

ST. LAWRENCE UNIVERSITY 

FACULTY HANDBOOK

Revised August 2008

The Faculty Handbook is updated twice a year in January and August.

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I. AN INTRODUCTION TO ST. LAWRENCE UNIVERSITY

A. A Brief History of the University

From the time of the granting of the Charter on April 3, 1856, the College of Letters and Science of St. Lawrence University has retained the distinctive character of a co-educational liberal arts institution. Although a Universalist theological school was co-extensive with it from the beginning, the College has always remained non-sectarian. It enjoys the distinction of being the first institution of higher learning in the state to offer baccalaureate degrees to women.

Although St. Lawrence has offered graduate work for prospective educators since the 1870's, the principal focus has been on providing a high quality undergraduate education in the liberal arts and sciences. During the first half-century of its existence, the College was small and struggling, but its devoted and close-knit faculty, students, and alumni emphasized both quality and flexibility. A strong curriculum in classics and science was dominant. Dr. John Stebbins Lee, for whom the present Lee Hall is named, was the first president. As successors in his office, Drs. Absalom Graves Gaines (1873-88) and Almon Gunnison (1901-1914) gave the College further intellectual breadth. Dr. Gunnison also initiated the University's first large physical and financial expansion, adding to Richardson Hall and Herring Library these facilities: Carnegie Hall, Cole Reading Room as built onto the library, and Weeks Athletic Field. He also built up much larger endowment funds. The student body quadrupled in size.

Perhaps Dr. Gunnison's greatest achievement was to enlarge the "university" scope of St. Lawrence beyond the College of Letters and Science and a Theological School. A State Agricultural and Technical Institute was chartered under St. Lawrence's aegis, as was Brooklyn Law School. (In the 1940's, the Law School tie was dissolved, and in the 1960's the state school moved to a new campus west of Canton, becoming SUNY Canton as the old buildings were taken over by St. Lawrence.)

During the presidency of Dr. Richard Eddy Sykes (1919-35), with Owen D. Young as board chairman most of that time, both the physical plant and financial endowment increased fivefold. New buildings were Gunnison Memorial Chapel, Dean-Eaton dormitory, Brewer Field House, and the large residence now called Sykes.

From 1945 to 1963 the University experienced its third period of great expansion under the presidency of Dr. Eugene Garrett Bewkes. Four residence halls, the Owen D. Young Library, Appleton Hockey Arena and the Edward J. Noble Center were all built during this period. The remodeling of Richardson Hall was also begun; its classical decorative motifs were preserved. During the presidency of Dr. Foster S. Brown '30, expansion which had begun under Dr. Bewkes continued with the construction of the Homer Vilas Administration Building, Griffiths Art Center, the Augsbury Physical Education Center and Leithead Field House, Bewkes Science Hall, and Lee Residence Hall. Dynamism in curricular development has always accompanied physical growth at St. Lawrence University.

From 1899, the year of the establishment of a Phi Beta Kappa Chapter, demands for scholarly productivity of faculty and for course and departmental changes keeping students abreast of their world have been fostered. After World War I, the psychology and sociology departments were expanded. In World War II and after, the fields of science, humanities, and fine arts and languages were enlarged, for example, through computer developments, the study of Russian and Japanese, and the addition of a religious studies department. Language laboratories, a major in speech and theatre, combined majors in Canadian Studies and Environmental Studies, programs in African Studies and Gender Studies, semesters abroad, independent research off campus, a two-semester multidisciplinary first year program--these and other innovations have kept St. Lawrence up-to-date in higher education. Of special interest to the faculty have been policies for tenure and sabbaticals, and the increase of endowed professorships.

Between 1969 and 1981, under the leadership of Dr. Frank Piskor, the University experienced a consolidation of advances in curriculum, scholarship, and governance capped by the completion in 1980 of a \$30 million “Enterprise St. Lawrence” fund-raising program. It saw new construction (Flint Hall), and significant expansion of computer facilities. A \$4.2 million addition to the Owen D. Young Library, completed in the spring of 1980, has kept St. Lawrence on a level with the country’s finest small colleges in vital resources of scholarship.

In 1981, Dr. W. Lawrence Gulick became the fifteenth president of the University. President Gulick’s tenure was marked by concern with nearly every aspect of the University. Curricular innovations, renovations to historic buildings and campus landscaping are among his legacies. In 1987, Dr. Patti McGill Peterson became the sixteenth and the first woman president of St. Lawrence. President Peterson encouraged the growth of internationalism, increasing the number of our abroad programs to eleven and supporting the renovation of Carnegie Hall as a center for international education and modern languages. She encouraged the technical and computer enhancements of the University’s network, including the state-of-the-art Launderers Science Library and Computing Center in Madill Hall. In July 1996, Dr. Daniel F. Sullivan became the University’s seventeenth president. His presidency has been marked by a ten percent increase in the size of the faculty, improved strength in admissions, successful fund-raising, an ambitious program of facilities improvement, and implementation of an innovative policy for faculty-staff compensation.

The chief academic officer of the University has carried various titles and filled various functions over the years. Originally called “Dean of Faculty,” this position is now “Vice President of the University and Dean of Academic Affairs.” Those who have filled this role are:

Henry Priest, 1889-1913
Edwin Lee Hulett, 1915-1942
Harold Edwin Balme Speight, 1942-1946
Omar Conrad Held, 1946-1947
Reuel Finney Markham, 1947-1950
Joseph J. Romoda, 1950-1966
David Kenneth Baker, 1967-1976
George Horner Gibson, 1977-1985
Thomas B. Coburn, 1985-1986
G. Andrew Rembert, 1986-1990
Robert S. Schwartz, 1990-1996
Thomas B. Coburn, 1996-2002
Grant H. Cornwell, 2002-

B. Mission Statement

The mission of St. Lawrence University is to provide an inspiring and demanding undergraduate education in the liberal arts to students selected for their seriousness of purpose and intellectual promise.

C. Aims and Objectives

A liberal education requires breadth, depth and integration in learning. It also requires the cultivation of those habits of intellectual and moral self-discipline that distinguish a mature individual. To these ends, St. Lawrence seeks to provide an education that fosters in students an open, inquiring and disciplined mind, well-informed through broad exposure to basic areas of knowledge; an enthusiasm for life-long learning; self-confidence and self-knowledge; a respect for differing opinions and for free discussion of those opinions; and an ability to use information logically and to evaluate alternative points of view.

A liberal education frees students from the confines of limited personal experiences and from limited knowledge of the physical, historical, social and cultural world. In return, this liberation gives an enlightened understanding of that which is singular, immediate and limited. Thus, a liberal education is always relevant to the world in which students must live at the same time that it attempts to maintain a certain detachment from that world.

A liberal education provides students with many options in the choice of their life's work. Since the very nature of liberal education lies in the continuing exercise of a critical and informed intellect, liberally educated persons demonstrate ability in the pursuit of specific occupations and understand and assume the responsibilities of citizenship. These attributes, however, are the consequences, not the purposes, of a liberal education.

Since the primary commitment of the University is to the intellectual development of the student, it encourages styles of learning that promote creativity, intellectual resourcefulness and flexibility. In particular, the University recognizes the need to be responsive to new dimensions of knowledge, to promising new techniques of learning and to the development of individual talents. Hence, St. Lawrence has established curricular objectives that include:

1. A depth of understanding in at least one field of study;
2. The ability to read, write, speak, and listen well;
3. The ability to conduct research and to think critically;
4. An understanding of diverse cultures;
5. An understanding of scientific principles and methods;
6. An understanding of the natural environment;
7. An expansion of aesthetic sensibilities and capacities; and
8. A personal ethic of considered values.

The University's long tradition of preparing its students for various professions and its deep respect for excellence in teaching and learning at all levels further commits it to a graduate program in education.

The University is also committed to the goal of fostering excellent teaching in its faculty and to assisting its members to realize their full potential as teachers. Effective teaching cannot be divorced from professional competence in the subject matter taught. Active scholarship is strongly encouraged, and the University commits itself to supporting this scholarship through the provision of time and resources.

A primary commitment to the students' intellectual development is complemented by a recognition of students as whole persons living in a culturally diverse world. For this reason, the University also provides an environment that encourages the students' physical well-being and provides opportunities for moral, social, religious and aesthetic growth, and encourages an expanding sense of responsibility for and service to humanity.

D. Academic Calendar and Curriculum

1. The Academic Calendar

The academic calendar of St. Lawrence University falls into four divisions: two regular semesters, and two summer sessions. The two semesters of regular course work run 14 weeks, in the fall from late August or

early September until late December and in the spring from mid-January until May. The undergraduate sessions of the summer school run from May through the first week in August. Two graduate summer sessions run from June to early August.

2. The Curriculum

All new students at St. Lawrence enroll in the First Year Program in addition to three other courses in the fall and spring terms and thereby earn 9 semester units for the first year. 33.5 semester units are required for graduation. These must meet distribution requirements which vary according to a student's year of matriculation (see the University Catalogue for definitive statements), and 8-12 must be taken in a major field. A 2.0 cumulative grade point average, overall and in the major and minor fields, is required. Students may take any four courses in a semester without additional charge. They may take five or six courses that total no more than 4.75 units without additional charge. Consult the Registrar's Office for further details.

3. Summer Session

The Director of Summerterm is responsible for the administration of Summerterm. The Director consults with the Summerterm Advisory Committee regularly to review policies which pertain to academic Summerterm such as compensation, course load and curriculum.

Academic Sessions

St. Lawrence sponsors academic summer programs to support the overall academic mission of the University as well as to utilize our facilities more fully. Two five-week undergraduate summer sessions offer courses in most academic departments. Two three-week graduate summer sessions offer a curriculum designed primarily to be of value to teachers, counselors, and others in the helping professions. Courses are given in such fields as education, school administration, and guidance counseling.

Faculty are encouraged to offer field study, off-campus courses and international programs they may not be able to offer during other times of the year. Summer course proposals are solicited in late fall and summer appointment letters are issued in early spring. Updates on summer session compensation and policies are provided at that time.

Special Youth Programs

In addition to regular academic sessions, St. Lawrence is host to a variety of special programs and conferences. The Higher Education Opportunity Program, summer sport schools and a variety of conferences are held each summer. Some of these programs involve summer teaching opportunities for faculty. For more information, contact the Office of the Dean of Academic Affairs.

Conferences and Institutes

St. Lawrence has been a favored location for many adult conferences. In the past, faculty have participated in or directed a variety of summer institutes. During the summer St. Lawrence facilities are also available to groups wishing to rent campus facilities for conferences, retreats, training sessions, or meetings. A flexible

summer recreation and activities program is conducted to meet the interests of those on campus. Faculty wishing to organize a conference in their field, or with ideas for external groups which might be contacted, should see the Director of Dining and Conference Services.

4. Off-Campus Study

St. Lawrence University has a strong commitment to international and intercultural study. Off-campus study, whether international or domestic, permits students to expand their academic experience in diverse settings. Such study can offer important enrichment for majors in many disciplines, including global studies, and area studies programs. In addition to semester and year-long programs, the university offers summer courses off campus, promotes guided travel components as an extension of regular courses, and offers a CIIS Fellows Program to support student/faculty research teams. Faculty development to enhance international and intercultural expertise is also encouraged. Faculty advisors are encouraged to explore opportunities for off-campus study with their advisees by way of enriching the student's academic program. Contact the Center for International and Intercultural Studies for more information.

II. THE STRUCTURE OF THE UNIVERSITY

A. The University of the State of New York

St. Lawrence University is incorporated under the laws of New York State. Consequently, it is part of the University of the State of New York, which consists of all public and private institutions of higher learning in the state, as well as any libraries, museums, and other educational institutions admitted to or incorporated by it.

The University of the State of New York is governed by the Board of Regents, a group of fourteen members elected by a joint session of the legislature for a thirteen-year term. The Regents appoint the Commissioner of Education, and establish and enforce educational and professional standards. They charter, register, and inspect educational institutions, license practitioners in nearly all the professions, certify teachers and librarians, and apportion state financial assistance to public educational institutions.

B. Trustee Organization

1. [Charter and By-Laws of St. Lawrence University](#)

Click on the link above for the text.

2. The Board of Trustees

The corporate responsibility for St. Lawrence University rests in the Board of Trustees, in which all authority is vested. The Board consists of 40 active members, of whom 36 are designated term trustees, who serve six-year, renewable terms, and four trustees named in honor of early graduates Delos McCurdy (1865) and Sarah Sprague (1866).

McCurdy/Sprague trustees are elected from alumni graduating at least two and no more than 10 years prior to election; they serve four-year terms. Trustees themselves may elect their members to emeritus

status upon the mandatory retirement age of 70 years. The Board welcomes two faculty delegates, two student delegates and one alumni delegate, all in non-voting positions. The Officers of the Corporation consist of Chair, Vice Chair(s), President, Treasurer, and Secretary, elected annually for one-year terms.

3. Trustee Committees

The Board operates with four standing committees: Executive, Compensation, Committee on Trustees, and Presidential Appraisal and nine Committees of the Corporation: Academic and Faculty Affairs, Architecture and Physical Plant, University Honors, Student Life, University Advancement, Enrollment, Budget and Finance, Investment, and Information Technology. The Chair may form special, or *ad hoc*, committees.

4. Faculty, Student and Alumni Delegates

Two students (including the president of the Thelomathesian Society, *ex officio*) and two faculty members (including the chair of Faculty Council, *ex officio*) serve as elected delegates of the Board of Trustees. The president of the Alumni Council, *ex officio*, also serves as a delegate. The delegates attend all meetings of the Board, participate as non-voting members on Committees of the Corporation, and are given the opportunity at every business meeting of the Board to address the assembled trustees.

C. Administrative Organization

1. The President and Chief Executive

The President of the University is appointed by the Trustees and serves at their pleasure. The President, also a trustee *ex officio*, serves as the University's chief executive officer, is responsible for executing the acts and policies established by the Board, and has charge of the management and discipline of the entire University. The President is a non-voting member, *ex officio*, of the faculty and of the Faculty Council, which is the governing, representative body of the faculty. The Senior Administrative Officers of the University are appointed by the President with the advice and approval of the Board of Trustees and report directly to the President.

2. Senior Administrative Officers

The Vice President of the University and Dean of Academic Affairs is the chief academic officer of the University. He or she is responsible for the supervision of recruitment of faculty, curricula, and academic responsibilities of faculty, as well as the budgetary supervision of all academic departments. The Vice President and Dean of Academic Affairs presides over the Department Chairpersons' Council, and is a voting member, *ex officio*, of the faculty and Faculty Council, and is a non-voting member of the Professional Standards Committee. Under the jurisdiction of this office are the department chairpersons and program coordinators, the library, the art gallery, and the Registrar's Office. In the event of the absence or inability of the President to act, the Dean of Academic Affairs shall act in his or her place and stead unless otherwise directed by the Board or the Executive Committee.

The Vice President for University Advancement is responsible for the University's external relations and fund raising programs. The departments of Development (including Annual, Capital and Planned Giving; Research, and Corporate and Foundation Relations/Grants), Alumni Relations, and University Communications are charged with implementing a variety of programs to accomplish the objectives in these areas.

The Vice President and Dean of Student Life bears primary responsibility for student extracurricular life. The responsibilities of this position include the coordination of student residences and student activities, jurisdiction over the University health and counseling services, the Office of Student Development, the Office of Career Services and Leadership Education, orientation, and Security and Safety. The Dean of Student Life approves all student leaves of absence, withdrawals, and transfers.

The Vice President for Finance has responsibility for all fiscal matters: budget development and control, financial analysis and planning, and investment management.

The Vice President for Administrative Operations is responsible for administrative operations, which include: human resources, facilities operations and planning, dining and conference services, and bookstore.

The Vice President and Dean of Admissions and Financial Aid has broad-based responsibility for implementing student recruitment and financial aid programs, and provides leadership to the college-wide enrollment management team.

3. Other Administrative Officers in Academic Affairs

There are four Associate Deans.

The Associate Dean for Faculty Affairs is selected from the tenured faculty and maintains academic rank and privileges in the appropriate department or program during his or her years in office. He or she is responsible for various aspects of faculty development, administering small and large grants, and the hiring of temporary and part-time faculty.

The Associate Dean of the First Year is selected from the tenured faculty and maintains academic rank and privileges in the appropriate department or program during his or her years in office. He or she is responsible for oversight of the First-Year Program (FYP), which includes all matters relating to the fall First-Year Program colleges and spring First-Year Seminars (FYS) and working with Student Life staff to oversee the residential component.

The Associate Dean for International and Intercultural Studies is selected from the faculty and maintains academic rank and privileges in the appropriate department or program during his or her tenure in office. He or she is responsible for overseeing SLU abroad programs and coordinating on-campus and off-campus offerings in international education.

The Associate Dean for Academic Advising Programs is selected from the faculty and maintains academic rank and privileges in the appropriate department or program during his or her tenure in office. He or she is responsible for all academic advising programs and all matters related to academic probation and suspension.

4. Department Chairpersons and Program Coordinators

Department Chairpersons and Program Coordinators are appointed by the President for four-year terms and are eligible for successive reappointments. The appointment is made upon the recommendation of the Dean of Academic Affairs, who receives the advice and counsel of the faculty members in the department or program. During the fourth year of each term, the appointment is formally reviewed by the President, the Dean of Academic Affairs, and the members of the department or program. After this review and upon recommendation of the department or program and the Dean, the President may reappoint the chairperson if he or she is willing to serve, appoint a new chairperson, or appoint an acting chairperson. The terms of the

appointment may be less than four years in cases involving impending retirement or sabbatical leave.

During the term in office, a chairperson's professional obligations and rights as a teacher, scholar, and faculty colleague remain the same as they are for any faculty member. Compensation in the form of a stipend, reduced teaching load, or research funding is provided on a sliding scale based on the size of the department.

The chairperson or program coordinator is the principal administrator of an academic department or program and is responsible for its academic well-being. The primary goals include developing and maintaining an atmosphere in which teaching and learning take place efficiently and effectively; after consultation with colleagues, making and carrying out both short and long-range plans for the department or program; maintaining and improving the professional competence and teaching abilities of the faculty; and carrying out the purposes of the discipline in a way consistent with the aims of the University.

The tasks that occupy a chairperson's time include calling and presiding at regular meetings of the department, faculty recruitment, periodic faculty evaluation, budget preparation and control, preparation of reports, and representing the department or program at University functions. Working with faculty members, the chairperson establishes the curriculum, the schedule, and the teaching assignments in the department. The chairperson is also responsible for advising students in academic and vocational matters, departmental correspondence, library and textbook orders, public relations, the hosting of visiting colleagues, and any additional duties which may befall a department or program administrator. The chairperson or coordinator also serves an important role in administering the Student Academic Grievance Procedure.

