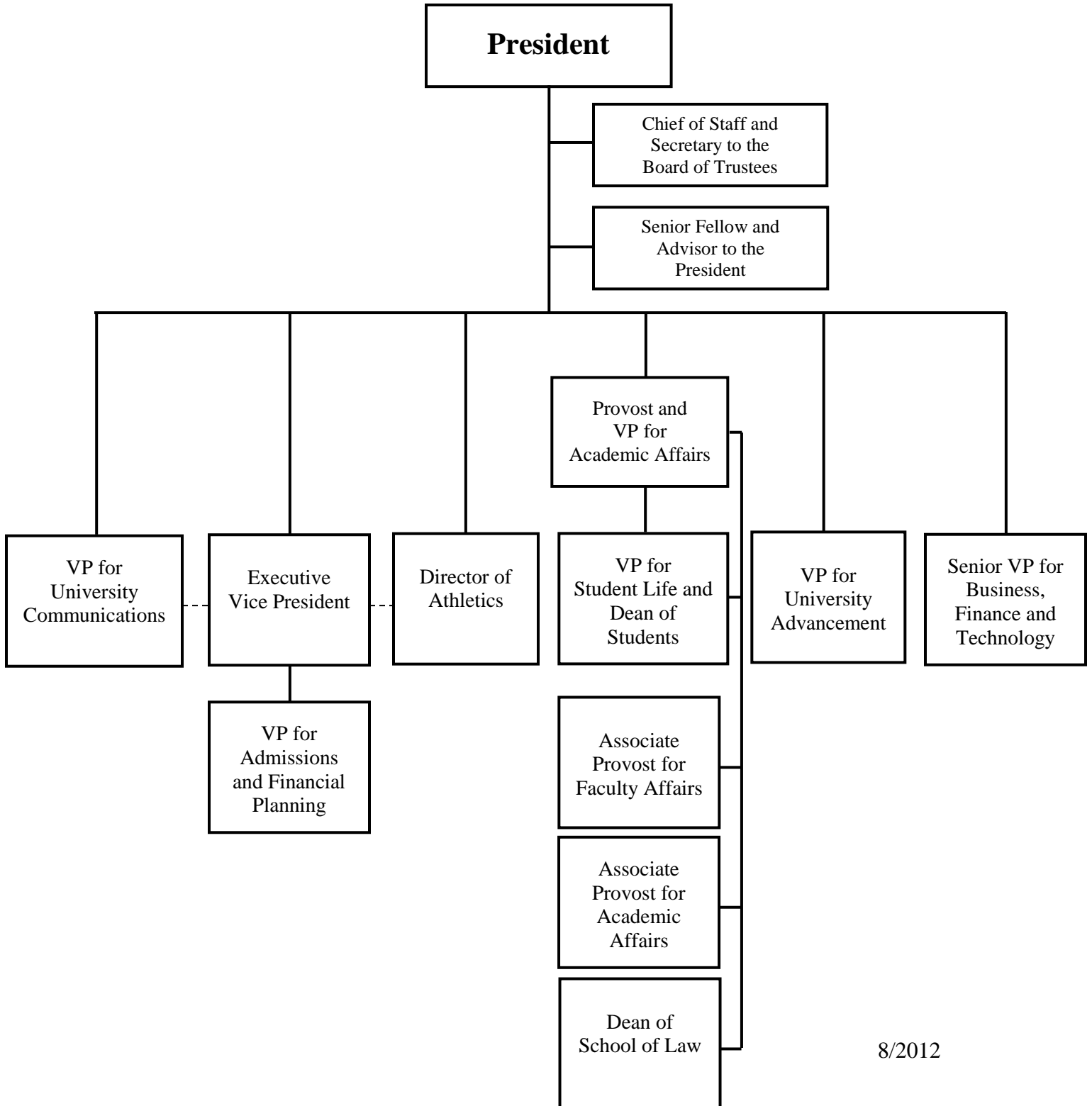
Business, Finance and Technology 2012-2013