Chairpersons of academic departments, academic program directors and selected staff plus the Dean of Academic Affairs (Chairperson, *ex officio*), the Associate Deans, the University Librarian, and the Registrar meet at least monthly throughout the academic year to advise the Dean and make recommendations on affairs which affect departmental and program operations in the University and to serve as a forum for deliberative planning and an exchange of information. Meetings serve as a communicative link not only between faculty and administration, but also (since it is the only body aside from the faculty in which all disciplines are represented) among the several academic departments of the University.

D. Plan for Faculty Organization

1. The Faculty

a. Faculty Membership

Official Roll

Individuals in the ranks of professor, associate professor, assistant professor, and instructor who hold a full-time appointment in an academic department or academic program, and also members of the professional library staff and the Director of the Richard F. Brush Art Gallery, are members of the faculty. The office of the Dean of Academic Affairs will maintain an official roll based on these criteria, with exceptions approved by Faculty Council and certified by the office of the Dean of Academic Affairs.

Faculty in Residence

Faculty in residence are those on the official roll but excluding those on sabbatical or other leaves.

Ex officio Members

The President of the University, *ex officio*, is a non-voting member of the faculty. The Dean of Academic Affairs, *ex officio*, is a voting member of the faculty.

b. Organization of the Faculty

The faculty will conduct its business through meetings involving the whole faculty, an elected Faculty Council, and a committee system. Faculty meetings are distinct from faculty-staff meetings. The latter may be held at the call of the President of the University or in such other ways as University organization may determine.

2. The Faculty Council

a. Definition of the Council

The Faculty Council is the chief elected deliberative body of the faculty.

b. Faculty Council Membership

Eleven elected faculty members, a group of seven holding the rank of professor or associate professor and a group of four holding the rank of assistant professor or instructor, will constitute the Faculty Council.

The President of the University, *ex officio*, is a non-voting member of the Faculty Council. The Dean of Academic Affairs, *ex officio*, is a voting member of the Faculty Council.

c. Eligibility Requirements

Eligibility to serve as a member of the Faculty Council is determined by the following criteria.

- A faculty member is eligible to serve on the Council after completion of one academic year of service on the campus. A faculty member is eligible to serve on the Council only when in residence.
- A faculty member may not stand for election if such election would result in more than four consecutive years of service on the Council.
- A faculty member may not serve on Faculty Council if he or she is serving on the Dean's Staff or the President's Senior Staff.

d. Term of Office

Members of the Faculty Council will serve two-year terms on a staggered basis, the terms of six members and five members expiring in alternate years. No member will serve for more than two consecutive terms. After a lapse of one year, a previous member of the Council is again eligible for election.

An individual who is elected to the Faculty Council as an instructor or assistant professor, and who is promoted to the associate or full professor rank while a member of the Council, will serve in the group to which elected until the expiration of that term of office.

e. Election Procedures

All regular and temporary faculty members as well as faculty-by-exception who are in residence are eligible to vote in Faculty Council elections.

Terms of office begin with the new academic year.

Procedures for the selection of nominees, voting, and election of Faculty Council members, are

governed by Faculty Council By-Laws.

f. Vacancies

Vacancies occurring during the first year of a two-year term will be filled, for the remainder of the term, by a special election.

A vacancy occurring with less than a year remaining in the term will remain unfilled until the next regular election.

g. Organization and Procedures of the Faculty Council

Officers

At the first meeting of the academic year, the Faculty Council will elect its officers by a majority vote of the entire Council. Nominators and nominees for offices will come from the Council membership excluding *ex officio* members with no restriction as to rank. The officers are Chairperson, Vice-Chairperson, and Secretary. Their terms are for one year. Their duties are governed by Faculty Council By-Laws.

Quorum

Eight elected members of the Faculty Council constitute a quorum.

Meetings

The Council will meet at least once a month during the academic year, with the exception of the winter break. The Chairperson or, in the absence of the Chairperson, the Vice-Chairperson, will convene all regular Council meetings. Additional meetings must be convened at the written request of: (1) the President of the University, (2) any three members of the Faculty Council, (3) fifteen percent of the faculty in residence. Any emergency meeting will be convened by the Chairperson of the Faculty Council, acting on behalf of the Council or at the request of the President.

Agenda

- **Preparation of the Agenda**

The agenda of all Faculty Council meetings will be prepared by the officers of the Council. Any person may suggest items to be placed on the agenda. An item must be placed on the agenda when requested by: (1) the President of the University, (2) the Dean of Academic Affairs, (3) any member of the Faculty Council, (4) an action of a faculty meeting, (5) a petition signed by 15 percent or more of the faculty in residence.

- **Distribution of the Agenda**

The agenda will be distributed to the faculty in advance of scheduled meetings of the Faculty Council. An emergency meeting may be convened without prior announcement to the faculty in residence, the agenda to include those items necessary to deal with the emergency.

Voting on Motions

- **Voting**

All actions of the Faculty Council will be taken by a majority of those present and voting. A

roll-call vote will be taken on all motions (as defined in the next paragraph) and a record of such votes distributed to the faculty with the minutes of each meeting.

- **Ordinary Procedure**

Motions are to be designated as routine or major. It is the prerogative of the Chairperson to rule on the designation of motions subject to the possibility of being overruled by a majority of the Council members present and voting. If a major motion arises in discussion at a particular meeting, a final vote on it must be delayed until a later meeting. Routine motions may be voted upon as they arise.

- **Extraordinary Procedure**

The rules specified in the preceding paragraph may be waived when the Council meets in response to an emergency. At such a meeting, it may take any action required to deal with the emergency.

Rules

The Faculty Council's rules of procedure will be based on *Robert's Rules of Order, 10th edition*.

Minutes

Minutes of all Faculty Council meetings will be kept as a part of the record of faculty actions.

- **Distribution**

The minutes of all Faculty Council meetings, except those recorded in executive session, will be distributed to faculty members following each meeting of the Council.

- **Approval of Minutes**

The first item of business at each Faculty Council meeting will be to amend and/or approve the minutes of the previous meeting.

Summer Executive Committee

The Summer Executive Committee will normally consist of the three current officers of the Council. If one or more of them are unable to serve, the Council will designate replacements, from current members of the Council. Actions of the Summer Executive Committee will be reviewed by the full Council in the fall.

h. Disposition of Faculty Council Action

Faculty Council Actions

The Faculty Council may take final action or refer matters to the faculty, the President, the Dean, other officers of the University, faculty committees, or university committees.

Faculty Referendum by Petition

Any action of the Faculty Council, except to refer a matter to the faculty, is subject to a referendum by the faculty. Such a referendum must be taken if, within twenty days after a Faculty Council action has been disseminated to the faculty, a referendum petition is presented to the Council signed by fifteen percent or more of the faculty in residence. The time from twenty days before commencement in the spring to the first day of classes in the fall will not be included in determining this twenty-day period. The petition will specify whether voting will take place at a faculty meeting or by a circulated written ballot. If the voting occurs at a faculty meeting, the required majority will be that specified for a major

motion under 3.f. In the case of a circulated ballot, a majority of those voting will be sufficient, provided that a majority of the faculty in residence has cast valid ballots.

3. Faculty Meetings

a. Call of Faculty Meetings

Faculty meetings may be called on a five-day notice by the President of the University, by the Dean of Academic Affairs, or by the Faculty Council acting on its own initiative or in response to a petition by fifteen percent of the faculty in residence. In an emergency a special meeting may be called without regard to the five-day restriction.

b. Rules

To chair its meetings the faculty will elect a presiding officer, in whose absence the chair will be taken by the Chairperson or Vice Chairperson of the Faculty Council. These meetings will be conducted according to *Robert's Rules of Order, 10th edition*.

c. Guests

Faculty meetings are normally closed except for an authorized representative of the Thelomathesian Society. Other guests may attend if they are invited by action of the Faculty Council or by majority vote of the faculty members present and voting at the meeting at which the decision is taken.

d. Quorum

The basis for a quorum will be 40% of the full-time regular faculty in residence.* Excluded from the quorum base, but not from voting, are:

- visiting faculty
- faculty by exception
- academic support personnel
- faculty in the Department of Intercollegiate Athletics and Recreation whose coaching responsibilities preclude attendance and who request to be excluded

*Currently faculty on leave, sabbatical leave and First Year Program leave are not included in "full time regular faculty in residence."

e. Agenda

Ordinary Procedure

The agenda for faculty meetings will be prepared by the Faculty Council. Except in the case of special meetings the agenda will be sent to all faculty members at least five days prior to the scheduled meeting.

Extraordinary Procedures

Although under ordinary circumstances the Faculty Council will determine the agenda for faculty meetings, the following extraordinary means of placing matters on the agenda are provided.

- **Faculty Petition**

Matters must be placed on the agenda of a specified faculty meeting if requested by a petition to the Faculty Council signed by fifteen percent or more of the faculty in residence.

- **Faculty Resolution**
Matters must be placed on the agenda of a later faculty meeting by a motion approved by a majority of those faculty in residence present and voting in an earlier faculty meeting.
- **University Officers**
The President of the University or the Dean of Academic Affairs may place items on the agenda.

f. Voting

Designation of Motions

Motions before a faculty meeting (other than those provided for in paragraphs 3.c. and 3.e) are to be designated as routine or major. It is the prerogative of the Chairperson to rule on the designation of the motion subject to the possibility of being overruled by a majority of faculty members present and voting.

Routine Motions

Routine motions may be voted upon as they arise. Routine motions will be passed by a simple majority of faculty members present and voting.

Major Motions: Delayed Vote

If a major motion arises in discussion at a particular meeting, a final vote on it must be postponed until a later meeting or must be taken by circulated mail vote no earlier than three days after the meeting. In a mail vote, passage of a major motion requires the affirmative vote of a majority of faculty members in residence voting, provided that a majority of the faculty in residence has cast ballots.

4. Faculty Committees and Faculty Members on University Committees

a. Establishment of Committees

The Faculty Council may establish faculty committees. The membership of faculty committees may be entirely faculty or may include students or administrators or both.

The Faculty Council may also participate in the establishment of university committees.

b. Appointment of Faculty to Committees and Appointment of Chairpersons

The Faculty Council may determine that faculty membership on a particular committee will be chosen by faculty election. Appointments of faculty to all other committees fall under the jurisdiction of the Faculty Council. The Faculty Council may also appoint chairpersons or conveners of faculty committees except elected committees.

c. Committee Agenda

Committee Charges

The Faculty Council will charge faculty committees. University committees will be charged by their sponsors.

Faculty Council

The Faculty Council, at the beginning of each academic year, and from time to time throughout the academic year, will specify general and/or particular topics for investigation and recommendation by faculty committees.

Faculty

The faculty, at a faculty meeting, may direct a faculty committee to investigate and make recommendations on a specific topic.

Committee Action

Each faculty committee may independently develop additional agendas for investigation and recommendation within the area of its jurisdiction.

d. Committee Reports

Committee Minutes

The Vice-Chairperson of Faculty Council as Chairperson of the Committee-on- Committees shall receive minutes of committee meetings.

Committee Reports

Completed reports and recommendations shall be sent to the Chairperson of Faculty Council.

Annual Reports

Annual reports, summarizing the activities of the committee during the academic year, shall be sent to the Vice-Chairperson of the Faculty Council.

5. Amendments to this Plan for Faculty Organization

a. Proposal of Amendments

Proposal by the Faculty Council

Following the same procedures required for action on a major motion (Paragraph 2.g), the Faculty Council may propose an amendment to this plan by a majority vote of those present and voting.

Proposal by Petition of the Faculty

An amendment to this plan may be proposed by a petition signed by fifteen percent or more of the faculty in residence

b. Adoption of Amendments

In whichever way an amendment to this plan for faculty organization is proposed, it must be submitted to a vote of the faculty for adoption. Voting must be by circulated written ballot. All faculty members on the official roll, whether in residence, on sabbatical leave, on leave of absence, or directing off-campus programs, may vote. The amendment will be adopted if it receives the affirmative vote of two-thirds of the faculty voting, providing more than fifty percent of the eligible faculty cast valid ballots.

E. Faculty Council By-Laws

The By-Laws enumerated below, in conjunction with the Plan for Faculty Organization, represent the procedures by which Faculty Council conducts its meetings and by which Faculty Council interacts with the committee structure, the faculty, and the administration. As operating procedures the By-Laws may be amended by actions taken by the Faculty Council. Such changes will be communicated to the full faculty for informational purposes. Objections to Faculty Council procedures should be raised in a regular faculty meeting by placing the item on the agenda.

Outline

- Section 1. Election Procedures
 - 1.1 Committee of Tellers
 - 1.2 Time of Elections
 - 1.3 Eligibility for Election
 - 1.4 Nominating Ballots
 - 1.5 Final Ballots
 - 1.6 Dana and Piskor Professorships

- Section 2. Operations of Faculty Council
 - 2.1 Duties of Faculty Council Officers
 - 2.2 Meetings
 - 2.3 Actions of Faculty Council
 - 2.4 Committee Structure
 - 2.5 Funding
 - 2.6 Petitions

- Section 1. Election Procedures
 - 1.1 Committee of Tellers. All faculty elections are overseen by a teller appointed by the Faculty Council and at least two assistant tellers appointed by the teller. No member of the Committee of Tellers may be a candidate for election and not more than one may be a member of Faculty Council, Professional Standards Committee, or a faculty delegate to the Board of Trustees.
 - 1.2 Time of Elections
 - 1.21 Elections for Faculty Council and Professional Standards Committee are held annually in the spring. Election of a faculty delegate to the Board of Trustees is held in the spring when a vacancy occurs.
 - 1.22 The order of elections will be faculty delegate, then Professional Standards Committee members, and finally Faculty Council members.
 - 1.3 Eligibility for Election
 - 1.31 Each faculty member eligible to run (See Plan For Faculty Organization 1.a and 2.e) in an election will be sent a written statement confirming eligibility prior to the election.
 - 1.32 Faculty members may remove their names from the nomination ballots by notifying the chairperson of the Committee of Tellers, in writing, within one week of receiving their eligibility statement.
 - 1.33 Faculty members on sabbatical, leave of absence, or directing off-campus programs and eligible to stand for nominations will be contacted separately, and earlier, to determine preferences.
 - 1.34 Faculty by exception are eligible to vote in elections but are not eligible to hold office. Faculty Council will grant Faculty-by-Exception status to those full-time academic and other support personnel who are certified by an academic department as having a substantial responsibility for the teaching and evaluation of students in at least one credit-bearing course per year.
 - 1.4 Nominating Ballots

- 1.41 Nominating ballots will be composed of all eligible faculty who choose to stand for election. Names will appear in alphabetical order.
 - 1.42 For Faculty Council elections, faculty will be divided into two groups according to rank; one group will consist of full and associate professors and other members of the faculty who have worked at St. Lawrence University for at least 7 years, the other, of all other members of the faculty. Each faculty member eligible to vote is entitled to vote for individuals in both groups, regardless of the group to which the faculty member belongs.
 - 1.43 Nomination ballots are sent to all faculty members eligible to vote with a due date to be returned to the Tellers.
 - 1.44 In faculty delegate nominations, four votes may be cast. In Faculty Council and Professional Standards Committee nominations, two votes may be cast for each vacancy. No more than one vote can be given to any one nominee. A ballot is void if more than the maximum number of votes is cast.
 - 1.44 The committee of Tellers will count the nomination ballots and prepare and distribute the final ballot which will consist of the names of the faculty receiving the largest number of votes (See 1.52 of these By-Laws).
- 1.5 Final Elections
- 1.51 Final elections will take place within two weeks of the voting for nominees.
 - 1.52 On faculty delegate ballots, four names will appear. On Faculty Council and Professional Standards Committee ballots, twice the number of names will appear as there are vacancies. In case of a tie for the last candidate on the ballot, both names will be included.
 - 1.53 Final ballots are sent to all faculty eligible to vote with a due date to be returned to the Tellers.
 - 1.54 On the final ballot for faculty delegate, two votes may be cast. On the final ballots for Faculty Council and Professional Standards Committee, one vote may be cast for each vacancy. No more than one vote can be given to any one candidate. A ballot is void if more than the maximum number of votes is cast.
 - 1.55 The Committee of Tellers will count the final ballot. In the case of a tie, the Chairperson of the Committee of Tellers, in the presence of the rest of the committee, will resolve the tie by the flip of a coin.
 - 1.56 The results of these elections are reported to the Secretary of Faculty Council by the Chairperson of the Committee of Tellers.
 - 1.57 Newly-elected members take office the following fall, but may attend meetings of the Faculty Council or Professional Standards Committee as non-voting members after their election in the spring.
 - 1.58 In the faculty delegate election, the candidate with the most votes is named the faculty delegate. The candidate with the second most votes is declared the alternate, and fulfills the duties of the faculty delegate on occasions when the delegate is unable to serve.
- 1.6 Dana and Piskor Professorships. Faculty Council oversees the selection of Dana and Piskor Professorships according to guidelines developed especially for those purposes.

Section 2. Operations of Faculty Council

2.1 Duties of Faculty Council Officers

2.11 Chairperson

- 2.111 Chairs Faculty Council meetings.
- 2.112 Prepares agenda, in consultation with the Executive Committee and/or other members of Council and is responsible for its distribution to the faculty.
- 2.113 Delegate to Board of Trustees (Fall, 1985).
- 2.114 Member of the Priorities and Planning Committee.
- 2.115 Member of Piskor Lectureship Committee and Member of J. Calvin Keene Award Committee.
- 2.116 Represents Faculty Council at academic and social events at which Faculty Council participation is desired.
- 2.117 Represents Faculty Council in conference committees.
- 2.118 Receives completed reports and recommendations of committees.
- 2.119 Prepares a year-end report of Faculty Council activities.

2.12 Vice Chairperson

- 2.121 Assumes the duties of Chairperson in the absence of the Chairperson.
- 2.122 Faculty representative to the Associated Colleges.
- 2.123 Chair of Committee on Committees.
- 2.124 Member Piskor Lectureship Committee.
- 2.125 Member Maslow Award Committee.
- 2.126 Receives annual reports from all committees and is responsible for collecting and monitoring the minutes of the committees that report to the Faculty Council.

2.13 Secretary

- 2.131 Responsible for the official correspondence between Faculty Council and other persons or bodies.
- 2.132 Coordinates the production and distribution of the minutes of the Faculty Council and Faculty meetings.
- 2.133 Responsible for periodic updates of the Faculty Handbook on behalf of Faculty Council.
- 2.134 In the absence of both the Chairperson and Vice Chairperson, the Secretary shall assume the responsibilities of the Chairperson.

2.14 Executive Committee

- 2.141 The Executive Committee consists of the Chairperson, Vice Chairperson and Secretary of Faculty Council.
- 2.142 The Executive Committee, or its designated replacements from Faculty Council, will act for the Faculty Council during the summer adjournment.
- 2.143 All actions of the Executive Committee must be reviewed by the new Faculty

Council in the fall.

- 2.144 During periods of academic recess, the Executive Committee is empowered to act on behalf of the faculty. A full report of its actions will be made to the faculty at the resumption of university activities.

2.2 Meetings

- 2.21 Faculty Council normally meets three out of every four weeks during the academic year. (See also 2.g. of Plan For Faculty Organization.)
- 2.22 The day and time of the regular meetings will be at the convenience of the elected members of the Faculty Council.
- 2.23 The first meetings of the academic year is called by the Chairperson (or designee) of the previous Council and conducts the election of new officers. (See also 2.g. of Plan For Faculty Organization.)
- 2.24.1 A recorder, who is not a member of Faculty Council, takes notes and prepares the minutes of each meeting. A Council member is designated assistant secretary and reviews the minutes prepared by the recorder before delivering them to a secretary designated to review and distribute the final minutes. Council officers are exempted from acting as the assistant secretary. The minutes of the past meeting and agenda of the next meeting are distributed to all faculty prior to the following meeting.
- 2.26 Appropriate documents and reports may be appended to the council minutes with the majority approval of Council members.
- 2.27 Meetings of Faculty Council are open to all faculty members, except when meeting in executive session.

2.3 Actions of Faculty Council

- 2.31 Procedures: At the discretion of the Chair, routine actions of the Faculty Council, including the call for a faculty meeting, may be taken by E-mail voting. The call for a vote must be sent to all members with a return receipt. Two thirds of the elected members must respond and any members may object and move a vote to a regular meeting.
- 2.32 Order of Business
- 2.321 The first item of business will be to amend and/or approve the minutes of the previous meeting.
- 2.322 Announcements and reports by the Chairperson, Vice Chairperson, Secretary, Dean of Academic Affairs, and President.
- 2.323 Old Business: Action is taken on agenda items, reports and motions previously tabled and/or distributed to Faculty Council members for study prior to meeting time.
- 2.324 New Business: Distribution of new reports and motions. A minor or routine motion may be acted upon immediately, but a major motion is normally tabled and a final vote delayed to a later meeting. (See 2.g. of Plan For Faculty Organization.)
- 2.325 Members' Time: Questions may be raised and statements made without recourse of formal motions.

2.4 Committee Structure

- 2.41 Definition of Committees. For the purposes of the following sections, the term

"Committee" shall be construed to include any body or position which the Faculty Council creates or participates in.

2.42 Committee on Committees

2.421 The Committee will consist of the Vice Chairperson of the Council as Chair and at least one other Council member.

2.422 The Committee on Committees works with Thelmo and the administration concerning University committee membership ratios, charges, and committee chairpersons.

2.43 Committee Membership

2.431 The Committee solicits committee preferences from the faculty and nominates faculty members for service on all faculty and University committees not subject to faculty election or designated appointments.

2.432 The selection of committee members will be governed by the following criteria.

- a. Insofar as possible, the wishes of faculty members regarding committee membership will be respected.
- b. To provide for continuity, the Committee on Committees will attempt to reappoint at least one member of the current year's committee to the next year's committee.
- c. If possible, all faculty members, except those in their first year of employment with the University, those on sabbatical leave or leave of absence, and those who are deemed to have legitimate reasons, will serve on at least one committee.
- d. Normally, no faculty member will serve on more than two committees (excluding Department Chairpersons or Program Coordinators).
- e. Where applicable, an attempt will be made to represent disciplines, various faculty ranks, and experience in committee appointments.

2.433 The slate of faculty nominees and subsequent replacements must be approved by the full Faculty Council.

2.434 Committee preferences are generally obtained in the spring after the election process is completed, and tentative faculty membership lists are approved by Council prior to summer adjournment. Most committee memberships take effect at the beginning of the fall semester.

2.44 Chairpersons. The method of selecting Chairpersons of Committees which fall under Faculty Council jurisdiction (according to Section 4 of the Plan for Faculty Organization) shall be determined by the Faculty Council.

2.45 Committee Terms. Appointments to faculty and University committees are for two years.

2.5 Funding. Funds for the operation of Faculty Council and its activities are obtained from a budget under the jurisdiction of the Vice President and Dean of Academic Affairs.

2.6 Petitions. Under the terms of Sections 2.g., 2.h., 3.a., 3.e., or 5.a. of the Plan for Faculty Organization (as amended 03/08/01), the Faculty Council shall accept petitions that bear handwritten signatures or individual endorsements sent by email.

F. Standing Committees Involving Faculty

1. Appointed Committees

Academic Advising Committee

Membership: Eight faculty members, two students, the Associate Dean of Academic Advising, the Associate Dean of the First Year, and a representative of the Department of Intercollegiate Athletics and Recreation. The committee will be chaired by a faculty member. One of the faculty members will be a member of the Health Careers Committee.

Charge: The committee will work with the Director of Academic Advising to discuss issues and make recommendations regarding academic advising. The committee will discuss ways to make advising more effective at St. Lawrence University and to build an advising program that emphasizes the cultivation of student agency in the crafting of their evolving academic plans. The committee shall make recommendations regarding the multifield major program, and shall approve or deny student requests to pursue a multifield major, in accordance with established policy. In consultation with the Education Department, the committee will monitor the effectiveness of the University's Teacher Education Programs in achieving their stated objectives and will approve or deny applications for students intending to enroll in the Professional Semester.

Academic Affairs Committee

Membership: Eight faculty members, three students, and the Dean of Academic Affairs. The Registrar serves as a resource person. The committee will be chaired by a faculty member. The chair of the committee will serve as the faculty representative to the Academic Affairs Committee of the Board.

Charge: The committee shall serve two kinds of functions: long-range planning and evaluation of the academic program, in collaboration with the dean and the faculty, and review of specific changes to the curriculum. In light of the university's mission, aims and objectives, the committee approves and disapproves new courses and new minor programs, as well as reviewing and making recommendations to the faculty on new majors or other alterations in the curriculum. The committee has responsibility for monitoring, evaluating, and proposing changes in the university's graduation requirements to serve the ends of liberal education.

Academic Honor Council

Membership: Three faculty members; at least six, but not more than ten, students. One of the students shall serve as chairperson.

Charge: This committee's task and functioning are provided for in Section IV. Faculty Obligations and Responsibilities, Paragraph A(2).

Academic Petitions and Standing Committee

Membership: Four faculty members, the Dean of Academic Affairs, the Director of Academic Advising, and the Associate Dean of the First Year program. The Registrar, the Coordinator of Academic Achievement, the Coordinator of Academic Support, the Judicial Officer, the Director of Multicultural Affairs, and the Director of HEOP serve as resource people. The committee will be chaired by a faculty member.

Charge: The committee shall discharge the faculty's responsibility "to pass upon the probation, separation, and re-admission of students for reasons of scholarship" as stipulated in Article 6.3.b of the By-Laws of the University. The committee shall also review the guidelines and procedures on academic standards and, when necessary, recommend changes.

A subcommittee of one faculty member, the Registrar, and the Director of Academic Advising shall hear academic petitions, and the Associate Dean for Faculty Affairs shall join the subcommittee for these hearings. This subcommittee may waive, upon individual student petition, academic requirements.

Budget and Finance Committee

Membership: Four faculty members, two administrators, two students, and the Vice-President for Finance. The committee will be chaired by a faculty member. The chair of the committee will serve as the faculty representative to the Budget and Finance Committee of the Board.

Charge: The committee will review significant financial management policies and issues, including proposals for cost-cutting or revenue enhancement, and will make recommendations as appropriate. The committee will monitor the implementation of salary policies, pricing policies, and benefit packages, and will be the committee responsible for considering any proposed changes to such policies or packages. The committee will review the annual operating budget; a faculty member from the committee will participate with senior administrators in the creation of the annual capital budget. This committee should maintain communication and coordination with the Institutional Strategy and Assessment Committee. In particular, this committee should report regularly to the Institutional Strategy and Assessment Committee on the long-term budget forecasts.

Building, Grounds and Campus Support Committee

Membership: Four faculty members, four administrators, four students, and the Vice President for Administrative Operations. The Director of Facilities Operations serves as a resource person. The committee will be chaired by a faculty member. The chair of the committee will serve as the faculty representative to the Architecture and Physical Plant Committee of the Board.

Charge: The committee shall review the Campus Master Plan on an ongoing basis and shall make recommendations respecting the aesthetic, physical, and environmental maintenance and improvement of campus buildings and grounds. The committee shall be kept informed about campus building and renovation projects during the planning and construction phases in order to represent both the vision expressed by the Master Plan and the needs of the broader campus community. The committee shall also serve as a discussion venue and make recommendations as appropriate on any other items related to facilities and campus support issues.

Committee on Gender Equity and Sexuality

Membership: Four faculty members, three administrators, two students, two non-exempt employees.

Charge: The committee on Gender Equity and Sexuality shall identify issues that require improvement in the understanding and acceptance of students, faculty, and staff in the areas of gender equity, sexuality, and family. The committee shall study these issues and make recommendations via Faculty Council in order to promote a campus-wide climate of acceptance, safety, and empowerment.

Committee on International and Intercultural Studies

Membership: Nine faculty members, two students, the Associate Dean for International and Intercultural Studies, and the Associate Dean for Diversity and Social Justice. The departmental representatives shall serve two-year terms at the end of which their positions will become open. Faculty Council shall nominate new departmental representatives with preference given to those departments not presently serving on the committee.

Charge: The committee will assist and advise the Associate Dean of CIIS in fostering the quality and inclusiveness of academic programs in relation to study abroad and on-campus curriculum pertaining to international, intercultural, and global studies. Part of the committee's work is to envision and create synergies among area studies, global studies, other academic departments, and the intercultural dimensions of Student Life. The committee's concerns include the numbers, presence, and well-being of international students and faculty, on and off-campus curricular offerings, student and faculty grants offered through CIIS, the selection of off-campus directors and coordinators, the addition or subtraction of off-campus programs, periodic reviews of off-campus programs in a seven-year rotation, and outreach to the broader campus community. Given the overlap in their concerns with cultural diversity, the committee should have regular communication with the Multicultural Affairs Committee.

Conservation Council

Membership: Three faculty members, two administrators, and three students. The committee will be chaired by a faculty member.

Charge: The Conservation Council's primary concern is with energy use and conservation on the University campus. Its function is to lead a concerted effort throughout the University to reduce energy consumption, with a combination of short-range, intermediate, and long-range goals.

Educational Technologies Committee

Membership: Four faculty members, the Director of Educational Technologies, the Director of the Newell Center for Arts Technology, the Director of the Center for Teaching and Learning, and two students.

Charge: The Educational Technologies Committee will serve the SLU community by exploring and facilitating uses of information technology in teaching and learning that are consistent with the university's aims and objectives. This will include 1) developing avenues of communication between faculty and the relevant information technology personnel, organizations and committees; 2) developing an awareness on campus of models that successfully integrate information technology into diverse curriculums; 3) assisting information technology staff in addressing teaching and learning issues; 4) advising information technology staff and other relevant committees on the creation, organization, and use of campus spaces and resources devoted to the use of technology in the classroom and curriculum; 5) working with the Information Technology Advisory Committee on campus-wide issues that affect teaching and learning technologies; 6) helping the SLU community to develop a broad understanding of the role of technology in education.

Faculty Development Committee

Membership: Eight faculty members, two students, the Associate Dean of the First Year, the Associate Dean for Faculty Affairs, the Director of the Center for Teaching and Learning, a representative from the Office of Corporate and Foundation Relations, and the Director of Educational Technologies. The committee will be chaired by a faculty member.

Charge: The committee shall make recommendations concerning the practices and policies of the University as they affect the professional growth of the faculty. To help promote a campus-wide climate that values scholarship and fosters professional achievement, the committee will review proposals for Large Faculty Grants, organize the Faculty Forum series, and work with the Office of Corporate and Foundation Relations to bring opportunities related to external grant funding to the campus community. To help promote a campus-wide climate that values outstanding teaching, the committee will work closely with the Director of the Center for Teaching and Learning.

Faculty Life Committee

Membership: Seven faculty members, at least four of whom must be tenured.

Charge:

- 1) The committee shall represent the faculty in matters bearing upon the professional activities and status of faculty members. The committee shall also represent the faculty and their families' quality of life, welfare, and security. Matters that should be considered include but are not limited to morale, salary, and health care and other compensation.
- 2) The committee shall recommend legislation to address the matters outlined in (1) as they deem appropriate.
- 3) This committee shall work with the Administrative Life Committee, when that committee is active, in matters of common concern.
- 4) The committee shall report the status of the St. Lawrence faculty salary structure in relation to the New Comparison Group to the Faculty annually.
- 5) The committee will submit an annual report to the full faculty on the status of faculty life at the University.

Information Technology Committee

Membership: Four faculty members, three administrators, two students, two clerical staff, the Director of the Newell Center for Arts Technology, and one Co-Chief Information Officer. The committee membership shall have some overlap with the membership of the administrative technology committee.

Members of the IT department will serve as resource persons as appropriate. The committee will be co-chaired by a faculty member and an administrator. The faculty chair of the committee will serve as the faculty representative to the Information Technology Committee of the Board.

Charge: The Information Technology Committee shall work with the members of the IT department to review and make recommendations on the University's annual and long-term IT goals, including those for teaching and learning, and the performance, practices, and policies of the IT department. The committee's areas of concern include: 1) to help the members of the IT department review and revise the long-term strategic plan for University IT resources; 2) to provide advice to the members of the IT department on the purchase and implementation of new hardware and software, including the education and training of campus users; 3) to recommend to senior staff the priority of the annual capital budget requests based on their cost and benefit to the University; 4) to assist members of the IT department in the development and revision of any University information technology policy document; and 5) to offer feedback on the performance, practices, and policies of the IT department, including actively soliciting input for that purpose from the campus community each semester through either email requests or public forums. Other agenda items relevant to Information Technology may be brought to the committee by any member of the campus community.

Institutional Strategy and Assessment Committee

Membership: Five faculty members, two administrators, three students, the President, the Dean of Academic Affairs, and the Vice President for Finance. The Director of Institutional Research serves as a resource person. The committee will be chaired by a faculty member.

Charge: The committee will discuss, evaluate, and propose institutional strategy, taking into account the results of our institutional research program and shaping our ongoing efforts at outcomes assessment. It will advise the president on strategic issues and strategic planning, with such advice rooted in its understanding of our institutional research and outcomes assessments. Strategic planning must be tightly connected to the University's resource planning and resource allocation decisions, both operating and capital, so this committee will examine frequently and make recommendations regarding a multi-year strategy for the University's finances. This committee should maintain communication and coordination with the Budget and Finance Committee. In particular, the Budget and Finance Committee should be asked to analyze and report back on the budgetary implications of any long term strategic plans.

Library and Art Gallery Committee

Membership: Six faculty members, one IT staff member, one administrator, two students, the University Librarian, and the Director of the Richard F. Brush Art Gallery. A faculty chairperson selected by the committee will convene the group. In addition, as non-voting members, library and art gallery staff shall serve as permanent resources for the committee attending meetings when their expertise is needed for a particular topic.

Charge: The committee shall make recommendations concerning the university collections housed in the library and art gallery and their developments, the allocation and use of services, technology, and annual acquisition budgets. "Collections" discussed in committee work may comprise prints, art and digital collections in various media formats including video, music and image collections used in teaching. Recognizing that various departments have administrative oversight over certain collections, the committee will involve those departments in the decision making process when working on broader institutional initiatives. In addition, the committee will assist in the long range planning of the library and art gallery programs as they relate to the educational mission of the university. The committee will also offer the library and art gallery feedback on the achievement of the respective educational missions including both practices and policies by actively soliciting input from the campus community.

Scholarships, Fellowships, and Grants Committee

Membership: Nine faculty members, optimally from different academic divisions, and the Associate Dean of Academic Advising.

Charge: The committee will serve as the selection committee for Tanner Fellowships, SLU Fellowships, and other Fellowships as appropriate. In addition, the committee will assist the Associate Dean of Academic Advising in maintaining information on St. Lawrence University, state, national, and

international scholarships, fellowships, and grants; in publicizing these opportunities; in soliciting applicants; and in advising and evaluating interested students. The Office of Academic Advising will provide administrative support for the committee.

Spiritual and Religious Life Committee

Membership: At least three of each of the following: faculty, students, and administrators or staff, including the Chaplain.

Charge: The committee shall make recommendations respecting aspects of University policy that touch on the spiritual lives of people in the community. The committee shall also seek to promote understanding of religious, ethical and spiritual matters by organizing forums and lectures, and sponsoring interfaith services. The committee shall also organize the Harold H. Niles Lecture.

Student Life Committee

Membership: Four faculty members, two administrators, four students, and the Dean of Student Life. The committee will be chaired by a faculty member. The chair of the committee will serve as the faculty representative to the Student Life Committee of the Board.

Charge: The committee will work with the Vice-President and Dean of Student Life to increase faculty and student awareness of and input in the area of Student Life. The committee will serve as a sounding board and provide feedback in all areas of student life, and will discuss policies and analyze data on a regular basis in the areas of security, the judicial system, residential learning communities, co-curricular education/programming, and career services. In addition to these regular discussions, other agenda items relevant to Student Life may be brought to the committee by the Vice-President and Dean of Student Life, any member of the committee, Faculty Council, or Thelmo.

University Advancement Committee

Membership: Three faculty members, three administrators, three students, and the Vice-President for University Advancement. The committee will be chaired by a faculty member. The chair of the committee will serve as the faculty representative to the Advancement Committee of the Board.

Charge: The committee will work to increase faculty and student awareness of, input in, and contributions to the area of University Advancement. At least one committee meeting a year will be devoted to a discussion in each of the following areas: 1) Fundraising benchmarks and integration of University priorities with fundraising aspirations, 2) Alumni, donor, and parent relations and stewardship, 3) University communications, 4) Corporate and foundation relations. As appropriate, the committee will work with advancement staff to implement the faculty, staff, and student campaigns with a focus on broad participation. Other agenda items relevant to University Advancement may be brought to the committee by the Vice-President for University Advancement, any member of the committee, Faculty Council, or Thelmo.

2. Committees Staffed on a Rotating Basis

Conflict Resolution Committee

Membership: 12 tenured faculty members, assigned on a rotating basis from all tenured faculty members. The committee will be convened as needed by the Associate Dean for Faculty Affairs.