Provost and Vice President for Academic Affairs 2012-2013



**Senior Staff
2012-2013**



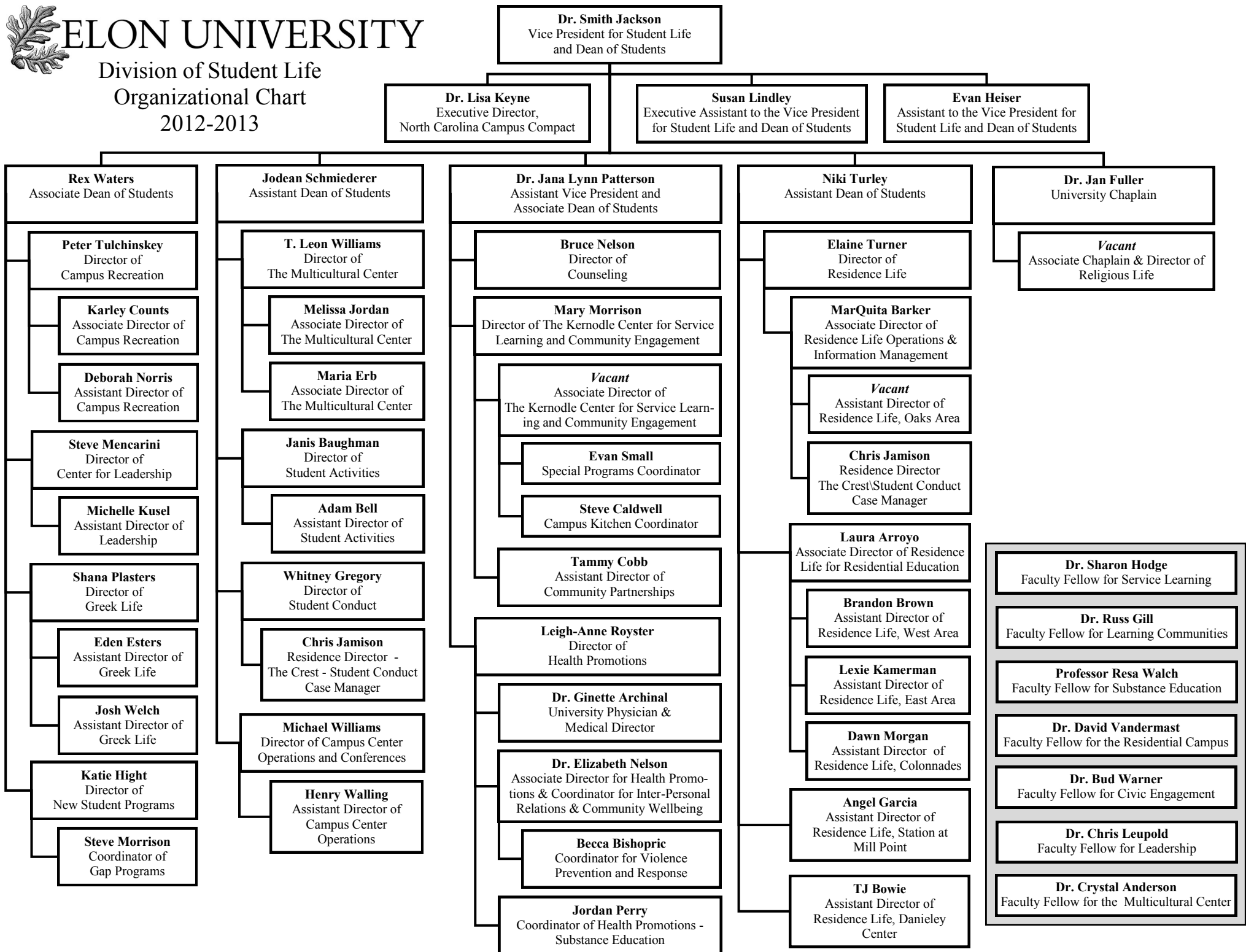


ELON UNIVERSITY

Division of Student Life

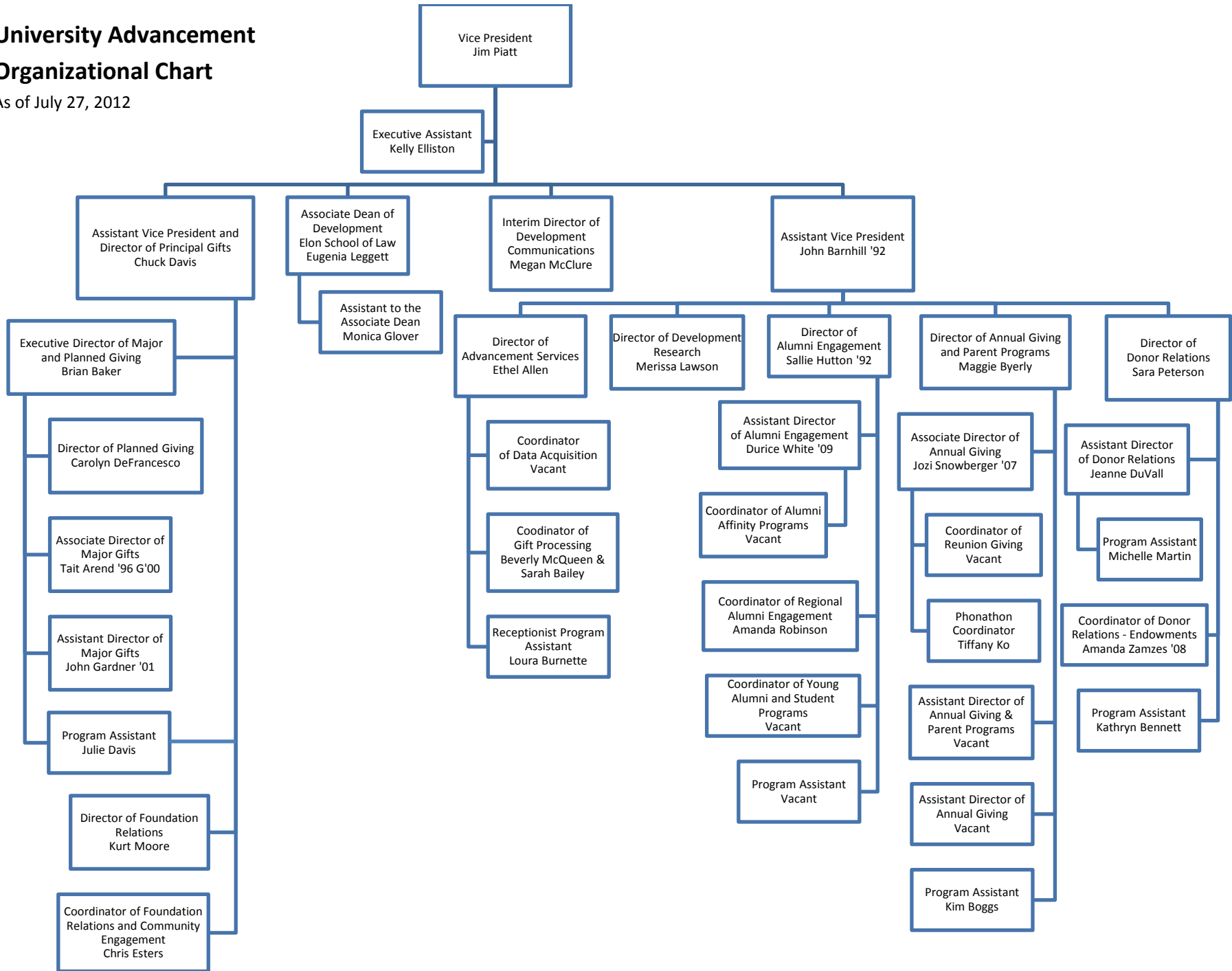
Organizational Chart

2012-2013



University Advancement Organizational Chart

As of July 27, 2012



Administrative Officers and Staff

A. President of the University

The charter of the university provides that the president "shall be the chief officer of the corporation and the University, charged with the duty of administering the affairs of the corporation and the University under the authority, direction, and control of the Board of Trustees..." The Bylaws further specify that the president's responsibilities include the "maintenance of the educational work of the University..." serving as the official medium of communication between the Faculty and the Board of Trustees... preparation and presentation...of the budget of the University..." and executing official documents for the corporation.

B. Provost/Vice President for Academic Affairs

The provost/vice president for academic affairs has a twofold purpose.

1. As provost, the responsibilities include the internal administrative operations of the university and the ability to act in the absence of the president. Providing leadership and direction for the long-range planning process, and annual priorities for action, and the budget, the provost/vice president for academic affairs is responsible for developing, maintaining, coordinating and integrating effective programs in:

- a. Academic affairs
- b. Admissions and financial planning
- c. Student life
- d. Intercollegiate athletics
- e. Institutional research
- f. Sponsored programs
- g. Cultural affairs
- h. Elon University School of Law

The provost/vice president for academic affairs consults as appropriate with the office of development and also serves as assistant secretary and assistant treasurer of the Board of Trustees.

2. As vice president for academic affairs, the responsibilities include:

- a. Providing intellectual and administrative leadership of the faculty and academic support staff
- b. Overseeing the development of the academic program and the assessment of student academic performance

- c. Recruiting, orienting, developing and evaluating the faculty
 - d. Developing and administering the curriculum
 - e. Supervising the academic support programs
 - f. Developing and recommending the academic budget, in consultation with deans, department chairs and program directors
 3. The provost/vice president for academic affairs reports to the president.
- C. Vice President for Business, Finance and Technology
 1. The vice president for business, finance and technology is the senior business and financial officer, providing leadership in:
 - a. Development of business, strategy
 - b. Policies and procedures governing financial and personnel matters
 - c. Management of business and finance operations, auxiliaries and entrepreneurial ventures
 - d. Physical plant
 - e. Campus technology planning and implementation
 2. The vice president for business, finance and technology reports to the president and, additionally, serves as treasurer of the corporation.
- D. Vice President for University Advancement
 1. The vice president for institutional advancement has the following responsibilities:
 - a. Organizing and implementing a successful outreach and development program
 - b. Creating partnerships with constituencies
 - c. Designing and implementing campaign strategies to realize the institution's long range plan
 - d. Developing the Greensboro community for Elon University
 2. The vice president for institutional advancement serves as the university's chief development officer and reports to the president.
- E. Vice President for Student Life and Dean of Students
 1. The vice president for student life and dean of students coordinates services and programs which complement the academic curriculum and enhance out-of-class learning and personal development. Program areas include:
 - a. Campus recreation
 - b. Counseling services

- c. Elon experiences program
 - d. Family weekend
 - e. Greek life
 - f. Health services
 - g. Judicial affairs
 - h. Leadership and citizenship
 - i. Minority affairs
 - j. Religious life
 - k. Residence life
 - l. Service learning
 - m. Student activities
 - n. Student media
 - o. Student government
2. The vice president for student life and dean of students provides leadership for:
 - a. Building positive student morale
 - b. Maintaining campus order
 - c. Managing student crises
 3. The vice president for student life and dean of students is the chief student life officer and reports to the provost/vice president for academic affairs.

F. Vice President for Admissions and Financial Planning

1. The vice president for admissions and financial planning has responsibility for leading all aspects of new student enrollment for the undergraduate and graduate programs, excepting the School of Law, and financial planning operations. The vice president serves as a liaison to all university constituencies, representing enrollment interests.
2. The vice president works closely with the dean of admissions and the director of financial planning to ensure a steady and adequate enrollment of qualified students, both new and returning.
3. The vice president of admissions and financial planning is the chief admissions officer and reports to the provost/vice president for academic affairs.

FULL-TIME FACULTY

The following list contains full-time faculty in order by rank. This includes:

- Assistant Professors
- Associate Professors
- Instructors
- Lecturers
- Professors
- Senior Lecturers
- Visiting Professors and Other Designations

Note: The information contained on the following pages was received from the Department of Human Resources on August 10, 2012.

Full-Time Assistant Professors 2012-2013

Name	Teaching Area
Haya Ajjan	Assistant Professor - Management Information Systems
Meredith Allison	Assistant Professor - Psychology
Amy L Allocco	Assistant Professor - Religious Studies
Anthony Joseph Amoruso	Assistant Professor - Accounting
Enrique Armijo	Assistant Professor - Law
Jason Aryeh	Assistant Professor - Performing Arts
Lucinda Lee Swanson Austin	Assistant Professor - Communications
Buffie Longmire Avital	Assistant Professor - Psychology
Chad Awtrey	Assistant Professor - Mathematics
Joan Barnatt	Assistant Professor - Education
Eric E Bauer	Assistant Professor - Biology
Steven Andrew Bednar	Assistant Professor - Economics
Christina Cowan Benson	Assistant Professor - Business Law
Vanessa Bravo	Assistant Professor - Communications
Matthew Tobe Buckmaster	Assistant Professor - Music and Education
Scott Buechler	Assistant Professor – Business Communications
Samuel A Butler	Assistant Professor - Philosophy
Jeffrey Paul Carpenter	Assistant Professor - Education
Srikripa Chandrasekaran	Assistant Professor - Biology
Chiichao Chiang	Assistant Professor - Accounting
Olivia Jones Choplin	Assistant Professor - French
Amanda Chunco	Assistant Professor – Environmental Studies
Naeemah Clark	Assistant Professor - Communications
Geoffrey D. Claussen	Assistant Professor - Religious Studies
Cynthia E. Conn	Assistant Professor - Business Communication
Patricia J Cox	Assistant Professor - Accounting
Paul Allen Crenshaw	Assistant Professor - English

Faculty Lists

Assistant Professors

Section D – 1
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Name	Teaching Area
Bernard J Curry	Assistant Professor - Sociology and Education
Paula Anne DiBiasio	Assistant Professor - Physical Therapy Education
Kirsten A. Doehler	Assistant Professor - Statistics
Shereen Shawki Elgamal	Assistant Professor - Arabic and Middle Eastern Studies
Mark T Enfield	Assistant Professor - Education
L. Kimberly Epting	Assistant Professor - Psychology
Benjamin A Evans	Assistant Professor - Physics
Richard Dion Farganis	Assistant Professor - Political Science
Kenneth Fernandez	Assistant Professor – Political Science
Alexis T. Franzese	Assistant Professor - Sociology
Amanda Hall Gallagher	Assistant Professor - Communications
David E. Gammon	Assistant Professor - Biology
Mina Garcia Soormally	Assistant Professor - Spanish
Sonya Cristina Garza	Assistant Professor - Law
Evan A. Gatti	Assistant Professor - Art History
Gerald M Gibson	Assistant Professor - Communications
Sean Peter Giovanello	Assistant Professor - Political Science
Sarah L. Glasco	Assistant Professor - Foreign Languages
Karl Green	Assistant Professor - Performing Arts
Neeraj Gupta	Assistant Professor - Finance
Sirena Colletta Hargrove-Leak	Assistant Professor - Engineering
Natalie K Hart	Assistant Professor - Performing Arts
Daniel Marshall Haygood	Assistant Professor - Communications
Amy Hogan	Assistant Professor - Psychology
Heidi Lynette Hollingsworth	Assistant Professor - Education
Dugald R Hutchings	Assistant Professor - Computing Sciences
Antonio D Izzo	Assistant Professor - Biology
William Ray Johnson	Assistant Professor - Communications
Amy M Johnson	Assistant Professor - History