Charge: The committee shall be responsible for attempting to resolve conflicts arising in an academic context involving faculty, students, and administrative staff, and to convene hearing boards according to the provisions of the Procedures for Resolving Conflict in an Academic Context. The committee shall function as a Faculty Grievance Committee as provided for under the “Faculty Grievance Procedure” (section III, H of the Faculty Handbook).

3. Appointed Positions

Faculty Teller

University Marshall

Faculty Athletics Representatives

Membership: Two faculty members, one male, one female, appointed by the University president.

Charge: This is an NCAA mandated position. The individual serves as an advisor to the president on matters related to intercollegiate athletics, as an institutional representative to the NCAA and the conferences in which St. Lawrence competes, and as a liaison between the faculty and the Department of Intercollegiate Athletics and Recreation. Specific duties include attending staff, conference, and national meetings as required, serving on search committees for certain head coach positions, and supervising the nomination of student athletes for various NCAA scholarships.

Faculty Representatives on Board of Trustees Committees

Membership: One member, normally the chairperson, from the campus committees corresponding to the following Trustee committees: Architecture and Physical Plant (Buildings ,Grounds and Campus Support); Budget and Finance (faculty co-chair, Budget and Finance); Student Affairs (Residential Programs and Initiatives); Information Technology (Information Technologies Advisory). Two members to Academic and Faculty Affairs (Academic Affairs), one member being a junior faculty member. One member at large (with no stipulation) for each of the following Trustee committees: University Honors; University Advancement; Enrollment; Investment.

4. Elected Committees

Faculty Council

(See Section II.D.2)

Professional Standards Committee

(See Section III.D.2)

5. Elected Positions

Faculty Delegates to the Board of Trustees

Membership: One elected at large and one the Chairperson of Faculty Council; the term of the elected Delegate will be two years and re-election to a consecutive term is not allowed. A faculty member may not serve as Faculty Delegate if he or she is serving on the Dean's Staff or President's Senior Staff.

6. Committees/Positions outside the formal University Governance System

Discriminatory Harassment Hearing Board

See Section III J

Special Hearing Board

Membership: Twelve members of the St. Lawrence community plus the Associate Dean of Student Life (or a designee appointed by the Associate Dean of Student Life). Eight of the twelve will be faculty members. Three members of the Board are chosen to hear each case.

Charge: The Special Hearing Board conducts hearings in complaints of alleged sexual misconduct. The Special Hearing Board also conducts hearings in complaints of sexual harassment that are forwarded to it by the Associate Dean of Student Life or by the Special Assistant for Equity Programs. The Special Hearing Board makes appropriate recommendations based on a preponderance of information presented in complaints of alleged sexual misconduct. The Special Hearing Board also makes appropriate recommendations based on a preponderance of information presented in complaints of sexual harassment.

Safety Committee

Membership: All members are appointed by the University President. The committee will include representatives from the Faculty, Administration, Student Body, SEIU (2) and CSEA (2). The Director of Security and Safety participates in an *ex officio* position. The University Health and Safety Officer chairs the committee, and the Radiation Safety/Laser Safety Officer is a permanent member of the committee.

Charge: Lengthy charge on file with the University Health and Safety Officer.

Radiation Safety Committee

Membership: Committee members, appointed by the University President in collaboration with the Radiation Safety Officer (committee chair *ex officio*), must include an administrative representative and faculty/staff members with radiation expertise.

Charge: State and Federal codes determine the charge, which is on file with University's Radiation Safety Officer.

Animal Care and Use Committee

Membership: According to government guidelines, the IACUC membership is appointed by the President of the institution and must be capable of representing the needs of the institution regarding the use of animals in teaching and research and society's concerns regarding the welfare of the animals. The committee must consist of no fewer than three faculty members who possess sufficient ability and expertise to assess animal care, treatment and practices in research and teaching; one faculty member who is unrelated to departments that use animals; one community member who is unrelated to the institution; and one doctor of veterinary medicine.

Charge: The IACUC reviews all teaching and research proposals (including projects supported by external funds) that intend to involve animals that are under state and/or federal regulation. The review process is to ensure that animals receive appropriate care and are not subjected to unnecessary hardship. The IACUC is also responsible for inspecting animal health, housing facilities, and related equipment and drugs. These inspections are completed to ensure that compliance with state and federal guidelines (on file with the chairperson) has been achieved and maintained.

Institutional Review Board for Human Subjects Research

Membership: The seven member IRB consists of faculty and at least one member from the Canton community who is not affiliated with the University and includes at least one female member. The membership of the SLU IRB has to be approved by the State IRB.

Charge: The SLU Institutional Review Board (IRB) reviews all research involving human subjects initiated by SLU faculty, staff and students (regardless of the site where the research takes place) or any other research which is conducted on the SLU campus. This review process is completed to determine if a research project is in compliance with state and federal regulations regarding research involving human subjects. SLU also has a University policy, which states: "Neither the members of

the institutional review board nor the University are responsible for research performed without the approval of the Institutional Review Board.” If a research project involves subjects at risk, such as minors or a prison population, the SLU IRB is required to send the project to the State IRB for review. In sum, the SLU functions to review all human subjects research originating at SLU and reports to the State IRB. If SLU did not have an IRB committee that met with State approval, all research would have to be sent to Albany for review, a process that usually takes between 2-6 months to complete. If research is not reviewed by an IRB, the research has violated both the New York State Public Health Law, Article 24-A and the Code of Federal Regulations, Title 45, Part 46.

Judicial Appeals Board

Membership: Two faculty members, two administrators, four students.

Charge: The Judicial Appeals Board, composed of students, faculty, and administrators, hears appeals from students who are aggrieved by decisions of the Student Judicial Board. These appeals are usually made on the basis of perceived violation of procedure, new evidence, punishment excessive for the offense, and the like. Recommendations from the Judicial Appeals Board are sent to the Vice President and Dean of Student Life, who then makes the final decision and notifies the student charged and the Chief Justice of the Student Judiciary Board. The President of the University is informed in cases of suspension or expulsion.

Health Careers Committee

Membership: Ten faculty members.

Charge:

- 1) advise students who are interested in a career in one of the health professions.
 - a) to keep lists of interested students on file so that mailing and/or advisement lists can be generated as needed
 - b) to help students develop academic programs commensurate with their specific interests in the health professions.
 - c) to maintain up-to-date publications on admission requirements and application procedures for the various health professions.
 - d) to serve as the academic advisor for as many of the students interested in the health professions as possible.
- 2) to interview and write letters of recommendation for those students interested in applying to medical, dental, osteopathic, optometry, and veterinary schools.
- 3) to keep current with the changing demands of the professional schools offering degrees in related health areas.
 - a) to have individual members of the Committee periodically visit medical and dental schools.
 - b) to have representatives of the Committee attend the regional and national meetings of the National Association of Advisors for the Health Professions.
- 4) to maintain communication between the Committee and the Premed Club, so as to offer suggestions on programs, speakers, etc.

G. Student Organization

1. The Student Body

The University’s enrollment is approximately 2000 undergraduate and 100 graduate students, with nearly an equal number of men and women. Geographically, about half the undergraduate student body comes from New York State; three percent come from Canada and about 20 other countries, and the remainder come from about 34 states. The U.S. region most often represented is the Northeast with over 80%. St. Lawrence is a

residential community; undergraduate students have the option of living in residence halls, theme cottages or Greek houses. Specific information on student opportunities and responsibilities can be found in the current *Student Handbook*.

2. Student Government

Student self-government rests in the Thelomathesian Society, which has operated continuously since 1863. In addition to making recommendations to other constituencies and bodies of the University, its Senate maintains its own committee system, appoints student members of joint committees of the University, and levies a student fee, which it allocates to those student organizations that it recognizes. Representatives to the Thelomathesian Senate are elected at large from the student body.

Student residential government consists of house councils, and the Interfraternity and Panhellenic Councils, which formulate and impose joint policies of the fraternities and sororities. There is also a Student Judiciary Board, which hears and coordinates cases of student social infractions.

III. FACULTY PERSONNEL POLICIES

Original and updated policy statements are available through the Dean's Office and the Office of Equity Programs/Office of Associate Vice President for Human Resources. Only those academic policies of greatest relevance to the faculty are reproduced here.

A. Affirmative Action

St. Lawrence University is an Affirmative Action/Equal Employment Opportunity employer. For more details, click on the following link to see the University's [Nondiscrimination Policy](#).

B. Appointment Policy

1. General Policy of Appointments (Revised 02/04)

This policy of St. Lawrence University defines the appointment status of the instructional staff by means of the following statements. Appointment agreements are made in writing in accord with the policies defined herein. It is the University's intention to fill all positions with persons qualified to pass successfully through the probationary period to tenure status.

Temporary, Lecturer or Senior Lecturer appointments do not lead to tenure consideration.

Appointment Categories

Regular Appointments: Those members of the instructional staff who, by reasons of their qualifications are appointed full-time to one of the four academic ranks of Instructor, Assistant Professor, Associate Professor, or Professor, constitute the Regular instructional staff of the University. Regular staff appointees are eligible for tenure.

The probationary or pre-tenure period at St. Lawrence shall not exceed seven years. In the event of previous full-time teaching experience, the allowable previous service is recorded on the appointment letter at the time of appointment (see Tenure Policy, III.D.1.).

During the probationary period, *Regular* appointments are renewable appointments carrying fringe benefits established by University policies. The University's standards of notice to non-reappointment (see III.D.1) apply to Regular appointments.

The title assigned at the time of appointment includes the department or program in which the appointment occurs (for example, Assistant Professor of History) unless appointment arrangements are specifically different.

Temporary Appointments: Those members of the instructional staff who are not appointed to Regular positions, but who are otherwise formally appointed to teach full time, constitute the Temporary instructional staff of the University. Temporary appointments carry no tenure rights and limited fringe benefits in accordance with Section 2 of this policy. Notice of non-appointment is not required. Temporary appointments are renewable one year (or fraction of a year) appointments but cannot be extended beyond three years. Temporary appointments may include replacements for leaves, visiting scholars, exchange professors, late resignations, or persons appointed to instructional positions funded by foundation, governmental, research or other grants or contracts.

The titles assigned at the time of appointment include the ranks listed under Regular Appointments, each rank title to be preceded by Visiting, or Distinguished; or Artist, etc. in Residence. Full voting rights within the plan for Faculty Organization are accorded those with Temporary status.

Lecturer and Senior Lecturer Appointments: These continuing non-tenure track part-time appointments will be defined as less than full time and non-tenurable and will carry the title Lecturer or Senior Lecturer. These appointments will include eligibility to participate in faculty development grants and projects at St. Lawrence University, assurance of continued employment in the form of renewable three-year appointments, and, for those teaching half-time or more, full health benefits, pro-rated professional travel funds, and faculty voting rights. Faculty members in these appointments would be expected to do departmental or program service and to serve as advisors if they teach in the fall semester of the First Year Program. These appointments would be offered only to faculty who have already demonstrated excellence in teaching at St. Lawrence University and who have the appropriate terminal degree. Requests for these appointments will come through the normal Academic Affairs position request process. Requests will be evaluated based on departmental and program needs and the qualifications of the candidate. Starting salary for Lecturers will be comparable to the adjunct pay for the courses being taught and they will receive annual salary percentage increases equal to those of full-time faculty. Senior Lecturer positions would carry a salary prorated to that of a visiting assistant professor. Criteria for promotion to Senior Lecturer will include excellence in teaching, research, and community service.

Candidates for senior lecturer will be reviewed by PSC. Lecturers will be eligible to apply for promotion to Senior Lecturer after two three-year appointments as Lecturer. All Lecturers and Senior Lecturers will undergo an annual review process.

Special 2/3-time Tenure-Track Appointments: Full-time faculty and their partners may apply for special 2/3-time tenure-track positions. These appointments will be available exclusively to partners as partners are defined under University qualifications for health insurance. The current fulltime faculty member must be on a tenure-track line or be tenured; the partner must demonstrate evidence

of teaching excellence at SLU and promise of scholarship and service comparable to that of a normal tenure-track hire. The individual who is in such a full time appointment will drop down to 2/3rd of his or her current appointment and the partner will then receive a 2/3rd appointment. These appointments can be in different and multiple departments/programs. Proposals that involve contributions to interdisciplinary University programs will be given special consideration in the review process. The tenure clock will be prorated on the basis of units taught; thus the default probationary period would be nine years. Both partners in this case may receive tenure, but each person will stand independently for tenure so that one may fail to receive tenure and the other will still be employed. The faculty member who reduced from a full time appointment could resume that appointment full-time if the other person quits his or her job for any reason, including being denied tenure. Each person in these appointments will be expected to be a full member of the university community and to demonstrate a record of scholarship comparable to that of a full-time member for tenure and promotion. Each person will receive full health benefits; but all other benefits, including salary, faculty development, travel funds, and sabbatical leaves, will be prorated by 2/3rds. These appointments will carry full faculty voting rights. Requests for these appointments will come through the normal Academic Affairs position request process. The candidates applying for these appointments must have the support of the relevant departments and/or programs.

Academic Support Personnel: Academic Support Personnel are persons essential to the academic mission of the college who support the instructional program through their specialized skills or knowledge. They have titles descriptive of their special functions and responsibilities but do not have faculty rank and are not eligible for tenure. They have academic credentials appropriate to their work, including in some instances advanced degrees. They are assigned to academic departments and are supervised by the Department Chairpersons.

Academic Support Personnel are offered annual appointment letters describing their academic support responsibilities. Appointments may be offered for an academic year or for a calendar year, renewable after an annual review. In addition, every fourth year the Department Chairperson will conduct a review and report the results of the review to the Dean of Academic Affairs. In addition to the provisions of technical and/or professional services, the responsibilities of academic support personnel may include the following:

- Independent teaching responsibilities, not more than half time in any academic year.
- Research or scholarly activity based on the individual's interests and qualifications.
- Community service including appointment to relevant University committees as resource persons and department assignments such as the Department Chairperson or department may deem proper.

Academic Support Personnel are defined as exempt persons under the provisions of the Fair Labor Standards Act of 1938, as are faculty and administrators, and are eligible for the same employee benefits as administrative staff at St. Lawrence University. They are protected under the provisions of academic freedom when involved in research and teaching.

Procedural Policy for Opportunity Appointments: The procedure for making opportunity appointments, such as those described in the memorandum of the President and Dean (dated January 21, revised February 28, 2000, with attachments), will closely follow the procedure for approving position requests that produce national searches. Specifically, each such request will be reviewed by the faculty members on the Dean's Staff and by a subcommittee of the Academic Affairs Committee. Both groups will discuss the request with the Dean, who in turn will be in regular discussion with the President. The Dean will discuss the request with the members of the relevant department(s) and/or program(s). Any one of these groups has the authority to veto the proposal. Opportunity appointments will, in addition, be reviewed by the Professional Standards Committee, which will likewise have veto power over the

proposal. Also, unlike appointments via national searches, which occur on an annual calendar, opportunity appointments may be made as opportunities arise, but they are always subject to the above review process.

Change of Status

A change from one status to another is effected by an appointment letter.

General Obligations

Members of both the Regular and the Temporary instructional staff, in addition to helping students achieve intellectual growth through teaching, have other obligations of a professional nature. Among these are:

- Research and scholarly work.
- Student conferences and posted office hours.
- Formal student advising when assigned.
- Reasonable committee participation after the first year.
- Attendance at appropriate departmental, faculty, University, and professional meetings.

Full-time Academic Support Personnel will be expected to share in these obligations to the extent permitted by their primary responsibilities. Part-time faculty members are expected to share in those other obligations laid out in the terms governing their appointments.

2. Employee Benefits

It is the policy of the University to maintain fringe benefits related to the type of appointment, as follows: (for a full description of Faculty Benefit Programs see relevant publications in the Human Resources Office).

- **Regular Appointments**

Immediate -- University *paid* employee benefits:

Medical insurance (for the employee)
Group Life Insurance
Tuition aid to children and spouse
Business travel accident insurance
Travel expense, grants, and University vehicles as approved
Academic robes
Workers' Compensation
Identification cards
Short-term and Intermediate-term disability
Employee Assistance Program (EAP)

Waiting Period – University *paid* employee benefits:

University housing loans -Approval of the Dean is required for housing loans.
Sabbatical leave

Immediate – University and employee *share* payment:

Medical insurance (for employee's family)
Social Security

Waiting Period – University and employee *share* payment:

Long-term disability -waiting period of one year

TIAA-CREF -A one year waiting period is mandatory; a second year is optional, and participation the third year is obligatory.

Appointees who have fully vested and funded benefits under the terms of a retirement plan of a previous institution are immediately eligible.

Miscellaneous:

Moving expenses Use of University property (Catamount Lodge, Saranac Conference Center)

- **Temporary Appointments**

The benefits above apply to *Temporary* appointments, unless otherwise not applicable (e.g., Sabbatical Leave) with the exception of:

Group Life (for appointments of less than one year)

Long Term Disability

Housing loans

Tuition aid for children

- **Part-time Appointments**

Applicable employee benefits are (if the appointee serves more than 32 hours per month):

Social Security

Workers' compensation

University vehicles, as approved

Identification card (including spouse)

Use of University property (as above)

3. Dates of Appointment

A faculty member is expected to be regularly present on campus during the period from the first faculty meeting prior to the start of the fall term through graduation, except for professional commitments off campus and except during scheduled periods of recess.

4. Oath of the State of New York

The government of New York State in 1969 passed a law requiring citizens of the United States serving as instructors or professors in tax-exempt colleges in New York State either to take an oath or to sign a pledge and declaration to support the constitution of the United States and the constitution of the State of New York and to discharge faithfully the duties of the position held. The Supreme Court of the United States upheld this statute in 1972.

Pledge and Declaration

I pledge and declare that I will support the constitution of the United States and the constitution of

the State of New York, and that I will faithfully discharge the duties of the position of _____ according to the best of my ability.

(Signature)

_____ 20 _____
(Printed Name)

C. Salary and Compensation Policies

1. Faculty and Administrative Staff Salary Policy (October, 2006)

Principles of the Salary Policy

1. The policy is a salary policy not a compensation policy. That is, the policy will govern the size of the pool for continuing faculty and administrative staff salaries, not the pool for continuing faculty and administrative total compensation (salary plus benefits).
2. Salaries are a first charge on the operating budget—that is, other elements of the operating budget have to be adjusted in order to accommodate the salary pool increases required by the policy rather than the reverse.
3. The policy treats faculty and administrative staff salaries as similar as practically possible, but the increases in the salary pools for continuing faculty and administrative staff should be determined separately in comparison to their respective NCG peers. At the same time, our policy seeks a result where faculty and administrative staff salaries are in the same position relative to their peers in the NCG.
4. The policy determines the size of the salary pools and not the distribution of salaries within those pools.
5. The policy will go into effect for the 2007-08 academic year and will be a four-year policy (last year will be 2010-11).
6. The basic salary pool increase for faculty each year of the policy will equal the median increase for faculty at the NCG schools in the prior year.
7. The basic pool increase for administrative staff each year of the policy will be the same as the faculty pool increase for two years {because the average of St. Lawrence’s administrative salaries is today farther below the median of the NCG than is the average for faculty relative to the NCG and we earlier agreed that our goal for faculty and administrative salaries is that they should be in the same place relative to the NCG if possible}, but in years 3 and 4 the administrative salary pool increase will be the median increase of the NCG administrative staff in the previous year. This approach to the first two years will likely result in higher administrative staff salary pool increases than would be the case if the increase were calculated as the median of the NCG for administrative staff.
8. In years 2-4 the basic pool increases will be modified up or down to respond to changes in St. Lawrence’s financial resources relative to the NCG institutions (“R”, as defined in our previous salary policy reiterated in the section on Implementation of the Salary Policy, below). For every one percentage point increase or decrease in “R”, up to a limit of three

percentage points, the faculty and administrative salary pools will go up or down a corresponding 1/3%. The largest up or down adjustment to the pool this element of the policy can produce in a year, then, is 1% (if “R” reaches plus or minus 3%).

Implementation of the Salary Policy

- Basic Salary Pool Increase

The starting point is the median percentage salary increase of the New Comparison Group which is the median of the average salary percentage increases for continuing employees for the 25 schools in the NCG in the year prior to the year for which the pool is being determined. For the faculty salary pool, this average will be weighted by rank according to SLU's faculty composition. For the administrative salary pool, it is the actual average increase for continuing administrative personnel as reported by each school for purposes of this calculation.

- NCG Schools include:

Allegheny	Drew	Muhlenberg
Bates	Gettysburg	Ohio Wesleyan
Bucknell	Hamilton	Skidmore
Carleton	Hobart-William Smith	Trinity
Colby	College of Holy Cross	Vassar
Colgate	Kalamazoo	Wheaton(IL)
Connecticut	Kenyon	College of Wooster
Denison	Macalester	
Dickinson	Middlebury	

- **Resources** equal total net tuition revenues, plus current gifts, plus 5% of the market value of the long-term assets as of the end of the most recent fiscal year. Net tuition revenues equals tuition and required fees for all students less institutional financial aid for those students. Gifts are contributions for current operating purposes, excluding gifts restricted to endowment, plant projects or loan programs.

$$r = (R_{g-1} - R_{s-1}) / R_{g-1} - (R_g - R_s) / R_g$$

where:

R_{g-1} is the mean resources of the NCG for the previous year,
 R_{s-1} is the resources of SLU for the previous year,
 R_g is the mean resources of the NCG for the current year and
 R_s is the resources of SLU for the current year.

The resource data will be gleaned from the audited financial statements from each institution. While each financial statement can be slightly different, from year to year, each institution reports their results in the

same manner. Therefore, for comparison purposes, using the financial statement data will generate the information the salary formula requires.

2. Distribution of Salary Pool

Goals

The procedures for distributing the faculty salary pool attempt to meet the following goals:

- 1) All faculty members should make real progress in their salaries, measured against the CPI.
- 2) We should begin to eliminate compression between ranks by awarding significant raises at promotions. Raises received by individuals at promotion should not be arbitrarily determined by whether the university is having a good year or bad year.
- 3) Faculty members in any given rank should have, at a minimum, salaries at the median of the same rank at schools in the new comparison group.
- 4) All faculty members continuing at SLU should make at least \$500 more than the floor salary for new hires.
- 5) The administration of this policy should be as transparent as possible, with all necessary data published, so that all faculty members easily can determine how their raises were calculated. It must be noted that this policy:
 - cannot address the problems of individual faculty members
 - may not allow progress towards all goals in any given year

Procedures

The components should be carried out in the order listed.

- 1) After the size of the pool has been determined by the formula agreed upon by the faculty, the Dean will set aside the modest funds necessary to ensure that:
 - a) all continuing faculty members are paid at least \$500 above the floor salary (defined as the lowest salary offered to a freshly minted Ph. D. with no full-time teaching experience) for newly hired faculty members.
 - b) substantial increases accompany all promotions. Those promoted will receive a fixed increment in addition to the normal raise. Promotion increments will increase each year according to the increase in the continuing salary pool.
- 2) To rectify problems caused by the lack of a consistent salary distribution policy in the past, the Dean may subtract up to 0.1% from the percentage increase in the pool to make awards to faculty members whose salaries are farthest below the regression line for their time in rank. The Dean may use his discretion to identify the recipients and the amounts of these awards. It is not the intent of this policy to establish a new merit system.
- 3) After the above funds are allocated, the Dean will award all continuing faculty members equal percentage increases of the remaining pool, minus 1%. The reserved 1% will be used to make adjustments between ranks, based on their standing with regard to the New Comparison Group schools. However, if in any given year the across-the-board raise to all faculty members amounts to less than the CPI plus 2%, no funds will be set aside for this purpose. Instructions for the distribution of these funds will be provided to the Dean by the Faculty Life Committee. These funds will be distributed according to how the median of each rank at SLU compares to the median of the same rank for the NCG.
- 4) Annually, the Dean will publicize information concerning the actual distribution of the pool and the extent to which the five goals are being met.

3. Outside Employment

The first duty and responsibility of the faculty member is to render to the University the most effective service possible. No outside service or enterprise, professional, or other, should be undertaken that might interfere with the discharge of this primary responsibility. At the same time, consultation and other activities of a professional nature are looked upon favorably and encouraged where these activities make a positive contribution to the University and to the professional development of the individual.

A faculty member must keep the department chairperson or program coordinator, and, in the case of a department chairperson or program coordinator, the Dean, fully informed on the nature and extent of each arrangement that involves outside professional service. Under no circumstances should such outside employment or other activity regularly exceed the equivalent of one day of a five-day week when the University is in regular session or compromise regularly scheduled teaching and committee assignments.

The University can assume no responsibility or liability for private professional services rendered by members of its faculty, and it must be made clear to any employer that the work has no official connection with the University.

University facilities or equipment may be used for outside consulting activity only after written approval has been obtained from the chairperson of the consultant's department or program and the Dean. In all cases, the consultant's employer will pay the rate established by the University for the use of the facility or equipment, except for the use of a faculty office or the library for research and writing. The consultant's employer will also pay cost of secretarial assistance, postage, duplicating, computer time, etc.

Teaching courses outside the University when the University is in regular session is not considered as consultation. Such teaching requires the approval of the department or program chairperson and the Dean.

4. Remuneration for Non-credit Workshops

Faculty members may occasionally initiate non-credit workshops, short courses, or other such academic enterprises within their area of competence for financial remuneration using campus facilities if such enterprises contribute to their professional growth and do not interfere with their teaching, research, other campus responsibilities and are in consonance with the stated aims and objectives of the University.

The following guidelines will pertain:

- A proposal will be presented to the Dean, who will determine the appropriateness of the offering.
- The proposer will also present to the Dean for negotiation and approval a preliminary budget including salaries, other costs, return to the University, and price to participants.
- The Business Office will collect all payments and make all disbursements.
- The enterprise will provide a reasonable financial return to the University for the use of University facilities.
- Faculty involved will develop and operate their enterprise in such a way as not to interfere with their own academic responsibilities or those of colleagues.
- Facilities used will be those not required for academic or student activities normally conducted during the period of the activity.
- Publicity used in advertising the activity will be in keeping with general University publicity activities.
- When potentially hazardous, dangerous, or sensitive activities will be connected with the enterprise, those proposing the enterprise will make known such risks in advance to

the Dean and to other appropriate members of the University community including the Director of University Relations.

D. Statements on Tenure and Promotion

1. Tenure

Subject to the provisions and policies adopted within the University and after a suitable probationary period, members of the faculty who are in regular positions shall be eligible for appointment to tenure. The granting of tenure constitutes a mutually advantageous arrangement between the University and the faculty member: the University engages to provide continuing employment to the faculty member, and the faculty member in turn engages to maintain competence in teaching and scholarship. Appointment to tenure is not automatic and is not solely the result of time spent teaching. However, appointment to tenure carries with it automatic promotion to the rank of associate professor. When tenure is not awarded, a terminal appointment must be offered to the faculty member for an additional year, regardless of any special circumstances surrounding the initial appointment or agreements about the probationary period.

Tenure terminates at retirement; however, the services of those awarded tenure may be terminated earlier under circumstances of financial exigency or of discontinuance of a program or department of instruction, or for adequate cause. Adequate cause for the termination of tenure is related directly and substantially to the fitness of a faculty member as a teacher and scholar and is defined as professional incompetence, neglect of duty, mental or physical incapacity, or gross personal or professional misconduct.

Probationary Period

The probationary period begins at the time of appointment to a regular position at St. Lawrence University and concludes at the end of the academic year in which the candidate is considered for tenure. Normally the probationary period is six years; that is, tenure consideration takes place in the sixth year after appointment to a regular position. However, the probationary period may vary in length, depending upon the candidate's previous experience and changes in the circumstances of employment after being appointed to a regular position. In exceptional circumstances, candidates may be considered for tenure early, but in no case will the probationary period be less than the equivalent of one year of full-time teaching at St. Lawrence University.

At the time of appointment to a regular position or during the probationary period, faculty members may negotiate with the Dean, in consultation with the department chairperson or program coordinator, to adjust the probationary period to accommodate faculty leaves (see III.H.), temporary administrative appointments, or extraordinary medical or family circumstances. It is the responsibility of the faculty member, in consultation with the department chairperson or program coordinator, to declare whether a faculty leave taken during the probationary period will extend its length. Agreements to adjust the probationary period will in no case extend it beyond eight years. All agreements to adjust the probationary period will be expressed in writing to the candidate and department chairperson or program coordinator and will be subject to review by the Professional Standards Committee (PSC).

The normal probationary period for faculty members appointed to shared, regular positions is six years of combined full-time teaching. The normal probationary period for faculty members appointed to two-

thirds-time positions, or appointed to a regular position and opting during the probationary period to reduce their teaching loads temporarily, is a prorated equivalent of six years of full-time teaching.

The probationary appointment shall be reviewed annually by the department or program in which the appointment is held. At the midpoint of the probationary period a comprehensive review of the candidate's performance shall be made in writing and a copy of the evaluation given to the candidate [See III. D. 3.]. Written notice that a probationary appointment is not to be renewed shall be given to the faculty member in advance of the expiration of his or her appointment according to the following minimum standards of notice:

- As early as possible, but not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
- Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if the second year of service terminates during the academic year, at least six months in advance of its termination.
- At least twelve months before the expiration of an appointment after two or more years at St. Lawrence.

Recommendation for Tenure

During the summer before a given academic year, the Dean of Academic Affairs shall notify department chairpersons and program coordinators of the names of faculty members eligible for tenure consideration during that year. Recommendations concerning tenure shall be submitted to the PSC through the Dean and must be accompanied by the written consensus recommendation of the tenured members of the department or program. In each case the PSC shall make a recommendation to the President regarding tenure. The final determination on tenure shall be made by the Board of Trustees on the recommendation of the President. If the President's recommendation differs from that of the Committee, the Board shall be so informed, together with the reasons why. The candidate shall be notified in writing of the Board's action, ordinarily no later than March 1.

The criteria for appointment to tenure shall be those formulated from time to time by the PSC and approved by the faculty, the President, and the Board of Trustees. The procedures to be followed in applying these criteria shall be prescribed by the Committee, but shall be subject to such review by the faculty, the President, and the Board as may be necessary to assure their adequacy, consistency, and fairness.

Continuing Evaluation

It is the obligation of the tenured members of the faculty to continue to maintain their competence in teaching and scholarship. It is the responsibility of the Dean of Academic Affairs, as the principal academic officer of the University, and of department chairpersons and program coordinators to ensure that competence is maintained. Should the Dean conclude on the basis of annual reviews that reasons for concern exist, he or she shall discuss it with the faculty member and place a memorandum of the discussion in appropriate files. A copy of the memorandum shall also be furnished to the faculty member. If, after an appropriate interval fixed at that discussion, the cause for concern continues to exist, the Dean at his or her discretion may either request the PSC to initiate a peer review as a guide to further action or institute proceedings for termination under the provisions of the following section.

In the event of a peer review by the PSC, the member of the faculty under review will be asked to supply the Committee with a dossier similar to that defined above, and assessments of his or her performance as a teacher will be sought from students and faculty. The Dean and department chairperson or program coordinator will make available to the Committee all evidence pertinent to the case. The Committee may request the person concerned and other faculty, students, or members of the administration to appear. The Committee's judgment of the case will be based competency in teaching and in scholarship as it affects teaching. Its findings will be reported to the Dean in the form of minutes recording the vote and major arguments. Any subsequent action leading to proceedings for termination are governed by the policies on Termination for Cause and Termination Under Other Circumstances, below.

Termination for Cause

Proceedings to terminate a tenure appointment for adequate cause, as defined in the second paragraph of this section (III.D.1.) shall be conducted as expeditiously and justly as possible.

In cases involving alleged mental or physical incapacity, any decision to terminate shall be based on clear and convincing medical evidence submitted to the Dean of Academic Affairs. If there is objection on behalf of the faculty member concerned to such a decision, a grievance proceeding in the usual form may be instituted to secure appropriate review. Faculty members whose appointments are terminated for mental or physical incapacity shall receive the equivalent of one year's salary over the twelve months following the date of termination of their employment.

In cases involving alleged professional incompetence, neglect of duty, or gross personal or professional misconduct, charges may be made by any officer of the University, faculty member, or student. Such charges shall be submitted in writing to the Dean of Academic Affairs, who shall seek the advice of the PSC. If a prima facie case is found to exist, the faculty member shall be notified of the charges in writing.

The first procedural step after such notification shall be discussion between the faculty member and appropriate administrative officers with a view to reaching a mutually satisfactory settlement.

If a faculty member faced with termination of his or her appointment so desires, he or she may contest the charges against him or her. In such event, he or she shall be entitled to a review and hearing of the case by three or more members of the PSC, provided that he or she so requests within ten days after receiving notice of those charges. The faculty member shall have at least twenty days from the time the review is requested to prepare a defense. The review hearing shall begin no later than thirty days after submission of the request unless postponed by mutual agreement between the faculty member and the appropriate administrative officers.

At the hearing, the faculty member shall have the opportunity to be heard in his or her own defense, to have with him or her an adviser of his or her own choosing who may act as counsel, to present witnesses and introduce evidence on his or her own behalf, to question witnesses adverse to him or her, and to be informed of the author or source of all adverse statements made elsewhere and presented to the PSC Hearing Committee for its consideration. The proceedings shall be recorded and furnished to the faculty member upon request. In the hearing of charges of professional incompetence or neglect of duty, the testimony may include that of faculty members and others either from St. Lawrence or from other institutions.

Within fourteen days after the close of the hearing, the PSC Hearing Committee shall report its findings to the Dean of Academic Affairs, the President, and the faculty member. After consulting with the Committee and with the faculty member if the latter so requests and after reviewing all the proceedings,

the President shall render a decision on the case in writing within thirty days after his or her receipt of the Committee's report.

Termination Under Other Circumstances

The Board of Trustees reserves the right to terminate any faculty position, tenured or nontenured, for reasons of financial exigency involving a grave risk to the continued existence or effective operation of the University. The Board recognizes, however, that any such action is of an extreme character, and it will resort thereto only in cases of demonstrable need and only after consultation with the Faculty Council on the steps to be taken. Termination of tenured positions because of the discontinuance of departments or programs for reasons other than financial exigency shall be based primarily on educational considerations as determined by the President after consultation with appropriate University committees and with the approval of the Board of Trustees.

Faculty members whose appointments are terminated because of such discontinuance shall receive the equivalent of one year's salary over the twelve months following the date of termination of their employment.

2. The Professional Standards Committee

The Professional Standards Committee (PSC), established by the Faculty, receives, evaluates, and transmits to the President all recommendations for faculty promotions and appointments to tenure. In so doing, the Committee assumes a responsibility for encouraging continuous improvement in the quality of the Faculty. The Committee consists of seven voting members of the tenured faculty elected for two-year terms and the Dean of Academic Affairs *ex officio* and non-voting. A faculty member is eligible for election if tenure will be in effect as of the time of proposed service. Once a faculty member has completed a total of four years of service on the PSC within a period of six consecutive years, he or she is not eligible to be elected to the Committee again for a period of four years. A faculty member may not serve on the Professional Standards Committee if he or she is serving on the Dean's Staff or the President's Senior Staff. The Dean is present at Committee meetings to provide appropriate assistance, including relevant information that the Committee may not have. The Dean normally does not debate the merit of individual cases; his or her assistance to the Committee is usually offered orally as part of its deliberations.

3. Policies on Tenure and Promotion

Changes in this section of the Statement of Principles must be approved by the faculty, the President, and the Board of Trustees.

Criteria for Appointment to Tenure and Promotion in Rank

Academic rank and tenure are distinctive attributes of the teaching profession. For advancement in rank and appointment to tenure, the University expects full professional preparation (completion of the doctorate or the appropriate terminal degree). Only in demonstrably exceptional circumstances will an individual be considered for appointment to tenure without the doctorate or the terminal degree in his or her field. The appropriate terminal degree, when other than the doctorate, will be determined at the time of appointment by the Dean in consultation with the individual's department or program and the PSC. The

University also expects a high quality of performance under each of the following criteria. While uniformity in all areas is not expected, strength throughout the criteria is. The principal criterion for evaluation of faculty performance is the quality of teaching. The standards set forth herein are measures used to evaluate the quality of the total contribution of the faculty member to St. Lawrence University.

Throughout the evaluation of a candidate for tenure or promotion, the burden of proof rests with the candidate to give evidence for why tenure or promotion should be granted.

a) Effectiveness in Teaching

The primary standard for evaluation of faculty performance is excellence in teaching. In the application of this standard to individual cases, however, the Committee recognizes that within the University, and under the ideal of liberal education, there is great variety: in the goals for particular disciplines or courses, in class size and structure, in pedagogical technique, etc. When the Committee reviews a case, it seeks evidence of both a faculty member's aspirations as a teacher and his or her success in realizing those aspirations.

Specific evidence of effectiveness in teaching might include: thorough class preparation; effective presentation; communication of respect for knowledge; continuing application of new knowledge to teaching; development of the ability to use knowledge creatively; contribution to the design and pedagogy of team-taught courses; a constructively critical attitude toward the work of colleagues in team-teaching; ability to formulate intellectual contexts beyond the limits of a single discipline; skill in articulating fundamental, enduring questions relevant to a liberal education; ability to challenge students to think clearly; encouragement of students to develop open yet disciplined minds; stimulation of students to do independent work; adherence to high standards for student performance; a constructively critical attitude toward the work of the student; care and thoroughness in the evaluation of student work; interest in students and contribution to their welfare through conference and informal advising; development of improved methods of teaching; and such other evidence as the candidate may wish to present.