Faculty Lists

Assistant Professors

Section D – 1
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Name	Teaching Area
Young Do Kim	Assistant Professor - Art
Ryan William Kirk	Assistant Professor - Geography and Environmental Studies
Jason A. Kirk	Assistant Professor - Political Science
Gerald Roderick Knight	Assistant Professor - Music
Mark Robert Kurt	Assistant Professor - Economics
Derek James Lackaff	Assistant Professor - Communications
Daryl Jay Lawson	Assistant Professor - Physical Therapy Education
Julie Cavanaugh Lellis	Assistant Professor - Communications
David Scott Levine	Assistant Professor - Law
Qie Li	Assistant Professor – Mathematics and Statistics
Aunchalee Elaine Loscalzo Palmquist	Assistant Professor - Anthropology
Richard Vincent Macri	Assistant Professor - Chemistry
Michael A Matthews	Assistant Professor - History
Keith McCrickard	Assistant Professor - Law
Cara McFadden	Assistant Professor - Sport and Event Management
Barbara Manning Miller	Assistant Professor - Communications
Yuko Miyamoto	Assistant Professor - Biology
Thomas Joseph Molony	Assistant Professor - Law
Victoria Del Gaizo Moore	Assistant Professor - Chemistry
Phillip M Motley	Assistant Professor - Communications
Katherine Mullaugh	Assistant Professor - Chemistry
Melissa Murfin	Assistant Professor – Physician Assistant Studies
Sang Um Nam	Assistant Professor - Communications
Nina B. Namaste	Assistant Professor - Foreign Languages
Max Negin	Assistant Professor - Communications
Svetlana Nepocatyh	Assistant Professor - Exercise Science
David O Neville	Assistant Professor - German
Thomas E Noble	Assistant Professor - Law
Karen R. Nunez	Assistant Professor - Accounting

Faculty Lists

Assistant Professors

Section D – 1
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Name	Teaching Area
Juan Obando	Assistant Professor - Art
Rebeca Rosell Olmedo	Assistant Professor - Spanish to here
Youssef Osman	Assistant Professor - Communications
Amy Ann Overman	Assistant Professor - Psychology
Samuele Pardini	Assistant Professor - Foreign Languages
Robert A Parrish	Assistant Professor - Law
Aaron Scott Peeks	Assistant Professor - Sociology
Patricia C Perkins	Assistant Professor - Law
Rebecca J Pope-Ruark	Assistant Professor - English
Michael E Pregill	Assistant Professor - Religious Studies
Scott Proudfit	Assistant Professor - English
Kimberly Beane Pyne	Assistant Professor - English
Michael L. Rich	Assistant Professor - Law
Michael Rodriguez	Assistant Professor - Marketing
Katy E Rouse	Assistant Professor - Economics
Sarah Salwen	Assistant Professor - Political Science
Alan C Scott	Assistant Professor - Psychology
Yilun Shi	Assistant Professor - Finance
Omri Dov Shimron	Assistant Professor - Music
Michael D. Smith	Assistant Professor - Performing Arts
Tj Spensieri	Assistant Professor - Performing Arts
Amy Jo Stringer	Assistant Professor - Health and Human Performance
Vitaliy Strohush	Assistant Professor - Economics
Safia N. Swimelar	Assistant Professor - Political Science
Laura L. Taylor	Assistant Professor - Statistics
Michael Joseph Terribilini	Assistant Professor - Biology
Clarissa M Trachman	Assistant Professor - Sociology and Anthropology
Tonya Laakko Train	Assistant Professor - Biology
Nicole Elizabeth Triche	Assistant Professor - Communications

Faculty Lists
Assistant Professors

Section D – 1
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Name	Teaching Area
Sara Beth Triffo	Assistant Professor - Chemistry
Jennifer Kikue Uno	Assistant Professor - Biology
Srikant Vallabhajosula	Assistant Professor - Physical Therapy Education
Anthony G. Weaver	Assistant Professor - Sport and Event Management
Matthew Weidenfeld	Assistant Professor - Political Science
Pamela D Winfield	Assistant Professor - Religious Studies
Stephanie Robinson Womick	Assistant Professor - English
Qian Xu	Assistant Professor - Communications
Karen Alyse Yokley	Assistant Professor - Mathematics

Full-Time Associate Professors 2012-2013

Name	Teaching Area
Sophie Rigolot Adamson	Associate Professor - Foreign Languages and Education
James T. Allis	Associate Professor - Mathematics
Kyle Neal Altmann	Associate Professor - Physics
Janna Quitney Anderson	Associate Professor - Communications
Crystal S Anderson	Associate Professor - English
Bill Williams Andrews	Associate Professor - Physical Therapy Education
Crista Lynn Arangala	Associate Professor - Mathematics
James L Barbour	Associate Professor - Economics
Thomas Nim Batchelor	Associate Professor - Philosophy
James R Beuerle	Associate Professor - Mathematics
Walter R. Bixby	Associate Professor - Exercise Science
Stephen Robbins Bloch-Schulman	Associate Professor - Philosophy
James O Brown	Associate Professor - History
Lee Ann Bush	Associate Professor - Communications
Earl S. Byrd	Associate Professor - Education
Michael Ian Carignan	Associate Professor - History
Hui-Hua Chang	Associate Professor - History
Robert M. Charest	Associate Professor - Biology
Susan A Chinworth	Associate Professor - Physical Therapy Education
Rodney C. Clare	Associate Professor - History
Matthew W Clark	Associate Professor - Biology
Jeffrey Scott Coker	Associate Professor - Biology
Todd Stewart Coleman	Associate Professor - Music
Janet Marie Cope	Associate Professor - Physical Therapy Education
Victor J. Costello	Associate Professor - Communications
Anthony W Crider	Associate Professor - Physics
Alexandra Nee Darby	Associate Professor - Psychology
Mayte de Lama	Associate Professor - Foreign Languages and Education
Ayesha Nneka Delpish	Associate Professor - Statistics
Samantha DiRosa	Associate Professor - Digital Art and Environmental Studies
Shannon Lynn Pollard Duvall	Associate Professor - Computing Sciences
Judith Folmar Esposito	Associate Professor - Human Service Studies

Faculty Lists

Associate Professors

Section D – 1
Page 8 of 17

Name	Teaching Area
Michael D. Fels	Associate Professor - Fine Arts
Michelle Ferrier	Associate Professor - Communications
Eric M Fink	Associate Professor - Law - Elon University School of Law
Linda M. Formato	Associate Professor - Dance
Jane Ellen Freund	Associate Professor - Physical Therapy Education
Michael R Frontani	Associate Professor - Communications
Stephen A Futrell	Associate Professor - Music
Kathleen K Gallucci	Associate Professor - Biology
Richard P. Gang	Associate Professor - Performing Arts
Lawrence Lowell Garber	Associate Professor - Marketing
Scott W. Gaylord	Associate Professor - Law
Mathew H. Gendle	Associate Professor - Psychology
Jessica Gisclair	Associate Professor - Communications
Barbara Lynn Gordon	Associate Professor - English
Andrew J Haile	Associate Professor - Law
Eric Ashley Hairston	Associate Professor - English, Law & Humanities & Director - Law & Human Center
Eric E Hall	Associate Professor - Exercise Science
Kenneth Hassell	Associate Professor - Fine Arts
Anthony E. Hatcher	Associate Professor - Communications
Lynn Ruth Heinrichs	Associate Professor - Computing Sciences
Sharon Kay Hodge	Associate Professor - Marketing
Hallie Coppedge Hogan	Associate Professor - Music
Lynn Renee Huber	Associate Professor - Religious Studies
Maureen E Ihrle	Associate Professor - Foreign Languages and Education
Charles Frederick Irons	Associate Professor - History
Megan Lynn Isaac	Associate Professor - English
Faith Rivers James	Associate Professor - Law - Elon University School of Law
Martin Kamela	Associate Professor - Physics
Joel M Karty	Associate Professor - Chemistry
Lauren Winslow Kearns	Associate Professor - Dance
Caroline J Ketcham	Associate Professor - Exercise Science
Catherine A. King	Associate Professor - Psychology & Associate Director - Center for Advancement of Teaching & Learning
Cassandra L. Kircher	Associate Professor - English
Mary Knight-McKenna	Associate Professor - Education

Faculty Lists

Associate Professors

Section D – 1
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Name	Teaching Area
Richard I. Landesberg	Associate Professor - Communications
Prudence Cheryl Ann Layne	Associate Professor - English
Byung Soo Lee	Associate Professor - Communications
Christopher Robert Leupold	Associate Professor - Psychology
Cynthia Lynn Lewis	Associate Professor - Physical Therapy Education
Gregory Alan Lilly	Associate Professor - Economics
Janet S MacFall	Associate Professor - Biology
Harlen Eugene Makemson	Associate Professor - Communications
Susan Lynne Manring	Associate Professor - Management
Kathryn M. Matera	Associate Professor - Chemistry
Duane G McClearn	Associate Professor - Psychology
Jon F Metzger	Associate Professor - Music
Richard J. Mihans	Associate Professor - Education
Jessie Louise Moore	Associate Professor - English
Betty Nixon Morgan	Associate Professor - Political Science
Thomas C. Mould	Associate Professor - Sociology and Anthropology
Janet C. Myers	Associate Professor - English
Thomas A Nelson	Associate Professor - Communications
Linda M Niedziela	Associate Professor - Biology
Brian J Nienhaus	Associate Professor - Business Communication
Kevin G. Otos	Associate Professor - Theatre
George E. Padgett	Associate Professor - Communications/Journalism
Robert M. Pavlik	Associate Professor - Finance
Andrew T Perry	Associate Professor - English
Rebecca Todd Peters	Associate Professor - Religious Studies
Jennifer Mary Platania	Associate Professor - Economics
Janice L. Plumblee	Associate Professor - Mathematics
Linda L Poulson	Associate Professor - Accounting
Brenda L. Quincy	Associate Professor - Physician Assistant Studies
Patricia D. Ragan	Associate Professor - Physician Assistant Studies
Alina Maria Ramirez	Associate Professor - English
Jean P. Rattigan-Rohr	Associate Professor - Education
Douglas Brian Redington	Associate Professor - Economics
Kirstin Ringelberg	Associate Professor - Fine Arts
Paula M Rosinski	Associate Professor - English
Ronald Alan Russell	Associate Professor - Mathematics