Additionally, at St. Lawrence teaching includes formal academic advising.

b) Achievement in Scholarship and the Arts

Concrete evidence is sought of a growing, outreaching mind that is not content with merely passing on received knowledge but demonstrates eagerness and ability to develop itself and to make important contributions to scholarship and the arts. Faculty members are expected to demonstrate a continuing concern for improving their talents and skills, for increasing their knowledge, and for contributing to the general body of knowledge or the enhancement of the arts. Evidence of achievement in scholarship and the arts includes:

- writing of books, monographs, articles, and reviews; creative work in literature, music, drama, or the fine arts; presenting a paper; organizing or chairing or participating as a member of a panel, discussion, or meeting;
- participation in local, regional, or national professional organizations as an active member, a committee member, or an officer; participation on an academic accreditation team; receipt of a scholarship or fellowship award; acting as a consultant or serving as an editor; research; formal advanced study; recognition of one's work by peers, or any kind of recognition related to one's scholarly work or reputation as an authority within or without one's discipline; serving as a judge of an art exhibit or on a foundation panel to evaluate proposals;

- articulation of a specific position on education, the liberal arts, or academic policies and procedures; innovations in educational materials and methods; writing of grant proposals;
- other evidence as the candidate may wish to present.

c) Contribution as a Member of the Academic Community

Faculty are expected to demonstrate acceptance of their responsibilities as members of the academic community at St. Lawrence University. Evidence of contribution to the academic community might include: participation in the scholarly or professional dialogue within the University; service to a department or program; participation in the paracurricular life of the University; enhancing the learning environment of the University; committee and University governance service; a constructively critical attitude toward the work of the University; devotion to intellectual freedom and the ethics of the profession; recognition as a valued member of the University; and other evidence as the candidate may wish to present.

d) Institutional Considerations as a Factor in Tenure Review

The tenure decision will be based on a candidate's merit as defined by the above criteria. Institutional considerations other than merit should not be a factor in the denial of tenure. Denial of tenure is here distinguished from termination of an appointment for reasons of financial exigency or changing program needs. Changing needs shall not disqualify a tenure-track faculty member for reappointment less than 18 months prior to October 15 of the year of scheduled tenure review or after the midprobationary review has begun.

Midprobationary Review

At the midpoint of the probationary period, a comprehensive review of the candidate's performance shall be made in writing and a copy of the evaluation given to the candidate. A major purpose of this evaluation shall be to aid the candidate in identifying strengths and weaknesses and in improving his or her performance as a faculty member. The criteria to be applied in this review shall be the same as those described above for evaluating appointments to tenure, and the candidate's progress in addressing weaknesses and building upon strengths cited in the midprobationary review will be a significant consideration in his or her tenure review. The midprobationary review and the optional response of the candidate to it will be made part of the candidate's official file.

The procedure detailed below is based on several assumptions, which are implicit in recent past practice. They are:

- Hiring for, and appointment to, a tenure-track position is done with the expectation that the individual will be considered for tenure by the PSC at the end of the appropriate probationary period, normally in the sixth year.
- All parties to this appointment--the individual, the department or program in which he or she is appointed, any programs in which he or she may be involved, and the University as a whole—are best served by regular, ongoing feedback between the parties. Such evaluation has as its primary goal the preparation of the faculty member to stand for tenure. It also provides the University,

through its departments and programs, the opportunity to benefit from the fresh and unique perspectives that junior faculty members bring to the institution.

- Regardless of whatever other reviews in particular departments and programs may occur, all parties are best served by a comprehensive review of tenure-track faculty at the midpoint in the probationary period, normally during the third year at St. Lawrence. The purpose of this review is to assist the tenure-track faculty member in making appropriate mid-course adjustments en route to the tenure decision. It also provides performance information that would, if necessary, result in the faculty member's not being continued in the tenure track.
- In the event that a candidate is not continued in the tenure track as a result of the midprobationary review, the presumption is that the position will be continued in the department or program.

The specific procedure for accomplishing the midprobationary review is as follows:

Evaluation #1. The individual faculty member under review will prepare a self-evaluation of his or her performance to date under the three categories of assessment used by the PSC: teaching, scholarship, and community service. The specific format of the self-evaluation is left open. In all cases, it should show appropriate self-consciousness about professional goals and objectives, particularly with regard to teaching and scholarship. It should seek to identify both strengths and weaknesses in meeting those goals and objectives to date and aspirations for future development.

Evaluation #2. The faculty member's department chairperson or program coordinator will consult with all tenured members of the department or program, and other department or program members as appropriate, and prepare a written evaluation. The primary goal of this evaluation is to advise the faculty member on his or her professional performance based on the evidence accrued thus far in the probationary period. The evaluation should represent the opinions of the tenured members of the department or program on the strengths and weaknesses of the case. The main goal, as noted above, is to prepare the candidate to stand for tenure before the PSC.

Evaluation #3. In the event that the individual under review has been involved with more than one department or program, the Dean of Academic Affairs will consult with the faculty member and all relevant department chairpersons and program coordinators and design a review process appropriate to him or her.

Evaluation #4. A list of the members of the PSC for the current year and for the six previous years will be provided to the individual under review and to the chairperson or coordinator of his or her department or program. A current or recent member of the PSC from outside the faculty member's department or program will be selected who is mutually agreeable to all parties. The faculty member and relevant departments and programs are encouraged to seek the advice of the PSC representative throughout the review process. After reviewing the file and evaluations described above, the PSC representative will write an evaluation assessing the strengths and weaknesses of the faculty member as revealed by the file and of his or her presentation of the case for review.

Evaluation #1 is due at the office of the Dean of Academic Affairs by the first Monday in February; evaluations #2 and #3 are due at the office of the Dean of Academic Affairs by the first Monday in March; Evaluation #4 is due at the office of the Dean of Academic Affairs by the first Monday in April. Upon their completion, these evaluations will be shared with all of their authors and with the Dean of Academic Affairs. The Dean will subsequently convene a meeting with the appropriate

department chairpersons and/or program coordinators, and the PSC representative, to review the evaluations. The appropriate department chairperson or program coordinator will then prepare a draft report on the substance of that meeting. Once agreement is reached about the substance of this report, it, along with copies of all evaluations described above, will be signed by the President, the Dean, and appropriate department chairperson(s) and/or program coordinator(s). A copy of the final report and accompanying evaluations will be provided to the faculty member for his or her signature.

Assuming the recommendation is that the faculty member should anticipate standing for tenure at the conclusion of the probationary period, this document will serve as the basis for future mentoring. If the recommendation is that the faculty member should not be continued in the tenure track, he or she will be so informed. In the event that there is no clear recommendation on the continuation of the faculty member in the tenure track, the Dean will make a recommendation to the President for the final decision.

Guidelines for Promotion in Rank

Promotion to the rank of assistant professor is independent of tenure. Tenure carries with it automatic promotion to the associate professor rank for those previously in the assistant or instructor ranks.

Promotion to associate professor or professor may not be considered before the tenure consideration.

Promotion from associate professor to professor will not normally be considered before the fifth year in rank.

[*These rules apply to full-time teaching faculty initially employed with the beginning of the 2005-2006 academic year. For those employed prior to this date the previous policy applies.]

Promotion will become effective in the year following successful consideration. A candidate whose recommendation for promotion has failed should not be recommended again until there is substantial new evidence.

An initial appointment at the rank of associate professor or professor requires that the candidate present an equivalent record of achievement in scholarship or the arts as would be required for promotion to the given rank, with strong evidence for the promise of successful teaching and contributions as a member of the academic community.

a) Promotion from Instructor to Assistant Professor

Appointments at the rank of instructor are reserved for those who do not hold the doctorate or the appropriate terminal degree. When an instructor completes the terminal degree, promotion to assistant professor will occur without review by the PSC. Only in the most exceptional cases and after Committee review may promotion to the rank of assistant professor be made without the terminal degree.

b) Promotion from Assistant Professor to Associate Professor

Promotion to the rank of associate professor is automatic with tenure and may not be considered before consideration for tenure. Therefore, the criteria for promotion to the rank of associate professor are those set forth for tenure. For assistant professors with exceptional records of professional accomplishment, consideration for promotion to the rank of associate professor earlier than the time previously scheduled may only be achieved through revision of the length of the probationary time for tenure, as described above.

c) Promotion from Associate Professor to Professor

Promotion to the rank of professor requires evidence of distinguished professional stature. While the primary emphasis on high quality performance as a teacher continues, increased stress is placed upon

substantial professional productivity. In addition, as senior members of the faculty, candidates for promotion are expected to have continued to serve the campus community. Achievements should be in addition to those which qualified the candidate for promotion to the rank of associate professor.

Disposition of Recommendations

Unless the PSC informs candidates to the contrary, final tenure files must be submitted to the chairperson of the PSC by the second Monday in October; final promotion files must be submitted to the chairperson by the second Monday in February. Although the candidate's chairperson or program coordinator may inform the PSC by letter of significant developments in the candidate's professional status or accomplishments that have occurred during the semester of the Committee's consideration of tenure or promotion, the Committee otherwise considers the candidate's file closed as of the due date.

At the end of its deliberations on a case, the Committee votes and transmits its recommendation to the President along with the case minutes and notifies the candidate of its decision and of the major arguments for and against the recommendation. After the Committee has considered all cases, the President meets with the Committee to discuss them.

After this meeting, if the President accepts the Committee's recommendation on a specific case, he or she informs the candidate in writing, with copies to the department chairperson or program coordinator and the chairperson of PSC.

If the President is disposed to disagree with the Committee's recommendation, whether positive or negative, he or she must notify the Committee and the candidate in writing of his or her grounds of disagreement. The Committee will conduct a second vote on the case and forward this vote to the President along with additional case minutes. Before taking a second vote, the Committee may reexamine the file and/or seek additional information as it deems necessary. The President then makes his or her decision on the case and informs the candidate in writing, with copies to the department chairperson or program coordinator and the chairperson of the PSC. If the decision of the President differs from the Committee's final vote, or if the Committee changes its decision from positive to negative after a request for a second vote from the President, the President is obligated to report these circumstances and the grounds for his or her decision in the letter to the candidate. Concurrently, the chairperson of the PSC will inform the candidate in writing of the Committee's recommendation and of the major arguments for and against the recommendation.

The candidate has the opportunity to request a reversal of a negative decision. A request for reversal should be directed to the chairperson of the PSC and the President according to the timetable provided below. The President and the Committee will meet jointly in any reconsideration of the case. In reconsidering a decision, the PSC will consider only evidence that addresses alleged violations of procedure and/or evidence that addresses the areas of deficiency identified in the Committee's letter to the candidate. Arguments for reversal should be based upon evidence that directly pertains to the interpretation of the materials already presented in the candidate's file.

The timetable for any reconsideration will be:

- (1) The candidate receives a letter from the President reporting his or her decision.
- (2) The candidate submits a formal request for a reversal of the decision within one week of receipt of this letter from the President.

(3) The candidate submits evidence for reversal. If the candidate receives notification of the President's decision in the fall, the deadline for submitting this evidence to the Dean's office is the third Monday in February; if in the spring, the deadline is thirty days from the date of the formal request for reconsideration. The candidate may seek additional evidence to be provided by other individuals and/or his or her department or program.

(4) Reconsideration of the case in light of evidence presented will occur as soon as possible, given the Committee's case load, but in any case no later than the Monday prior to Commencement. Once the President has transmitted his or her decision to the Board of Trustees, the final determination in all cases of tenure and promotion in rank rests with the Board. When final action is taken, the Dean informs in writing the candidate, the department chairperson or program coordinator, and the chairperson of the PSC of the decision of the President and the Board of Trustees. If the decision is not to tenure or promote, the President personally informs the candidate and department chairperson or program coordinator of the reasons for the negative action, and, should the candidate so desire, those reasons are put in writing by the President and made a part of the candidate's record.

4. Specific Procedures for Tenure and Promotion Consideration

Based upon past experience, these procedures are determined by the PSC for the expeditious handling of recommendations and reviews. Since they are not matters of policy, proposed changes in this section of the Statement of Principles will be instituted 30 days after they are announced to the Faculty and Faculty Council, if there are no substantive objections.

The responsibilities of the various parties to a tenure and/or promotion case outlined below notwithstanding, it is the candidate who bears the burden of demonstrating why his or her performance merits tenure or promotion. This applies most importantly to the file used by the Committee for tenure and promotion review: the candidate is ultimately responsible for ensuring that it contains all relevant material that he or she believes will support his or her case by the date on which the file is closed. A faculty member may inspect all materials in his or her tenure and promotion file except letters of evaluation, which shall remain confidential.

Responsibility of the Dean of Academic Affairs

It is the responsibility of the Dean of Academic Affairs to remind department chairpersons and program coordinators during the summer preceding a given academic year of the names of faculty eligible or mandated for tenure consideration.

The Dean will send a letter to department chairpersons and program coordinators in September reminding them of the deadline for recommendations for promotion. It is the responsibility of the Dean to inform the department or program concerned when department chairpersons or program coordinators must be considered for tenure. The Dean or a tenured member of the department or program may initiate the preparation of the tenure recommendation. In the case of promotion for a department chairperson or program coordinator, it is the responsibility of the Dean to confer with the chairperson or coordinator to ascertain his or her wishes concerning promotion. If the chairperson or coordinator wishes to be recommended for promotion, the Dean will see that appropriate action is taken and, in consultation with the tenured members of the department or program, will select a person to prepare and submit the recommendation.

The Dean of Academic Affairs will, after consultation with the candidate and the department chairperson and/or program coordinator, select external evaluators of scholarship and solicit their evaluations.

Responsibility of the Associate Dean for Faculty Affairs

It is the responsibility of the Associate Dean for Faculty Affairs to:

- a) Prepare a list of former students taught by the candidate within the past five years to be solicited for their evaluation of the candidate. The list should include a sample of graduated majors and minors from the candidate's department or program, a representative sample of current students including both majors and non-majors, and all current and former advisees;
- b) Share the list of selected students with the candidate and invite the candidate to add additional names;
- c) Write to the selected students and invite them to submit their evaluation of the candidate;
- d) Forward the student letters to the PSC, along with the lists of students solicited in each category;
- e) Prepare a summary of the grade distribution in each of the candidate's courses during the probationary period (for tenure review), or during the past five years (for tenured faculty). This summary should be shared with the department chairperson or program coordinator, the candidate, and the PSC as part of the case materials.

Responsibility of the Department Chairperson

In most instances the department chairperson will initiate recommendations for tenure and promotion. Other members of the faculty, within or without the department, may propose to the Committee candidates for promotion. In all cases to be considered by the Committee, however, the preparation of the recommendation form, whether positive or negative, and its submission to the PSC, are the sole responsibilities of the tenured or other appropriate members of the department.

In addition, it is the responsibility of the department chairperson to:

- a) Fill out and return the "Soliciting Student Letters" form to the Associate Dean for Faculty Affairs;
- b) Provide the Associate Dean with the names and mailing labels for other students from whom the candidate specifically requests that letters of evaluation be solicited;
- c) Prepare a consensus recommendation approved by a majority of the tenured members of the department;
- d) Review the completed recommendation form with the tenured department faculty and the candidate;
- e) Transmit this recommendation to the PSC through the Dean of Academic Affairs. When a department does not recommend a person for tenure at the end of the probationary period, the chairperson of that department must notify the Committee as to the reasons why;
- f) Remind all tenured members of the department to send individual letters about the candidate to the PSC. Because in its deliberations the Committee must rely heavily on those peers who are best able to judge the candidate, in both positive and negative cases it is the responsibility of each tenured member of

the department to submit an individual assessment in writing of the candidate. Should a tenured member of the department refuse to submit such an assessment, the Committee will expect an explanation in writing of the reason(s) for the refusal. Appropriate non-tenured members of the department may also be consulted and their views incorporated in the recommendation of the tenured members. The PSC invites all non-tenured members of the department and other interested persons to present letters of evaluation;

g) Send to the PSC through the Dean course evaluations from all St. Lawrence courses taught by the candidate during the probationary period (for tenure review), or during the last five years (for tenured faculty). All parts of the evaluation form should be sent, all the raw data upon which any summaries of open-ended questions are based, and a copy of the appropriate questionnaire;

h) Forward to the PSC through the Dean a copy of the mandated mid-probationary review;

i) Forward to the PSC a list of the names of any individuals who have been solicited by the candidate or department to send evaluative letters. A copy of any solicitation letters should also be forwarded to the PSC;

j) Forward to the PSC the Peer Review of Courses;

k) Forward to the Dean a list of names and addresses of persons who might be solicited for external review of the candidate's scholarly activity, including a description of the evaluator's work in the candidate's field and that individual's affiliation with the candidate.

Responsibility of the Program Coordinator

In cases when the candidate is being considered for tenure in a program, the responsibilities outlined in above apply. In other cases, it is the responsibility of the program coordinator to:

a) Prepare a recommendation based on the candidate's participation in the program;

b) Review the recommendation with the candidate and transmit the recommendation to the PSC through the Dean of Academic Affairs;

c) Remind all tenured faculty who have taught in the program with the candidate to send individual letters about the candidate to the PSC;

d) Send to the PSC through the Dean any course evaluations for courses taught for the program by the candidate during the probationary period (for tenured review), or during the last five years (for tenured faculty). Duplications of evaluations done for department courses need not be included. All parts of the evaluation form should be sent, all the raw data upon which any summaries of open-ended questions are based, and a copy of the appropriate questionnaire.

Responsibility of the Candidate Under Review

It is the responsibility of the candidate to:

a) Send to the Associate Dean for Faculty Affairs an abbreviated one-page resumé to be sent out with letters soliciting student evaluation of the candidate;

- b) Send to the PSC through the Dean of Academic Affairs three copies of a professional resumé or curriculum vitae, two of which should be submitted as early as possible and will be made available for public review;
- c) Send to the PSC through the Dean a history of teaching assignments at St. Lawrence;
- d) Forward to the PSC through the Dean evidence of contributions and achievements under the headings of scholarship and university service, including information about whether or not a contribution has been refereed, juried, or invited for publication or presentation;
- e) Send to the PSC through the Dean a personal statement of professional goals in scholarship and teaching;
- f) Send to the PSC the names of all former and/or current students who the candidate has *personally* requested to submit letters;
- g) Send to the PSC through the Dean any other evaluative material that the candidate feels may be helpful to the work of the PSC, such as course syllabi, writing assignments, examinations, and information about independent and honors projects the candidate has directed.