Faculty Lists

Associate Professors

Section D – 1
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Name	Teaching Area
Linda Sabo	Associate Professor - Performing Arts
Glenn Ward Scott	Associate Professor - Communications
Anne Riha Simpkins	Associate Professor - Fine Arts
Michael Richard Skube	Associate Professor - Communications
Carol A. Smith	Associate Professor - HPLHP
Jacky Joe A. Smith	Associate Professor - Performing Arts
Sharon L. Spray	Associate Professor - Political Science
Megan Squire	Associate Professor - Computing Sciences
Deborah Marie Stetts	Associate Professor - Physical Therapy Education
Elizabeth A Stevens	Associate Professor - Business Administration
Richard Barth Strempek	Associate Professor - Entrepreneurship
Amanda F.C. Sturgill	Associate Professor - Communications
Barbara Z. Taylor	Associate Professor - Computing Sciences
Brant W Touchette	Associate Professor - Biology and Environmental Studies
Shawn R Tucker	Associate Professor - Fine Arts
Donna L Van Bodegraven	Associate Professor - Foreign Languages and Education
David B. Vandermast	Associate Professor - Biology
Robert S. Vick	Associate Professor - Biology
Kirby R. Wahl	Associate Professor - Performing Arts
Hal J Walker	Associate Professor - Sport & Event Management
Frances Marie Ward-Johnson	Associate Professor - Communications
Beth E. Kinsley Warner	Associate Professor - Human Service Studies
Darrell B. Warner	Associate Professor - Human Service Studies
Catherine J Wasson	Associate Professor - Law & Director of Legal Research & Writing
William Michael Webb	Associate Professor - Performing Arts
Linda Anne Wilmshurst	Associate Professor - Psychology
Scott Alan Windham	Associate Professor - Foreign Languages and Education
Linda Marie Wood	Associate Professor - Fine Arts
Daniel W Wright	Associate Professor - Chemistry
Honglin Xiao	Associate Professor - Geography
Alexander Y. Yap	Associate Professor - Management Information Systems

Full-Time Instructors
2012-2013

Name	Teaching Area
Maureen Nowak Allen	Instructor - Computing Sciences
Patrick Sean Bell	Instructor - Management Information Systems
Jonathan Thomas Burr	Instructor - English
Mark Cryan	Instructor - Sport and Event Management
Curry W Hilton	Instructor - Economics
Douglas Andrew Kass	Instructor - Communications
Randy R Moser	Instructor - Marketing
Timothy A. Norvell	Instructor - Marketing
Kathleen Evelyn Rands	Instructor - Education
Irana J. Scott	Instructor - Accounting
Adam D. Short	Instructor - Political Science
Victoria H Shropshire	Instructor - English
Patricia Anne Thomas-Laemont	Instructor - Environmental Studies
Terry Morton Tomasek	Instructor - Education
Reilly Stephen White	Instructor - Finance
Gregory Allen Wilson	Instructor - Physics
Marna Winter	Instructor - Education
Dae-Hyun Yoo	Instructor - Math and Economics

**Full-Time Lecturers
2012-2013**

Name	Teaching Area
Elizabeth K Bailey	Lecturer - Health and Human Performance
Lynda A Butler-Storsved	Lecturer - Health and Human Performance
Martin C Fowler	Lecturer - Philosophy
Bryan E. Hedrick	Lecturer - Health and Human Performance
George Gregory Hlavaty	Lecturer - English
Ketevan Kupertadze	Lecturer - Foreign Languages
Richard Edward Lee	Lecturer - English
Beth D. McAlhany	Lecturer - Marketing
Philip E Miller	Lecturer - Human Service Studies
Stephen Richard Moore	Lecturer - Environmental Studies
Claudine Rene Moreau	Lecturer - Physics
Paula Nelson Patch	Lecturer - English
Sandra Lynn Reid	Lecturer - Human Service Studies
Larry D. Russell	Lecturer - Religious Studies
Staci Lee Saltz	Lecturer - Communications
Clarence A. Sawyer	Lecturer - Music
Clay P. Stevenson	Lecturer - Music
Michael B Strickland	Lecturer - English
Paula Marie Weller	Lecturer - Accounting

**Full-Time Professors
2012-2013**

Name	Teaching Area
Thomas Arcaro	Professor - Sociology
Stephen P Bailey	Professor - Physical Therapy Education
Laurence A. Basirico	Professor - Sociology
Barry B Beedle	Professor - Exercise Science
James S Bissett	Professor - History
Anne E Bolin	Professor - Anthropology
Kevin B. Boyle	Professor - English
Stephen E Braye	Professor - English
Chalmers S Brumbaugh	Professor - Political Science
John Joseph Burbridge	Professor - Operations and Supply Chain Management
Ann J. Cahill	Professor - Philosophy
Michael Lee Calhoun	Professor - HPLHP
Arthur Dudley Cassill	Professor - Accounting
Jeffrey William Clark	Professor - Mathematics
David Alan Copeland	Professor - Communications/Journalism
Glenda Ward Crawford	Professor - Education & Director - Teaching Fellows Program
David M Crowe	Professor - History
Jayoti Das	Professor - Economics
Pranab K Das	Professor - Physics
Joyce A Davis	Professor - Exercise Science
Stephen Berry DeLoach	Professor - Economics
Brian K Digre	Professor - History
F. Gerald Dillashaw	Professor - Education
Clyde Ellis	Professor - History
Thomas R Erdmann	Professor - Music
Cynthia D Fair	Professor - Human Services
Victoria Fischer Faw	Professor - Music

Faculty Lists

Professors

Section D – 1
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Name	Teaching Area
Mary Jo Festle	Professor - History
Stephen E. Folger	Professor - Physical Therapy Education
Paul M Fromson	Professor - Psychology
Heidi Glaesel Frontani	Professor - Geography
Henry Deeb Gabriel	Professor - Law
Russell B Gill	Professor - English
Mary A. Gowan	Professor - Management
Helen P. Grant	Professor - Law & Clinical Director At the Elon University
Thomas D Green	Professor - Psychology
Eugene B Grimley	Professor - Chemistry
Gregory J Haenel	Professor - Biology
Rosemary A Haskell	Professor - English
Thomas S Henricks	Professor - Sociology
Peter Toll Hoffman	Professor - Law
Charity Ann Johansson	Professor - Physical Therapy Education
Howard E. Katz	Professor - Law & Special Advisor to the Dean - Law School
Michael B Kingston	Professor - Biology and Environmental Studies
Pamela Myers Kiser	Professor - Human Services
J. Todd Lee	Professor - Mathematics
Yoram Lubling	Professor - Philosophy
Kathy J Lyday-Lee	Professor - English
Catherine H McNeela	Professor - Performing Arts
Nancy Smith Midgette	Professor - History
Paul C Miller	Professor - Exercise Science
Robert Hugh Moorman	Professor - Management
Kevin John O'Mara	Professor - Management
David J Powell	Professor - Computing Sciences
Jeffrey C Pugh	Professor - Religious Studies
Laura Joan Roselle	Professor - Political Science

Faculty Lists

Professors

Section D – 1

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Name	Teaching Area
Fredrick John Rubeck	Professor - Performing Arts
Michael E Sanford	Professor - Art
Jean D Schwind	Professor - English
Karl D Sienerth	Professor - Chemistry
Roland B. Smith	Professor - Leadership Studies at the Elon University School of Law
Gabie E. Smith	Professor - Psychology
Wonhi J Synn	Professor - Finance
Thomas K Tiemann	Professor - Economics
Matthew Valle	Professor - Management
Maureen Vandermaas-Peeler	Professor - Psychology
Janet Lee Warman	Professor - English and Education
Jane C. Wellford	Professor - Performing Arts
Anthony E Weston	Professor - Philosophy

**Full-Time Senior Lecturers
2012-2013**

Name	Teaching Area
Polly Butler Cornelius	Senior Lecturer - Music
Joel K Hollingsworth	Senior Lecturer - Computing Sciences
Michele C Kleckner	Senior Lecturer - Computing Sciences
Janet P Mays	Senior Lecturer - Mathematics
Amy H. Moorman	Senior Lecturer - Business Law
Gary Roland Palin	Senior Lecturer - Entrepreneurship
Charles Randy Piland	Senior Lecturer - Communications
April Hewett Post	Senior Lecturer - Spanish
Coleman Reynolds Rich	Senior Lecturer - Operations and Supply Chain Management
Lisa Rosenberg	Senior Lecturer - Mathematics
Amanda Susanne Tapler	Senior Lecturer - Health and Human Performance
Teresa E Walch	Senior Lecturer - Health and Human Performance