In addition to the required materials described above, other desirable materials might include:

- 1) letters from non-tenured members of the department; 2) letters from colleagues with whom the candidate has team-taught; 3) letters from faculty at large; 4) letters from professionals in the candidate's field; 5) other evidence of the candidate's work.

Candidates should make copies of all materials that they may wish to consult in the future. Scholarly and professional development materials will be returned to the candidate after all decisions are completed.

Candidates for tenure and promotion may solicit specific individuals or may ask their department chairperson or program coordinator to solicit specific individuals for letters of evaluation (other than students or the mandated external review). The department chairperson or program coordinator must submit to the PSC a list of names of those who have been specifically solicited and a copy of the solicitation letter.

Evaluation of Teaching

The University's tenure policy implies that it is the continuing responsibility of each academic department to appraise the teaching of its members. Teaching is a complex endeavor, capable of an almost infinite variety of successful expressions, and thus, success as a teacher cannot be judged by any one criterion or through one single mechanism. Careful, fair review is especially important at times of review for tenure and promotion.

To assure that the teaching of each faculty member is judged as fairly as possible, the judgment of teaching should be performed in a minimum of four diverse and general ways: 1) student opinion of teaching in courses; 2) peer review of courses; 3) self-evaluation of aims, goals, and accomplishments; 4) solicitation of the views of former students. None of these forms of evaluation should singularly inform a judgment of teaching; they should be used in concert to provide a reasonable and complete representation of the candidate's abilities as a teacher.

Departments and programs should establish procedures and guidelines for the review of candidates in accordance with the policies described. The survey of student opinions would normally be the only procedure implemented for each course each semester.

The evaluation of teaching described here is intended to provide a summative view of a teacher's strengths and possible weaknesses. It is not in itself designed to be formative—that is, to improve the abilities of the candidate. However, a summative assessment of teaching must of necessity inform formative processes and should form the basis of a dialogue resulting in the improvement of teaching.

a) Survey of Student Opinion of Teaching

The PSC has developed a list of evaluation questions to which students in all undergraduate classes are asked to respond. To supplement this standard evaluation instrument, departments, programs, and individuals may develop questionnaires of their own in order to address specific course, disciplinary, or departmental concerns. Surveys of teaching effectiveness are normally conducted toward the end of each semester, with student assistants in each class distributing and collecting the evaluation materials while the instructor is absent from the classroom. The evaluation of courses is administered by the office of the Associate Dean for Faculty Affairs; certain programs such as the First Year Program may administer their own internally-developed evaluation processes.

The feedback afforded by student evaluations is used for both formative and summative purposes by individuals, programs, and departments.

The department chairperson or program coordinator is responsible for the safekeeping of student comments, a copy of the questionnaire, and a copy of computer-scored responses for each course. A copy of computer-scored responses should also be preserved by the office of the Associate Dean for Faculty Affairs.

The Dean will have access to student comments and computer-scored responses whenever a significant question arises about reappointment of a faculty member, including at the time of midprobationary and tenure and/or promotion reviews. Tenured colleagues will have access to a faculty member's student evaluations at the time of midprobationary and tenure and/or promotion reviews.

Because success as a teacher cannot be measured through one single mechanism, and because the surveys do not apply an absolute scale (there must be a relative ranking of a selection of even the "best" teachers), the PSC should not use or understand such comparative figures as the primary indicator of a candidate's teaching ability.

The PSC, in conjunction with department chairpersons and program coordinators, will establish a periodic review of the mandated evaluation questions and will consider alternative questions for the purpose of improving the overall process of student evaluation of teaching at St. Lawrence.

Summary data from comparable questions may be generated and publicized by the PSC or as requested by individual departments or programs.

b) Peer Review of Courses

A group of three or more peers, not necessarily from within the same department or program or even, in the case of small or specialized departments or programs, from St. Lawrence, should separately review course materials on forms suggested by the PSC. Materials may be submitted in the form of a dossier for

selected courses taught, although not necessarily for each course or for each semester. The PSC will offer guidance as to additional materials that might be included in the dossier. In addition, each member of the review group should observe the faculty member in the classroom or other appropriate teaching venue. Classes observed should represent a variety of level, class size, and pedagogy, if applicable.

c) Instructor's Statement of Aims, Goals, and Accomplishments

In the context of a summative evaluation, it is particularly useful for the person being evaluated to explain goals, methods, special circumstances and outcomes.

The instructor's commentary on specific course(s) may include: a statement of the objectives of the course; a statement of course assignments and grading policies; new or improved teaching methods or innovations; the instructor's assessment of the level of success of the course; and commentary on student evaluation of the course. This commentary may also be included in the dossier for peer review. The PSC will offer guidance as to additional materials that might be included.

d) Solicitation of the Views of Former Students

The views of the instructor's former students and advisees are solicited via the distribution of standardized letters by the office of the Associate Dean for Faculty Affairs, the solicitation being accompanied by a return envelope.

External Evaluation of Scholarship

External evaluation of the scholarly/creative work of candidates for tenure and promotion will be required in the evaluation process. The purpose of these evaluations is to help the PSC to assess the significance and quality of a candidate's scholarly/creative work, both in general and in relation to specific disciplinary and/or interdisciplinary fields. The candidate and the department chairperson or program coordinator should agree on a list of five experts from whom evaluations might be requested. In the candidate's list of five names, he or she must provide information describing the evaluator's work in the candidate's field and that individual's affiliation with the candidate. The solicitation letter sent to evaluators will also request that the evaluator identify any affiliation with the candidate. The candidate is advised, but not required, to include at least one reviewer from a liberal arts college. In cases of disagreement over appropriate evaluators, the candidate and chairperson and/or program coordinator should each submit a list of five names to the Dean of Academic Affairs who, after consultation with the candidate and chairperson/coordinator, will select evaluators to contact. A minimum of three external evaluations will generally be expected by the PSC, to whom the evaluations will be sent. Evaluators will be given guidelines for tenure and promotion at St. Lawrence, the candidate's curriculum vita, and reproductions or descriptions of his or her professional work not readily available. In all cases, the Dean of Academic Affairs will solicit the evaluations and bear their costs.

The external evaluation of scholarship is required of all candidates for tenure whose initial appointment begins on or after the Fall Semester of 2000. A candidate whose initial appointment began prior to the Fall Semester of 2000 who wishes to do so may request an external evaluation of his or her scholarly or creative work according to the procedures outlined above.

Deliberations of the Professional Standards Committee

Normally, in the course of its deliberation on tenure, the PSC will ask the department chairperson and/or relevant program coordinator to appear in support of the department's and/or program's recommendation.

In both tenure and promotion cases, the department chairperson or program coordinator may request in writing to appear before the Committee. It is the Committee's prerogative to contact the department chairperson, program coordinator, or candidate for clarification of specific issues in the file about which questions have arisen during PSC deliberations.

Letters of evaluation for tenure and all supportive evidence must be submitted to the PSC by the second Monday in October, and letters of evaluation for promotion by the second Monday in February. A subcommittee examines the papers of all candidates for completeness. The Committee expects to finish its deliberations on tenure cases by December 15 and on promotions by May 1.

The Committee's decision on each recommendation is made by a written ballot on a formal motion to approve. All elected members of the Committee, including the chairperson, vote. No abstentions are allowed.

Members of the Committee may vote on the cases of members of their departments or programs, but a Committee member whose case is under consideration must be absent during the deliberations. A member of the Committee who is a department chairperson or a program coordinator and who presents the case on behalf of members of his or her department or program is not allowed to deliberate or vote in that case. Should a committee member feel obligated to recuse him or herself for personal reasons, he or she should so indicate before consideration of the case and not participate in the Committee's deliberations.

In the event of a tie vote, the recommendation will be automatically reconsidered by the Committee. Should a tie remain after reconsideration, the case will be forwarded to the President as a negative recommendation.

Major arguments in the Committee's decision are recorded in case minutes. Action of the Committee is forwarded to the President of the University by the Dean in the form of the case minutes along with copies of all evidence supplied to the Committee.

E. Academic Freedom

The Board of Trustees of St. Lawrence University recognizes that free inquiry and free expression are essential attributes of a community of scholars and assures all St. Lawrence faculty members of academic freedom defined as follows:

1. A faculty member is entitled to full freedom in research and in the publication of the results subject to the adequate performance of his or her other academic duties.
2. A faculty member is entitled to freedom in the classroom, but this freedom entails responsibilities, the foremost of which is intellectual integrity.
3. A faculty member is a citizen and a member of both the learned profession and the University. When he or she speaks or writes as a citizen, he or she is free from institutional discipline. When acting as a University spokesperson, however, he or she should so indicate, and he or she has an obligation to be accurate, and to demonstrate responsibility and intellectual integrity.

F. Terminating Employment

1. Resignations

In resigning from the University, a faculty member should conform with the recommendations of the Association of the American Colleges and the American Association of University Professors as set forth in

their “Statement on Recruitment and Resignation of Faculty Members.” This reads in part:

A faculty member should not resign in order to accept other employment as of the end of the academic year, later than May 15 or thirty days after receiving notification of the terms of his continued employment the following year, whichever date occurs later.

The complete statement can be found in the Policy Documents Reports AAUP. 9th Edition, 2001, pp. 139-140.

2. Retirement

The University participates in a retirement program with TIAA-CREF. Contact the Human Resources Office for details.

3. Dismissals

See Procedural Statement on Tenure and Promotion (III.D).

G. Faculty Grievance Procedures (5/02)

It is the intention of the grievance procedure provided here to supplement other procedures designed to protect academic freedom and to ensure fair treatment of faculty members. Appeals to the grievance procedure should occur only after other avenues of consideration and appeals have been used. This grievance procedure is available to all voting and/or teaching faculty.

Should a member of the faculty believe her/himself to have been unjustly treated by persons or bodies in connection with her/his professional life, he or she shall have the right to petition the Faculty Grievance Committee to initiate the grievance procedure.

Confidentiality in all matters relating to a grievance shall be maintained by all parties involved in the grievance. The time frame established by this procedure is understood to hold under normal circumstances. The Grievance Committee and the Hearing Committee may allow extensions and will notify all parties involved in writing when it does so.

1. The Faculty Life Committee Role as Faculty Grievance Committee

The tenured members of the Faculty Life Committee serve as the Faculty Grievance Committee, hereafter designated FGC. The purpose of the FGC shall be (i) to act as an advisory board concerning the grievance process for any faculty member who considers filing a grievance; (ii) to attempt a mediation of the grievance; (iii) to obtain a written petition which explicitly identifies the issues of the grievance, events relevant to the grievance, and the parties involved; (iv) either to dismiss the grievance, if it does not lie within the jurisdiction of the grievance process, or to advance the grievance to the next stage whereby a Faculty Hearing Committee is established.

2. The Faculty Hearing Committee

The Faculty Hearing Committee will consist of one member of the FGC, hereafter referred to as the “convener,” who serves as a nonvoting chairperson of the Faculty Hearing Committee, together with either 3 or 5 tenured faculty members, each of whom is found acceptable to all parties involved in the grievance. Anyone serving on a Hearing Committee will not be required to serve again for at least five years. The process by which the Hearing Committee is selected is outlined in the Grievance Process

below. The purpose of the Hearing Committee is to consider evidence and testimony and to rule on the grievance.

3. The Grievance Process

Phase I.

A faculty member who considers filing a grievance, hereafter referred to as “claimant,” will under normal circumstances, initiate the grievance process within thirty working days of the time that he or she has knowledge of the event on which the grievance is based. The claimant will contact any member of the FGC of her/his intention to proceed, and written notification must be given to the FGC within another five working days.

During the first stage, the FGC will act as an advisory board for the claimant in regard to the grievance process. One member of the FGC will agree to act as convener, a role that will continue within the Hearing Committee should the grievance be pursued to that stage.

Phase II.

The second stage of the grievance will commence within ten working days from the date the FGC receives written notification from the claimant of her/his intention to initiate the grievance. During this stage, the FGC will attempt to mediate a solution to the alleged grievance. Before the ten working days expire, the President will be notified in writing of the initiation of the mediation process and, if not involved as one of the parties of the grievance, will be asked to provide a representative *ex officio*. Mediation efforts shall continue for as long as the FGC feels that progress is being made towards reaching an agreement.

Once the FGC decides that irreconcilable differences remain, the FGC will notify all parties involved, in writing and within five working days, of its decision to terminate the mediation process.

Phase III.

If the claimant wishes to pursue the grievance, he or she must submit, within twenty working days after notification that the mediation process had ended, a written petition that explicitly identifies: (i) the contention of the grievance; (ii) events on which the grievance is based; (iii) parties involved in the grievance; and (iv) other evidence or information the claimant wishes to submit for consideration. The FGC may request the claimant to rewrite the petition, and will allow up to ten working days for this revision.

The FGC may request added information if deemed necessary or appropriate to complete its task.

The FGC will judge only whether or not the petition lies within the jurisdiction of the grievance process. The FGC will rule within ten working days once the grievance petition is accepted for consideration. If the FGC finds that the petition does not lie within the jurisdiction of the grievance procedure, the convener will notify the claimant, the President, and the Chair of Faculty Council of its determination, and the aggrieved party will have no recourse within the formal faculty grievance procedure.

If the FGC finds that the petition does lie within the jurisdiction of the grievance procedures, the convener will immediately take the following actions: (i) notify in writing all parties involved in the grievance that

formal proceedings will commence and provide a copy of the grievance petition to them; (ii) provide each party with the list of tenured faculty members.

Phase IV.

Within five working days, each party involved in the grievance will identify from the faculty list provided those he or she finds acceptable for membership on the Hearing Committee. The FGC will immediately form a Hearing Committee consisting of the convener plus 3 or 5 tenured faculty members from among those found acceptable by all parties. The convener will serve as a non-voting Chair of this Committee. The convener will at this time notify the Chair of Faculty Council and the President in writing of the establishment of this Committee and the initiation of formal proceedings.

The Hearing Committee will hear all evidence it judges as appropriate and/or necessary for a fair judgment of the case. The party against whom the grievance is directed will be given the opportunity to submit a written response to the grievance if he or she so desires. The Committee is not required to hear or accept all evidence or testimony offered, but any evidence that it does accept becomes part of the official record of the proceedings. The responsibility for proof of the grievous act lies with the claimant. The Committee may solicit further evidence or testimony to establish the validity of the grievance. Arrangements, such as the use of a stenographer or taped sessions, will be made to provide a literal transcription of the formal discussions. The Dean's Office will provide funds to make this possible. All parties will be offered the opportunity to have counsel present, but in an advisory role only.

Records of these proceedings will be made available to all parties involved in the grievance. Decisions of the Hearing Committee concerning the agenda, procedures, and other matters that may arise are final.

The Hearing Committee will notify all parties in writing when the formal proceedings end. The Committee will then judge the grievance. A written report to the President detailing the Committee's conclusions and the basis for these conclusions will be presented to all individuals party to the grievance. The Committee may, if it so desires, send a copy of the report to the Chairman of the Board of Trustees. The Committee is not compelled to offer recommendations in its report, although it may do so. The Chair of Faculty Council will be notified that the Committee's report is completed. Final action on the grievance lies with the President, or in case the President is party to the grievance, the Chairman of the Board of Trustees. The records of the formal proceedings will be kept by the convener, or a faculty member or University officer deemed appropriate by the Committee, for a minimum of two years.

Difficulties that may arise in this procedure will be resolved judiciously by the Faculty Council and the President.

H. Faculty Leaves

A faculty leave is at least one semester away from regular teaching duties. There are a variety of faculty leave at St. Lawrence, as described below

1. Sabbatical Leave

Definition

Sabbatical leave is relief from normal duties for the purpose of enhancement of the capabilities of faculty as teachers and scholars through study, travel, research, writing or other professionally motivated activity.

Traditionally, sabbaticals occur every seven years. The sabbatical leave differs from leaves-of-absence in two major respects: eligibility is based upon an established period of teaching service, and fundamental support by the University in the form of continued income and benefits is assured. It is recognized that professional development, experience, or service occurring in the course of a sabbatical leave is equivalent to full-time service.

Criteria

Tenure-track faculty whose appointment begins prior to fall 2000 are eligible for sabbatical leave after six years of full-time teaching at St. Lawrence, i.e., in their seventh year, and at seven-year intervals thereafter. Tenure-track faculty whose appointment begins in fall 2000 or later are eligible for sabbatical leave after three years of full-time teaching at St. Lawrence, i.e., in their fourth year, and at seven year intervals thereafter. One one-year leave of absence may be substituted for one year of full-time teaching upon prior approval of the Dean of Academic Affairs. Application may be made for the entire year or for either the fall or spring semester. Subsequent sabbatical leaves may be requested when the above conditions have again been satisfied.

If a member of the faculty who is eligible for sabbatical leave is awarded a grant or fellowship that provides full income and covers related expenses, he or she should apply for a leave of absence rather than a sabbatical leave. It is understood that anyone granted a sabbatical leave will return to teach at St. Lawrence for at least one year.

Benefits

When a sabbatical leave is taken for an entire academic year, the faculty member will receive half salary. If he or she should be awarded a grant or fellowship that contributes income in excess of one half his or her normal salary for that year, the University's salary obligation will amount to only the difference between the grant or fellowship and the full salary. Travel and special expense allowances provided by the grant or fellowship will not be considered income and, therefore, will not reduce the University's salary obligations to faculty during the sabbatical period.

When a sabbatical leave is taken for the fall or spring semester, the faculty member will receive full salary. If he or she should be awarded a grant or fellowship that contributes income, the University's salary obligation will amount to only the difference between the grant or fellowship and the full salary. Travel and special expense allowances provided by the grant or fellowship will not be considered income and, therefore, will not reduce the University's salary obligations to faculty during the sabbatical period.

The faculty member is eligible to apply to St. Lawrence University for assistance in meeting his or her program expenses while on sabbatical leave.

All contributory fringe benefits will continue during the period of the sabbatical leave if the faculty member on sabbatical leave agrees to continue his or her share of the contributions. All noncontributory fringe benefits will continue as a matter of course. Before beginning sabbatical leave, faculty should arrange such matters with Human Resources. The "Procedures for Administering Benefits for Leaves" is available for consultation through Human Resources.

Replacements

Faculty on sabbatical leave for the full academic year will be replaced through normal hiring procedures at the request of the department or program and the approval of the Dean.

The instructional duties of faculty members on sabbatical leave for one semester should, when possible, be covered by members in that department or program. If this involves teaching an extra course, those doing so will receive the current compensation from the University for such teaching. In cases where the department or program cannot cover, at its request a replacement should be obtained through normal hiring procedures. The perceived ability of a department or program to cover for the member on a one-semester sabbatical leave will not be considered in granting the sabbatical leave.