Faculty Lists

Visiting Professors and Other Designations

Section D – 1

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**Visiting Professors
2012-2013**

Name	Teaching Area
Brenda Castro	Visiting Assistant Professor - Communications
Brenda E Joyner	Visiting Assistant Professor - Communications
Kristina A Meinking	Visiting Assistant Professor - Foreign Languages
Ricardo Leon Mendoza Castano	Visiting Assistant Professor - Italian
Brian Patrick Walsh	Visiting Professor - Law

**Other
2012-2013**

Name	Teaching Area
Jimmie D Agnew	Senior Faculty Fellow - Physics
John R. Alexander	Distinguished Leadership Coach-In-Residence - Law
Richard D'Amato	Senior Faculty Fellow - Engineering
Haidee Dollak	University Accompanist
Cherrel Dyce	African American Post-Doctoral Minority Fellow
John Flynn	Distinguished Practitioner in Residence - Law
Steven Friedland	Senior Scholar - Law
Martha R. McAlister	Executive Coach-In-Residence – Law
Gary Tsarsis	Director – William G. Reed Finance Center
Helen Walton	Professional Mathematics Tutor

UNIVERSITY LISTS

- Academic Affairs Office Personnel
- Provost's Council
- Department Chairs and Program Directors
- Senior Staff

Academic Affairs Office Personnel
2012-2013

<u>Name</u>	<u>Title</u>	<u>Area</u>
Lisa Alcon	Program Assistant	Isabella Cannon International Centre
Joyce Allison	Program Assistant	Love School of Business
Scott Baker	Program Assistant	Department of Education and M.Ed. Program
Kristin Barrier	Assistant to the Dean for Administration & Accreditation	Love School of Business
Melodee Brown	Assistant	Instructional and Campus Technologies
Deborah Bryan	Administrative Assistant	Physical Therapy Ed & School of Health Sciences
Terry Buckley	Assistant to the Dean	Belk Library
Stephanie Conover	Program Assistant	Center for the Advancement of Teaching and Learning, and General Studies
Betty Covington	Program Assistant	Academic Advising
Brenda Crutchfield	Program Assistant	Love School of Business
Beth DeFord	Program Assistant	Psychology
Alyssa Donohue	Program Assistant	School of Communications
Cindy Duke	Administrative Assistant	Isabella Cannon International Centre
Nicole Filippo	Program Assistant	Love School of Business
Jennifer Fish	Administrative Assistant	Teaching Fellows Program
Bernice Foust	Program Assistant	Computing Sciences, Mathematics and Statistics
Dixie Fox	Executive Assistant	Provost and Vice President for Academic Affairs
Lorie Gaines	Program Assistant	Academic Advising
Marnia Gardner	Program Assistant	International Studies, History/Geography, Sociology and Anthropology
Kim Giles	Resources and Communications Coordinator	Elon Career Services

University Lists Academic Affairs Office Personnel

Section D – 1

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<u>Name</u>	<u>Title</u>	<u>Area</u>
Martha Hill	Box Office Manager and Program Assistant	Cultural and Special Programs
Melissa Holmes	Program Assistant	Registrar
Pat Jones	Program Assistant	English and Human Service Studies
Brenda Junious	Program Assistant	Physical Therapy Education
Catherine Kerns	Administrative Assistant	School of Communications
Shannon Kimball	Program Assistant	Love School of Business
Dale Lunsford	Assistant to the Dean	School of Law
Linda Martindale	Program Assistant	Foreign Languages
Sheyenne Michelizzi	Program Assistant	Provost Office
Catherine Parsons	Program Assistant	Elon Academy and Project Pericles
Debbie Perry	Program Assistant	Health and Human Performance, Sport and Event Management, and Exercise Science
Celeste Richards	Administrative Assistant	School of Education
Kimberly Rippy	Program Assistant	Music, Performing Arts, Art & Art History
Patricia Rooney	Program Assistant	Science Departments
Jessica Russell	Administrative Assistant	Elon College, the College of Arts and Sciences
Diane Saylor	Program Assistant	School of Education
RaDonna Smith	Program Assistant	Elon College, the College of Arts and Sciences
Barbara Walsh	Senior Project Manager	Offices of the Provost and Academic Affairs
Lynne Wentz	Administrative Assistant	Physician Assistant Studies
Carolynn Whitley	Program Assistant	Political Science/Public Administration, Philosophy, and Religious Studies

Provost's Advisory Council
2012-2013

<u>Name</u>	<u>Rank</u>	<u>Area</u>
Brooke Barnett	Professor	Senior Fellow and Advisor to the President
Connie Book	Associate Professor	Associate Provost of Academic Affairs
Bill Burpitt	Professor	Associate Dean, Graduate and Executive Programs, School of Business
Jeffrey Coker	Associate Professor	Director, General Studies
David Cooper	Professor	Dean, School of Education
Casey DiRienzo	Associate Professor	Associate Dean, Business School
Peter Felten	Associate Professor	Assistant Provost and Director, Center for the Advancement of Teaching and Learning
Kenn Gaither	Associate Professor	Associate Dean, School of Communications
Mat Gendle	Associate Professor	Chair, Academic Council
Don Grady	Associate Professor	Associate Dean, School of Communications
Nancy Harris	Associate Professor	Associate Dean of Elon College
Steven House	Professor	Provost and Vice President for Academic Affairs
George Johnson	Professor	Dean, School of Law
Angela Lewellyn Jones	Associate Professor	Associate Dean, Elon College
Maurice Levesque	Professor	Associate Dean, Elon College
Angela Owusu-Ansah	Associate Professor	Associate Dean, School of Education
Alison Morrison-Shetlar	Professor	Dean, Elon College, the College of Arts and Sciences
Paul Parsons	Professor	Dean, School of Communications
Tim Peeples	Associate Professor	Associate Provost for Faculty Affairs
Woody Pelton	Assistant Professor	Dean, International Programs and Director, Isabella Cannon Centre
Elizabeth Rogers	Professor	Dean, School of Health Sciences
Joan Ruelle	Associate Professor	Dean and University Librarian
Raghu Tadepalli	Professor	Dean, School of Business
Mary Wise	Associate Professor	Associate Vice President for Academic Affairs

**Department Chairs
2012-2013**

<u>Department</u>	<u>Name</u>
Accounting	Linda Poulson
Art	Michael Fels
Biology	Greg Haenel
Chemistry	Dan Wright
Communications	Jessica Gisclair
Computing Sciences	Joel Hollingsworth
Economics	Jim Barbour
Education	Richard Mihans
English	Megan Isaac
Environmental Studies	Brant Touchette
Exercise Science	Joyce Davis
Finance	Wonhi Synn
Foreign Languages	Maureen Ihrie
Health and Human Performance	Resa Walch
History and Geography	Heidi Frontani – Charles Irons (after 1/1/13)
Human Service Studies	Beth Warner
Management	Susan Manring
Marketing and Entrepreneurship	Coleman Rich
Mathematics and Statistics	Ayesha Delpish
Music	Matt Buckmaster
Performing Arts	Fred Rubeck
Philosophy	Nim Batchelor
Physical Therapy Education	Elizabeth Rogers (Stephen Folger, Associate Chair)
Physician Assistant Studies	Mark Archambault
Physics	Tony Crider
Political Science/Public Admin.	Sharon Spray
Psychology	Gabie Smith
Religious Studies	Toddie Peters
Sociology and Anthropology	Larry Basirico
Sport and Event Management	Hal Walker

Graduate Programs and Directors
2012-2013

DPT Program Director	Elizabeth Rogers
MBA Program Director	Bill Burpitt
M.Ed. Program Director	Angela Owusu-Ansah
School of Law	George Johnson
MA in Interactive Media	David Copeland
MS in Physician Assistant Studies	Mark Archambault

Interdisciplinary Program Directors
2012-2013

African/African American Studies (Minor)	Prudence Layne
American Studies (Minor)	Samuele Pardini
Arts Administration (Major)	A&S Dean's Office
Asian Studies (Minor)	Pamela Winfield
Biochemistry (Major)	Dan Wright
Classical Studies (Minor)	Michael Pregill
Criminal Justice (Minor)	Duane McClearn
Engineering (Dual-Degree Program)	Richard D'Amato
Geographic Information Systems (Minor)	Ryan Kirk
German Studies (Minor)	Scott Windham
Independent Major	Jeffrey Coker
International Studies (Major)	Brian Digre Co-Chair Chalmers Brumbaugh Co-Chair
Italian Studies (Minor)	Victoria Tillson
Latin American Studies (Minor)	Donna Van Bodegraven
Leadership (Minor)	Chris Leupold
Multimedia Authoring (Minor)	Michele Kleckner
Neuroscience (Minor)	Eric Hall
Non –Violence Studies (Minor)	Safia Swimelar
Professional Writing Studies (Minor)	Rebecca Popoe-Ruark
Public Health Studies (Minor)	Cindy Fair
Women's Studies/Gender Studies (Minor)	Amanda Gallagher

**Senior Staff
2012-2013**

<u>Name</u>	<u>Title</u>
Dan Anderson	Vice President of University Communications
Brooke Barnett	Senior Fellow and Advisor to the President
Dave Blank	Director of Athletics
Gerry Francis	Executive Vice President
Steven House	Provost and Vice President for Academic Affairs
Smith Jackson	Vice President for Student Life and Dean of Students
George Johnson	Dean, School of Law
Leo Lambert	President
Connie Ledoux Book	Associate Provost for Academic Affairs
Tim Peeples	Associate Provost for Faculty Affairs
Jim Piatt	Vice President for University Advancement
Jeff Stein	Chief of Staff, Special Assistant to the President and Secretary to the Board of Trustees
Gerald Whittington	Vice President for Business, Finance and Technology
Greg Zaiser	Vice President for Admissions and Financial Planning

Proposal

Non-bylaw Amendment: Faculty Handbook Section II-12 A. 5. b. 11). (pp. 5-6 of 36)

Minimum Requirement for Adoption: Simple majority vote of Academic Council

Proposed by: Academic Council (via the University Curriculum Committee)

Proposal:

That Section II-12 A. 5. b. 11). (pp. 5-6 of 36) be amended as follows (proposed changes are underlined and in red):

- 11). For independent major proposals, the chair, in consultation with the Director of General Studies, shall appoint an ad-hoc subcommittee of three members of divisional or school based curriculum committees from areas other than those included in the proposal. This subcommittee must include at least one member from the University Curriculum Committee and may not include any members from the student's interdisciplinary committee of three professors. Approval by this subcommittee will constitute approval of the proposal.

Support Statement:

The UCC recently discovered that the procedures used last year for appointing subcommittees to review independent major proposals varied from those prescribed by the Faculty Handbook. In short, last year's subcommittees included both UCC members and content experts from within the student's proposed major area. The UCC reviewed both methods and believes that the current procedures for appointing committee members are unnecessarily rigid and potentially problematic in terms of ensuring consistency of due process and a rigorous review. The proposed revision, while minor in scope, is better suited to our current structure and will offer more flexibility to the chair for making the best appointments possible.

Final Handbook Copy:

- 11). For independent major proposals, the chair, in consultation with the Director of General Studies, shall appoint an ad-hoc subcommittee of three members. This subcommittee must include at least one member from the University Curriculum Committee and may not include any members from the student's interdisciplinary committee of three professors. Approval by this subcommittee will constitute approval of the proposal.

1 **WORKING DRAFT: UPDATED 10/3/12**

2
3 NOTE: This document contains a number of handbook changes that are being
4 proposed by Academic Council following the recommendations of the Task Force on
5 Reassigned Time. All proposed handbook changes are to the Non-bylaw sections.
6 Exclusions of material that is currently in the handbook are in ~~strikethrough-red~~.
7 Proposed changes are in **bold red**.

8
9 **Proposal #1**

10
11 **Type:** Non-bylaw Faculty Handbook Amendment

12
13 **Minimum Requirement for Adoption:** Simple majority vote of Academic Council

14
15 **Proposed by:** Academic Council

16
17 **Proposal:** That Section II-2 A. 4. (Page 7 of 9) and Section II-7 C. 3. b. (Page 6 of 11)
18 be amended as follows (proposed changes are in red):

19
20 Section II-2 A. 4. (Page 7 of 9)

21
22 4. Minimum Teaching Expectation

23
24 Faculty members periodically receive release time and reassigned time to support their
25 teaching, university service and professional activity. In the event of an accumulation of
26 release and reassigned time (including 499 and other accrued supervision), all full-time
27 teaching faculty are expected to teach a minimum of 12 semester hours each
28 academic year, with at least one course each fall and spring term **except in the case**
29 **of a sabbatical or teaching sabbatical**. An exception may exist for ~~sabbaticals and~~
30 extraordinary university duties or projects, **and, occasionally, for teaching faculty**
31 **holding significant leadership positions of four or more years duration** with
32 approval of the appropriate dean. **If such an exception is granted, the full-time**
33 **faculty member receiving the reduced load must teach at least one course in the**
34 **Fall semester and one course in the Spring semester.**

35
36 Section II-7 C. 3. b.(Page 6 of 11)

37
38 3. b. Released time fellowships are granted for release from one or more courses
39 during an academic year or semester. Released time fellowships are also granted for
40 winter term. However, all full-time teaching faculty must continue to teach at least 12
41 credits during the academic year, including a minimum of one course in the Fall and
42 Spring semesters. **A possible exception exists for this credit-hour requirement for**
43 **full-time teaching faculty. See Section II-2 A. 4.**

44
45 **Support Statement:**

46
47 The "Minimum Teaching Expectation" statement in Section II-2 of the Faculty

48 Handbook should be revised to create more flexibility for teaching faculty holding
49 significant leadership positions to access reassigned-times in support of their work.
50 Released-times for chairs and program directors are designed to equalize their
51 additional duties with a 24-semester-hour teaching load. Eliminating opportunities to
52 seek additional reassigned-times through the departmental and FR&D systems in
53 effect eliminates the possibility of receiving work-load support designed to be available
54 to all faculty. The university should allow faculty with administrative positions to apply
55 for reassigns even if the teaching load goes below the current minimum because, in
56 reality, that faculty member is providing service to the university that is deemed
57 comparable to the six-course load.

58

59 **Final Handbook Copy:**

60

61 Section II-2 A. 4. (Page 7 of 9)

62

63 4. Minimum Teaching Expectation

64

65 Faculty members periodically receive release time and reassigned time to support their
66 teaching, university service and professional activity. In the event of an accumulation of
67 release and reassigned time (including 499 and other accrued supervision), all full-time
68 teaching faculty are expected to teach a minimum of 12 semester hours each
69 academic year, with at least one course each fall and spring term except in the case of
70 a sabbatical or teaching sabbatical. An exception may exist for extraordinary university
71 duties or projects, and, occasionally, for teaching faculty holding significant leadership
72 positions of four or more years duration with approval of the appropriate dean. If such
73 an exception is granted, the full-time faculty member receiving the reduced load must
74 teach at least one course in the Fall semester and one course in the Spring semester.

75

76

77 Section II-7 C. 3. b.(Page 6 of 11)

78

79 3. b. Released time fellowships are granted for release from one or more courses
80 during an academic year or semester. Released time fellowships are also granted for
81 winter term. However, all full-time teaching faculty must continue to teach at least 12
82 credits during the academic year, including a minimum of one course in the Fall and
83 Spring semesters. A possible exception exists for this credit-hour requirement for full-
84 time teaching faculty. See Section II-2 A. 4.

85

Proposal #2

Type: Non-bylaw Faculty Handbook Amendment

Minimum Requirement for Adoption: Simple majority vote of Academic Council

Proposed by: Academic Council

Proposal: That Sections II-3 D.3. (Page 4 of 5) and II-7 3. h. (Page 6 of 11) be amended as follows (proposed changes are in red):

Section II-3 D.3. (Page 4 of 5)

3. Time Schedule

The deadline for submissions of reassigned time requests will ~~be announced each year and is generally in mid- to late September.~~ **be the deadline for all requests for university releases, the third Friday of September.** Department chairs will meet with their dean to review proposals during October. Reassigned time proposals are approved in early November.

Section II-7 3. h. (Page 6 of 11)

Application for a released time fellowship should be made via the online form provided by the Faculty Research and Development Committee. All applications for released time fellowships for the following academic year must be submitted on-line and approved by both the chair and the dean by the published ~~November deadline (normally November 1)~~ **deadline for all requests for university releases, the third Friday of September.**

Support Statement: A common time should be established, such as the third Friday in September, for all applications for reassigned times to be due. This would include departmental, FR&D, and CATL reassigns. Doing so provides a logical framework for faculty to apply for reassign times; full-pay, full-year sabbaticals; one semester, full-pay or full-year, half-pay sabbaticals; and summer fellowships and Hultquist Awards. It also makes the work of FR&D, which approves most of the university's reassignments, less burdensome by spreading out the work over much of the fall semester.

Final Handbook Copy:

Section II-3 D.3. (Page 4 of 5)

3. Time Schedule

The deadline for submissions of reassigned time requests will be the deadline for all requests for university reassigns, the third Friday of September. Department chairs will meet with their dean to review proposals during October. Reassigned time proposals are approved in early November.

133 Section II-7 1. j. (Page 4 of 11)

134

135

136 Section II-7 3. h. (Page 6 of 11)

137

138 Application for a released time fellowship should be made via the online form provided
139 by the Faculty Research and Development Committee. All applications for released
140 time fellowships for the following academic year must be submitted on-line and
141 approved by both the chair and the dean by the published deadline for all requests for
142 university releases, the third Friday of September.

143

144 **Proposal #3**

145
146 **Type:** Non-bylaw Faculty Handbook Amendment

147
148 **Minimum Requirement for Adoption:** Simple majority vote of Academic Council

149
150 **Proposed by:** Academic Council

151
152 **Proposal:** That Sections II-3 D. 1. (Page 3 of 5); Sections II-3 D. 4. (Page 4 of 5); and
153 II-7 C. 3. c. (page 6 of 11) be amended as follows (proposed changes are in red):

154
155 Section II-3 D. 1. (Page 3 of 5)

156
157 D. 1. Each academic department will administer reassigned course time proportional to
158 the number of its full-time faculty. Reassignments will be given for teaching activities
159 that are not counted as part of the course load, for service (contributions to the life of
160 the University), and for professional activity/scholarship. Examples of these activities
161 are described in the Criteria for Evaluation Tenured and Tenure Track Faculty (II-8, E).

162 ~~It is expected that reassigned time will be distributed in a manner suited to address the~~
163 ~~University's, the college's/schools' and the departments' objectives and to promote~~
164 ~~balance among teaching, service, and scholarship.~~ To request reassignment, members
165 of the faculty must submit reassigned-time proposal forms to their department chairs ~~in~~
166 ~~the fall by the fall deadline for all requests for university releases, the third Friday~~
167 ~~of September, and include the proposals as part of their Unit I development plans.~~

168 Department chairs will recommend appropriate requests for approval by deans. ~~Faculty~~
169 ~~members must describe their progress on approved projects in the following year's Unit~~
170 ~~I reports.~~ **Department chairs will list faculty granted reassigned times by their**
171 **departments in their annual reports and explain, collectively, how faculty within**
172 **the department have used reassigned times.**

173
174 Section II-3 D. 4. (Page 4 of 5)

175
176 D. 4. Evaluation

177
178 ~~Faculty members must describe their progress on approved projects in the following~~
179 ~~year's Unit I reports.~~ **Department chairs will list faculty granted reassigned times**
180 **by their departments in their annual reports and explain, collectively, how faculty**
181 **within the department have used reassigned times.**

182
183 Section II-7 C. 3. c. (page 6 of 11)

184
185 3. c. ~~Applicants must indicate whether they are requesting a fellowship for research or~~
186 ~~development.~~ As a result of initiatives of the Presidential Task Force for Scholarship,
187 several additional course releases are available for research.

188
189 **Support Statement:**

190

191 The designation boxes for teaching, service, and professional activity should be
192 removed from the departmental reassigned time application in order to eliminate the
193 artificial practice of achieving near-equal distribution of reassigned-times across
194 teaching, service, and professional activity. Departments should continue to be
195 allowed to determine how to issue reassigned times, with a suggestion that best
196 practices be strongly considered. These include but are not limited to the following:
197 regular and alternate yearly granting of releases, sensitivity to faculty development
198 needs, an automatic one-course reduction in year one for all new faculty hires,
199 mechanisms to reduce course preparations, and competitive systems where
200 warranted. The latter has been the most problematic in terms of departmental course
201 reassigns because competition naturally leads to elevated expectations. Accountability
202 of departmental level reassigns should be moved from the Unit I to the department
203 chair's annual report. There, chairs would explain, collectively, how reassigned times
204 have been used by department members.

205

206 Final Handbook Copy:

207

208 Section II-3 D. 1. (Page 3 of 5)

209

210 D. 1. Each academic department will administer reassigned course time proportional to
211 the number of its full-time faculty. Reassignments will be given for teaching activities
212 that are not counted as part of the course load, for service (contributions to the life of
213 the University), and for professional activity/scholarship. Examples of these activities
214 are described in the Criteria for Evaluation Tenured and Tenure Track Faculty (II-8, E).
215 To request reassignment, members of the faculty must submit reassigned-time
216 proposal forms to their department chairs by the fall deadline for all requests for
217 university releases, the third Friday of September. Department chairs will recommend
218 appropriate requests for approval by deans. Department chairs will list faculty granted
219 reassigned times by their departments in their annual reports and explain, collectively,
220 how faculty within the department have used reassigned times.

221

222 Section II-3 D. 4. (Page 4 of 5)

223

224 D. 4. Evaluation

225

226 Department chairs will list faculty granted reassigned times by their departments in
227 their annual reports and explain, collectively, how faculty within the department have
228 used reassigned times.

229

230 Section II-7 C. 3. c. (page 6 of 11)

231

232 3. c. As a result of initiatives of the Presidential Task Force for Scholarship, several
233 additional course releases are available for research.

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Proposal #4

Type: Non-bylaw Faculty Handbook Amendment

Minimum Requirement for Adoption: Simple majority vote of Academic Council

Proposed by: Academic Council

Proposal: That Section II-3 D. 1. (Page 3 of 5) be amended as follows (proposed changes are underlined and in red):

NOTE: The following sentence will be added to the end of Section II-3 D. 1. following the other edits to this section presented above in Proposal #3.

Faculty who receive a departmental reassigned time course release are eligible to receive a FR&D reassigned course release during the same academic year provided the multiple releases meet the criteria found in Section II-2, 4. Minimum Teaching Expectation of the Faculty Handbook.

Support Statement: This would allow faculty members to receive a departmental reassign and an FR&D reassign during the same academic year, provided that such releases do not place individual faculty below specified minimum teaching loads.

Final Handbook Copy:

NOTE: The following sentence will be added to the end of Section II-3 D. 1. following the other edits to this section presented above in Proposal #3.

Faculty who receive a departmental reassigned time course release are eligible to receive a FR&D reassigned course release during the same academic year provided the multiple releases meet the criteria found in Section II-2, 4. Minimum Teaching Expectation of the Faculty Handbook.

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Proposal #5

Type: General procedural recommendation

Minimum Requirement for Adoption: Simple majority vote of Academic Council

Proposed by: Academic Council

Proposal: That the Provost or his/her designee provide all new faculty with instruction regarding Elon's reassigned time programs during New Faculty orientation, and provide regular review of the reassigned time program to all department chairs and deans.

Proposal

Bylaw Amendment to ARTICLE XIII

Type: Bylaw Faculty Handbook Amendment

Minimum Requirement for Adoption: 2/3 Majority Vote

Proposed by: Academic Council

Proposal:

That Section I-5, Article XIII, Amendments to Bylaws, Section 2. Proposals for Amendment via Academic Council of the Faculty Handbook be amended as follows (proposed changes are underlined and in red):

Section 2. Proposals for Amendment via Academic Council. A proposal for amendment to these bylaws may be originated by a vote of the Academic Council. A written copy shall be distributed at least ~~two weeks~~ nine calendar days prior to the meeting at which the vote is to take place.

Support Statement:

As currently written, this section is problematic in two regards. First, the language prescribing “two weeks” is ambiguous, as this could refer to either calendar weeks or business weeks. Second, given the current schedule of Academic Council meetings (which occur from 3-5 pm, two calendar weeks before the faculty meetings), the current 14 day deadline is, at best, unreasonable (and is sometimes functionally impossible). If amendments to proposed changes to the bylaws are approved by Academic Council, the 14 day deadline leaves little time for these amendments to be formalized in a document for distribution to the faculty. There is significant concern that rushing the process of finalizing amendments to meet the current 14 day deadline could result in the introduction of significant errors or omissions to proposals that seek to amend the bylaws.

Final Handbook Copy:

Section I-5, Article XIII, Amendments to Bylaws, Section 2. Proposals for Amendment via Academic Council of the Faculty Handbook be amended as follows:

Section 2. Proposals for Amendment via Academic Council. A proposal for amendment to these bylaws may be originated by a vote of the Academic Council. A written copy shall be distributed at least nine calendar days prior to the meeting at which the vote is to take place.

Proposal

Bylaw Amendment: Faculty Handbook Section I-5, Article VII, Section 1. (p. 8 of 27) AND Section I-5, Article VII, Section 3. (p. 9 of 27) AND Section II-18, d. (p. 2 and 3 of 11)

Type: Bylaw Faculty Handbook Amendment

Minimum Requirement for Adoption: 2/3 majority vote of the faculty

Proposed by: Academic Council

Proposal:

That Section I-5, Article VII, Section 1. be amended as follows (proposed changes are underlined and in red):

Original

Section 1. Faculty Meetings. The regular faculty meeting shall be held on the first Friday of the months of October, December, March, and May. The president or his/her designee shall cause to be prepared and distributed to each member, at least three days in advance of regular meetings, a written notice and an agenda accompanied by minutes of the previous meeting. The agenda shall be prepared jointly by the president and the chair of the academic council, with the advice and counsel of the chair-elect of academic council and the Provost/Vice President for Academic Affairs.

Proposed Change

Section 1. Faculty Meetings. The regular faculty meeting shall be held on the first Friday of the months of September, October, December, March, and May. The president or his/her designee shall cause to be prepared and distributed to each member, at least three days in advance of regular meetings, a written notice and an agenda accompanied by minutes of the previous meeting. The agenda shall be prepared jointly by the president and the chair of the academic council, with the advice and counsel of the chair-elect of academic council and the Provost/Vice President for Academic Affairs.

AND

Type: Bylaw Faculty Handbook Amendment

Minimum Requirement for Adoption: 2/3 majority vote of the faculty

Proposed by: Academic Council

Proposal:

47

48 That Section I-5, Article VII, Section 3 be amended as follows (proposed changes
49 are underlined and in red):

50

51 Original

52 Section 3. School/College Meetings. The 1st Friday of September and February
53 are reserved for meetings of the faculty of each school or college for the purpose
54 of consideration and discussion of matters within their purview, including
55 curriculum. The September meeting will include election of members to the
56 School- and Division-Based Curriculum Committees. The agenda of the meeting
57 shall be set by the appropriate dean, who will also preside over the meeting.
58 Each dean shall prepare and distribute to all faculty of the relevant school or
59 college, at least three days in advance of the meeting, a written notice and an
60 agenda accompanied by minutes of the previous meeting. Additional meetings
61 may be scheduled by the dean of each school/college when needed and/or
62 meetings may be scheduled on alternative dates according to pre-established
63 practice.

64

65 Proposed Change

66 Section 3. School/College Meetings. The 1st Friday of ~~September and~~
67 February are is reserved for meetings of the faculty of each school or college for
68 the purpose of consideration and discussion of matters within their purview,
69 including curriculum. The September meeting will include election of members to
70 the School- and Division-Based Curriculum Committees. The agenda of the
71 meeting shall be set by the appropriate dean, who will also preside over the
72 meeting. Each dean shall prepare and distribute to all faculty of the relevant
73 school or college, at least three days in advance of the meeting, a written notice
74 and an agenda accompanied by minutes of the previous meeting. Additional
75 meetings may be scheduled by the dean of each school/college when needed
76 and/or meetings may be scheduled on alternative dates according to pre-
77 established practice.

78

79 **AND**

80

81 **Type:** Non-Bylaw Faculty Handbook Amendment

82

83 **Minimum Requirement for Adoption:** Simple majority vote of Academic
84 Council

85

86 **Proposed by:** Academic Council

87

88 **Proposal:**

89

90 That Section II-18, d. be amended as follows (proposed changes are underlined
91 and in red):

92

93 Original

94 d. The first Friday of September and February are reserved for meetings of the
95 faculty of each school or college for the purpose of consideration and discussion
96 of matters within their purview, including curriculum. The agenda of the meeting
97 shall be set by the appropriate dean, who will also preside over the meeting.
98
99

100 Proposed Change

101 d. The first Friday of ~~September and~~ February ~~are is~~ reserved for meetings of the
102 faculty of each school or college for the purpose of consideration and discussion
103 of matters within their purview, including curriculum. The agenda of the meeting
104 shall be set by the appropriate dean, who will also preside over the meeting.
105
106

107 Rationale:

108 During the change to the new faculty governance structure the September
109 meeting was designated as a meeting time for schools and colleges. However,
110 feedback from faculty and deans led Academic Council to determine that the
111 September school/college meeting was redundant with meetings that happened
112 during Planning Week and that the time could be used more productively by
113 attending to University business.
114
115

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117

118 **Final Handbook Copy:**

119

120 Section I-5, Article VII, Section 1

121

122 Section 1. Faculty Meetings. The regular faculty meeting shall be held on the
123 first Friday of the months of September, October, December, March, and May.
124 The president or his/her designee shall cause to be prepared and distributed to
125 each member, at least three days in advance of regular meetings, a written
126 notice and an agenda accompanied by minutes of the previous meeting. The
127 agenda shall be prepared jointly by the president and the chair of the academic
128 council, with the advice and counsel of the chair-elect of academic council and
129 the Provost/Vice President for Academic Affairs.
130

131

132

132 Section I-5, Article VII, Section 3

133

134 Section 3. School/College Meetings. The 1st Friday of February is reserved for
135 meetings of the faculty of each school or college for the purpose of consideration
136 and discussion of matters within their purview, including curriculum. The
137 September meeting will include election of members to the School- and Division-
138 Based Curriculum Committees. The agenda of the meeting shall be set by the

139 appropriate dean, who will also preside over the meeting. Each dean shall
140 prepare and distribute to all faculty of the relevant school or college, at least
141 three days in advance of the meeting, a written notice and an agenda
142 accompanied by minutes of the previous meeting. Additional meetings may be
143 scheduled by the dean of each school/college when needed and/or meetings
144 may be scheduled on alternative dates according to pre-established practice.

145

146

147 Section II-18, d

148

149 d. The first Friday of February is reserved for meetings of the faculty of each
150 school or college for the purpose of consideration and discussion of matters
151 within their purview, including curriculum. The agenda of the meeting shall be
152 set by the appropriate dean, who will also preside over the meeting.

Change approved by Board of Trustees Fall 2012 (Summer Change 05)
and by Academic Council on 11/16/2012



To Board of Trustees
From Steven House
Date: October 15, 2012
RE Faculty handbook change

The Faculty Handbook - Section II-4 - page 4 currently indicates the following.

D Subject to review and change by the executive committee of the Board of Trustees, the following percentages may serve as teaching faculty guidelines: of all instructors, lecturers, senior lecturers, assistant, associate, and full professors:

- 1 Lecturers, instructors and assistant professors comprise approximately 40% of the total.
2. Associate professors comprise approximately 35% of the total
- 3 Full professors comprise approximately 25% of the total

(8/05)

Hiring over the past seven years has resulted in a change in the distribution of faculty.

2012 total faculty

Professors - 74 (19.2%)

Associate Professors 147 (38.2%)

Assistant Professors 118 (30.6%) + Lectures - 35 (9.2%) + Instructors 11 (2.9%) = (164) 42.6%

Total - 385

2006 total faculty

Professors - 56 (19.2%)

Associate Professors - 99 (34.0%)

Assistant Professors 104 (27.0%) + Lectures - 8 (2.1%) + Instructors 24 (6.2%) = (136) 46.7%

Total - 291

Because of this shift, I propose that we revise the Faculty Handbook.

D Subject to review and change by the executive committee of the Board of Trustees, the following percentages may serve as teaching faculty guidelines: of all instructors, lecturers, senior lecturers, assistant, associate, and full professors:

- 1 Lecturers, instructors and assistant professors comprise approximately 35-42% of the total.
2. Associate professors comprise approximately 37-45% of the total.
- 3 Full professors comprise approximately 18-23% of the total.

(10/12)

Administrative Officers and Staff

A. President of the University

The charter of the university provides that the president "shall be the chief officer of the corporation and the University, charged with the duty of administering the affairs of the corporation and the University under the authority, direction, and control of the Board of Trustees..." The Bylaws further specify that the president's responsibilities include the "maintenance of the educational work of the University..." serving as the official medium of communication between the Faculty and the Board of Trustees... preparation and presentation...of the budget of the University..." and executing official documents for the corporation.

B. Provost/Vice President for Academic Affairs

The provost/vice president for academic affairs has a twofold purpose.

1. As provost, the responsibilities include the internal administrative operations of the university and the ability to act in the absence of the president. Providing leadership and direction for the long-range planning process, and annual priorities for action, and the budget, the provost/vice president for academic affairs is responsible for developing, maintaining, coordinating and integrating effective programs in:

- a. Academic affairs
- b. Admissions and financial planning
- c. Student life
- d. Intercollegiate athletics
- e. Institutional research
- f. Sponsored programs
- g. Cultural affairs
- h. Elon University School of Law

The provost/vice president for academic affairs consults as appropriate with the office of development and also serves as assistant secretary and assistant treasurer of the Board of Trustees.

2. As vice president for academic affairs, the responsibilities include:

- a. Providing intellectual and administrative leadership of the faculty and academic support staff
- b. Overseeing the development of the academic program and the assessment of student academic performance

- c. Recruiting, orienting, developing and evaluating the faculty
 - d. Developing and administering the curriculum
 - e. Supervising the academic support programs
 - f. Developing and recommending the academic budget, in consultation with deans, department chairs and program directors
 3. The provost/vice president for academic affairs reports to the president.
- C. Vice President for Business, Finance and Technology
 1. The vice president for business, finance and technology is the senior business and financial officer, providing leadership in:
 - a. Development of business, strategy
 - b. Policies and procedures governing financial and personnel matters
 - c. Management of business and finance operations, auxiliaries and entrepreneurial ventures
 - d. Physical plant
 - e. Campus technology planning and implementation
 2. The vice president for business, finance and technology reports to the president and, additionally, serves as treasurer of the corporation.
- D. Vice President for University Advancement
 1. The vice president for institutional advancement has the following responsibilities:
 - a. Organizing and implementing a successful outreach and development program
 - b. Creating partnerships with constituencies
 - c. Designing and implementing campaign strategies to realize the institution's long range plan
 - d. Developing the Greensboro community for Elon University
 2. The vice president for institutional advancement serves as the university's chief development officer and reports to the president.
- E. Vice President for Student Life and Dean of Students
 1. The vice president for student life and dean of students coordinates services and programs which complement the academic curriculum and enhance out-of-class learning and personal development. Program areas include:
 - a. Campus recreation
 - b. Counseling services

- c. Elon experiences program
 - d. Family weekend
 - e. Greek life
 - f. Health services
 - g. ~~Judicial affairs~~ Center for leadership
 - h. ~~Leadership and citizenship~~ Moseley campus center
 - i. ~~Minority affairs~~ Multicultural center
 - j. ~~Truitt center for~~ religious and spiritual life
 - k. Residence life
 - l. ~~Kernodle center for~~ service learning and community engagement
 - m. Student activities
 - n. ~~Student conduct~~
 - o. Student media
 - p. Student government association
2. The vice president for student life and dean of students provides leadership for:
 - a. Building positive student morale
 - b. Maintaining campus order
 - c. Managing student crises
 3. The vice president for student life and dean of students is the chief student life officer and reports to the provost/vice president for academic affairs.
- F. Vice President for Admissions and Financial Planning
1. The vice president for admissions and financial planning has responsibility for leading all aspects of new student enrollment for the undergraduate and graduate programs, excepting the School of Law, and financial planning operations. The vice president serves as a liaison to all university constituencies, representing enrollment interests.
 2. The vice president works closely with the dean of admissions and the director of financial planning to ensure a steady and adequate enrollment of qualified students, both new and returning.
 3. The vice president of admissions and financial planning is the chief admissions officer and reports to the provost/vice president for academic affairs.
- G. Executive Vice President
1. The executive vice president serves as a primary advisor to the president, oversees projects or programs at the president's request, and serves as a liaison between the president and selected constituents.

2. The executive vice president directly supervises the vice president of university communications and the vice president for admissions and financial planning. In consultation with the president, the executive vice president works on a daily basis with the director of athletics.
3. The executive vice president serves as a resource to the provost and serves on a variety of university committees, including strategic planning, budget, staff advisory council, and senior staff.

H. Director of Athletics

1. The director of athletics oversees the entire athletics department, reports to the president, and works directly with the executive vice president.
2. The director of athletics is responsible for the strategic planning, marketing, and program development of the athletics department.
3. The director of athletics ensures full compliance with NCAA rules and university standards. The Director of athletics develops and manages the department's operational budget and financial affairs, as well as raises funds for the department and works with donors.
4. The director of athletics ensures the academic excellence and integrity of student athletes and the effective management of athletic facilities and events.
5. The athletic director directly supervises athletics staff responsible for administration, compliance, campus relations, business and operations, women's athletics and equity, and development for athletics, as well as supervises the head men's basketball and football coaches.