Procedure

Written applications stating the detailed proposal and purpose of the sabbatical leave shall be made first to the department or program chairperson. Recommendations for sabbatical leave then will be made by the chairperson, after consultation with the department or program, to the Dean of Academic Affairs through the Associate Dean for Faculty Affairs. In the case of the refusal of a requested sabbatical leave by the department or program chairperson, the department or program, or the Dean of Academic Affairs, an appeal may be made by the faculty member to the Professional Standards Committee. Final decision will rest with the President.

Ordinarily, the request for a sabbatical leave should reach the Dean not later than fourteen months preceding the sabbatical year or semester, and the Dean should respond to the request at least six months prior to the beginning date of the proposed sabbatical leave. A member of the faculty recommended for sabbatical leave, upon approval of the President, will receive a statement of the terms of his or her sabbatical leave which he or she will sign and return to the Dean.

Limitation

The number of approvals for sabbatical leaves will necessarily be limited by budgetary considerations. As a result, there may be occasions when all requests for sabbatical may not be able to be filled by the University.

2. Professional Leaves of Absence

Definition

A faculty "leave of absence" is an absence for a semester or longer. A leave of absence is usually granted for one semester or one year. An extension beyond one year may be made in exceptional cases; an extension beyond two years cannot be expected.

Criteria

Leaves of absence are granted for significant professional service to the state or the nation, for work contributing in a special way to the profession, for the purpose of encouraging scholarly research or creative activity, and for professional development.

Faculty members may request leaves of absence after two or more years of full-time service at St. Lawrence. For faculty members who do not hold the Ph.D. degree, leaves are not usually granted for the purpose of beginning study toward the advanced degree.

The criteria for a leave of absence are subject to the ability of the department or program involved to adjust to the absence of the person applying for leave. The *raison d'être* of leaves of absence is that they permit faculty members to take advantage of opportunities for professional development and experiences which enhance both the University and the teaching enterprise; therefore, departments or programs are encouraged to make

the necessary short-term accommodations which such leaves entail in view of their significant long-run contributions.

The criteria for leaves of absence are applied more broadly and flexibly than is the case with sabbatical leaves. However, leaves of absence shall not be permitted to interfere with the granting of sabbatical leaves to department or program members.

Procedure

A faculty member seeking a leave of absence makes application through his or her department or program chairperson to the Dean of Academic Affairs. Recommendations for leaves of absence will be made by chairpersons in consultation with senior department or program members. Ordinarily, the request should reach the Dean not later than February 15 for fall semester leaves and October 15 for spring semester leaves in order to facilitate their presentation by the President to the Board of Trustees.

A written report to the Dean of Academic Affairs at the conclusion of the leave is expected and will be added to the faculty member's portfolio.

Benefits

A professional leave of absence, in contrast to a sabbatical leave, is not granted with salary. However, normal salary increments will accrue to the individual on leave.

Leaves of absence shall not represent services toward tenure unless prior written agreement with the Dean is made to the contrary.

All contributory fringe benefits will continue during the period of the leave if the person on leave agrees to continue his or her share of the contributions. All non-contributory fringe benefits will continue in effect as a matter of course. The faculty member concerned should understand that it is to his or her interest to determine the status of the various benefits in effect during the period of leave.

Future Service

It is assumed that a faculty member applying for a leave intends to return to the university upon termination of the leave. If such an intention is changed, the courtesy of as much advance notice as possible is expected.

In exceptional cases, a faculty member may request return to university service before the expiration date of his or her leave. The prospect of special arrangements being made for return to service before expiration of leave shall depend upon department or program needs and budget, as well as sufficient advance notice.

Notification

Each person recommended for leave, upon the approval of the President and the Board of Trustees, will receive a statement of the terms and conditions of his or her leave, including fringe benefits, which he or she will sign and return to the Dean certifying his or her understanding of the terms.

3. [Faculty Maternity Leave Policy](#)

Click on the link above for text.

4. Maternity, Paternity, and Adoption Leaves

Employees may not be penalized in their condition of employment because they require time away from work for pregnancy and related medical conditions, childrearing, adoption, or the care of very young children.

- a. During any disability period of pregnancy, childbirth or related medical conditions, a female employee is eligible for disability benefits as outlined in the section on Disability Leave.
- b. An employee (male or female) may apply for and be granted a maternity/paternity/childrearing leave, without pay, up to four months to care for a child, natural or adopted, below the age of six months.
- c. Requests for extension of the above time limits, normally not to exceed one year, will be given fair and reasonable consideration.

In administering the foregoing leave policies, the following guidelines will apply:

- a. The age of the child at the time the leave begins will govern eligibility.
- b. Requests for extension of leave time must be made thirty (30) calendar days prior to the expiration of the initial leave.
- c. Requests for extension where the age of the child is more than six months may be granted if there are compelling medical reasons.
- d. Multiple applications for childrearing leave for the same child, within the first year of life, may be granted if there are compelling medical reasons, i.e., an employee may be granted a leave of four months, return to work and one month later apply for a second leave.

An employee may use accrued vacation time (if earned and justified) for a portion of a maternity, paternity, or adoption leave. Following a maternity, paternity, or adoption leave, an employee is offered reinstatement to the original position or to one of like status and pay without loss of seniority or accrued benefits.

Vacations, sick leave, and other benefits paid for by the University, will not accrue during the period of maternity, paternity, or adoption leaves. (See III.H.5.)

[5. Employee Rights Under the Family and Medical Leave Act of 1993](#)

Click on link above for text.

6. Time Off for Overload Teaching While Participating in the First Year Program

Regular faculty who teach for three full years in the First Year Program (fall semester in an FYP college and spring semester in a First Year Seminar) or a combination that totals six semesters, including at least two in the fall, and who also teach an equivalent of four additional courses per year during the same period are entitled to one semester's leave at full pay and benefits. This leave may be taken alone or combined with another leave for which the faculty member is eligible. The timing of such leave and the determination of course equivalence will be negotiated among the faculty member, department chair, and Dean. Visiting faculty are not eligible.

[I. Sexual Harassment Policy](#)

Click on link above for text.

[J. Discriminatory Harassment Policy](#)

Click on link above for text and [click here](#) for information about the Discriminatory Harassment Hearing Board. Additional policies can be found at <http://www.stlawu.edu/policies/index.html> [SLU website/Faculty & Staff/ Policies] and/or <http://www.stlawu.edu/resources/equityin.html> [SLU website/Faculty & Staff/Human Resources].

K. Other Policies

Many other policies of the University apply to faculty because they apply either to all employees or to all exempt employees (i.e., faculty and administrative staff). Click on the link above for an index of all University Policies.

IV. FACULTY OBLIGATIONS AND RESPONSIBILITIES

A. Teaching

1. Course Load and Preparation

Effective teaching is the primary, indispensable function of every member of the faculty. The normal teaching load at St. Lawrence is three one-unit credit courses per semester. Two semesters of the First Year Program are equivalent to three units.

It is the professional responsibility of every faculty member to remain current in his/her field of specialization. Evidence of recent knowledge and interpretation should be incorporated into classroom presentations which are carefully designed and constructed with consideration given to the nature of the information being presented, the classroom format, and the size of the individual classes.

2. Academic Honesty

All students at St. Lawrence University are bound by honor to maintain the highest level of academic integrity. By virtue of membership in the St. Lawrence community, every student accepts the responsibility to know the rules of academic honesty, to abide by them at all times, and to encourage all others to do the same.

Responsibility for avoiding behavior or situations from which academic dishonesty may be inferred rests entirely with the students. Claims of ignorance, unintentional error, and academic or personal pressure are not excuses for academic dishonesty. Students should be sure to learn from faculty what is expected as their own work and how the work of other people should be acknowledged. Instructors are expected to maintain conditions which promote academic honesty.

Instructors have the duty to investigate any instance involving possible academic dishonesty and must present evidence of academic dishonesty to the Academic Honor Council rather than make private arrangements with the student involved. Violations of the St. Lawrence University Code of Academic Honor are administered under the constitution of the Academic Honor Council which is reprinted in its entirety below.

[The Constitution of the Academic Honor Council](#)

Click on link above for text.

3. Examinations

The number of hour-examinations given during the semester is entirely up to the individual faculty member. It is University policy, however, that no hour-examinations or quizzes will be given during the last week of classes in the semester. Exceptions are made for student evaluations which are the continuation of a regular pattern offered consistently throughout the semester. Whether or not a student will be permitted to make up missed quizzes or examinations is up to the course instructor.

Any change of a final examination date and time must be approved by the Associate Dean for Faculty Affairs. The reason for this rule is to ensure equitable treatment for students who, although in a minority in any given class, may find themselves unduly pressured by a change in scheduled time favored by the majority.

Although it is not mandatory, it is strongly recommended that faculty who do not return examination papers to the students retain those examination papers for two semesters.

4. Evaluation of Students

It is the professional responsibility of all teaching faculty members to evaluate the academic achievements of students in courses taken for academic credit and to transmit a number grade, which represents the product of the above evaluation in relation to each student, to the Registrar. Unless otherwise noted, this grade is one assigned by the faculty member or members teaching the course.

5. [Grading System](#)

Click on the link above to see the grading system.

6. Student Attendance at Classes

Within the limits set by the statement on class attendance, faculty are free to establish their own attendance policies and are expected to announce these policies at the beginning of the semester. The University statement on class attendance is as follows:

- St. Lawrence University believes that the process of education can best be furthered through the interaction of students and instructors within the classroom.
- Students are expected to be present and punctual for academic appointments. It is the responsibility of the student to abide by the standards for attendance as set forth by the individual instructors at the beginning of each semester. It is also expected that the student will confer with the instructor whenever circumstances prevent the keeping of academic appointments.
- Students should not anticipate that absence from a class, a laboratory, or other academic functions will excuse them from being held responsible for work expected or materials covered, including quizzes and tests whether announced or unannounced.
- As in the past, co-curricular activities sponsored by the University are in accordance with the aims of a liberal arts college and complement the educational process. The University policy on class attendance is interpreted to indicate that students who miss class due to participation in a

sponsored, co-curricular activity, will be treated with consideration. Attendance policies of individual faculty members should be flexible enough to allow for participation in such activities.

- Faculty members will not schedule co-curricular activities that infringe upon student course obligations. Every effort should be made to reduce academic conflicts. For example, such experiences which necessitate absence from campus will, whenever possible, be scheduled at a time when classes are not in session. This is particularly important for those events which involve absence from two or more consecutive classes in a course. Exceptions to this policy may be granted by the Dean of Student Life and the Dean of Academic Affairs.

7. Off-Campus Activities During Final Examination Periods

It is the policy of St. Lawrence University that off-campus activities by University-sponsored organizations should not be scheduled during final examination periods. If, however, a University-sponsored organization is presented with an opportunity of extraordinary distinction which would involve its participation in an off-campus event during a final examination period and it is clearly established that the event cannot be rescheduled, the organization may petition the Dean of Academic Affairs in writing for an exception. Any petition shall address these concerns and be considered on its own merits. Statements of support by the appropriate department or program chairperson and the Dean of Student Life shall accompany each petition. In addition, a petition shall be accompanied by a complete list of all students requesting to participate whose examination schedule will be affected by participation.

In the case of athletic teams invited to participate in post-season competition, the competition must be sanctioned by the appropriate governing body, a sufficient number of players and coaches must consent to compete, and the record of competition must make the team a legitimate contender.

In the event that the Dean makes a decision in favor of the petition, his/her designated representative will notify all faculty whose final examinations schedule will be affected by participating students.

Participating students will be responsible for making appropriate arrangements with their instructors for the satisfactory completion of course requirements.

8. Community Auditing Program

Before each semester, literature describing the Community Auditing Program and the policies governing it along with a current *University Catalogue* and *Time Schedule of Classes* is distributed to St. Lawrence County libraries and other agencies considered appropriate.

Any person over 21 years of age (or in exceptional cases, persons under 21) will be permitted to audit as many as two courses a semester with permission of the instructor and the Academic Dean's Office and upon payment of a non-refundable fee of \$100 which includes the registration fee. Persons over 60 will have the same privilege but will be assessed only the \$25 registration fee. Laboratory fees will be assessed where appropriate.

Each instructor will determine the extent to which the participation of auditors in the work of the class will be permitted. No grades will be recorded in the office of the Registrar; however, a certificate of attendance may be issued.

9. Student Consultation

Office Hours

Faculty are expected to be available for consultation with students. One method of facilitating consultation is to post scheduled office hours, so that students are informed of a faculty member's availability.

Advising of Students

While students are responsible for defining and pursuing their own liberal educations, the faculty's role in understanding students' goals and advising in light of them is critical. Faculty advising is teaching. The advising system ensures that each student has a formal advisor to turn to as his or her education unfolds. With the exception of faculty in their first year of service, all ranked members of the faculty are expected to serve as academic advisors and supervise programs of study. Assignments are made by the Associate Dean of the First Year and by the chairs of departments and programs. Parity in numbers of advisees is sought.

Access to Student Records and Letters of Recommendation

A student has the right of access to any of his or her records and recommendations held in the University Registrar's Office. The student may challenge the accuracy of any document, and in the case of recommendations, may request removal of such from the file.

Should the student's challenge not result in a considered appropriate action by the responsible faculty member or administrator, the student may initiate grievance procedures

A student does not have the right of access to any recommendations requested of a faculty member to be sent directly to another party and not filed with the St. Lawrence Career Services and Leadership Education Office. This applies whether or not the student has signed a waiver of his/her right to access.

For further information regarding rules and regulations concerning access to student records and letters of recommendation, [click here](#) and see [the US Department of Education webpage](#).

10. Academic Conflict Resolution

The Academic Conflict Resolution Committee (faculty) shall be responsible for attempting to resolve academic conflicts involving faculty, students and administrative staff and for convening hearing boards according to the provisions of the Academic Conflict Resolution Procedures.

The following procedures are based on the premise that, in most cases, faculty will be the final arbiter of academic standards and policies in their courses. The ACRC will not normally intervene in cases involving disagreement about a grade, unless it can be demonstrated that stated procedures for assessment have not been followed. Furthermore, St. Lawrence University believes that the majority of conflicts in the academic sphere can be settled through prompt and adequate communication and attention, usually obviating the need for more formal procedures.

1. Procedures governing students:

The student's first responsibility is to discuss the matter thoroughly with the faculty or staff member. If the student continues to believe that a conflict still exists, he or she should direct the matter to the department chair or administrative supervisor in writing within 30 days of the conflict's having arisen but no later than 30 days into the subsequent semester. For students in off-campus programs, the program

director shall be considered the department chair in the case of conflicts involving program faculty; the Associate Dean of International and Intercultural studies shall act as administrative supervisor in conflicts involving program directors. Students in direct entry programs or consortia will be subject to the appropriate organization's conflict resolution procedure. Communication between parties will be facilitated by the office of international and intercultural studies. In the event that the student believes there is a conflict of interest involving the department chair, the student will consult with the dean of academic affairs to identify an appropriate substitute. The faculty member also should submit his/her written account of the case and also may choose an alternate to the department chair/administrative supervisor in the event that he or she feels there may be a conflict of interest. These written statements will form the basis for discussion among the department chair or administrative supervisor, the faculty member and the student, after which the department chair or administrative supervisor will discuss the matter with the faculty or staff member and propose an appropriate resolution to all parties in writing.

If a student continues to believe that the matter has not been resolved, he/she may direct the matter in writing to the Academic Conflict Resolution Committee (ACRC). This step must be taken within 10 days of the student being notified by the department chair/administrative supervisor of the decision. The ACRC will read the written accounts of the conflict. If the committee determines that there are not sufficient grounds to warrant further action on the issue, the complainant will be notified of this decision. If the committee determines that there is sufficient cause to proceed, it will convene a hearing board composed of three faculty members, chosen from the larger committee of ten appointed by Faculty Council, to ensure that no member hearing the case knows either party well. The hearing board will determine the appropriate procedures to be followed and will communicate that to the parties at the start of the process. The hearing board will notify both parties of its findings. If the complainant rejects the findings of the hearing board, he/she may ask the dean of academic affairs for a final ruling on the matter.

2. Procedures governing faculty:

A faculty member who finds him/herself in academic conflict with a student should first attempt a resolution through negotiation with the student and the department chair or administrative supervisor. That negotiation should be conducted on the basis of a written account by the faculty member and a response by the student submitted to the chair or supervisor within 30 days of the faculty member's determination that no resolution is to be expected without such a proceeding. In the event that the student concerned believes there is a conflict of interest involving the department chair, the student will consult with the dean of academic affairs to identify an appropriate substitute. If the faculty member is dissatisfied with the outcome of this negotiation, he/she may ask the Academic Conflict Resolution Committee, in writing and within ten days of being notified of the chair or supervisor's decision, to convene a hearing board to adjudicate the matter. The Committee shall convene a board within ten working days of its receipt of the faculty member's request. The hearing board will be composed of three faculty members chosen from the larger committee of ten appointed by Faculty Council in order to avoid conflicts of interest. The hearing board will determine the appropriate procedures to be followed and will communicate that to the parties at the start of the process. The hearing board will notify both parties of its findings.. If the faculty member rejects the findings of the board, he/she may turn to the Faculty Grievance Committee for final redress.

3. Any matters arising that were not dealt with by the original hearing board may be resolved by a majority of the available members of the ACRC.

11. Certification of Degrees

- 1) It is the prerogative of the faculty to determine whether or not a candidate for a degree in

course has fulfilled the requirements for that degree.

- 2) No candidate may be certified for a degree in course over the objections of the faculty.
- 3) An appeals policy has been established as a means for a student to appeal if he/she has not been certified for graduation by the faculty but believes he/she is entitled to graduate. See the *Student Handbook* for details.

B. Scholarship

Believing that effective teaching gains fortification from an atmosphere of scholarship and creativity, St. Lawrence expects each faculty member to maintain a focus of professional interest and encourages him or her to achieve professional recognition.

For additional information and details, see the relevant sections of the Policy on Tenure and Promotion. (III.D.)

C. University Community Service

1. Membership on Committees

Faculty members not on leave or in their first year of employment with the University are normally expected to be available to serve on a standing faculty or university committee. In alternate spring semesters, the Committee on Committees of Faculty Council, through a questionnaire, requests faculty preferences for committee membership, and with this information assigns the necessary number of faculty to committee openings. The period of appointment for chairpersons and members is two years. The total number of committee openings for faculty is equal to or greater than the number of available faculty members, so in any given year there will be some faculty who may be asked to serve on more than one committee.

The system of University committees is described under “Standing Committees Involving Faculty”.

2. Attendance at University Functions

Faculty are expected to meet their classes regularly. If absence is unavoidable, courtesy requires that the department chairperson or program coordinator and the class be informed in advance so as to minimize inconvenience.

Faculty are also expected to attend convocation and graduation ceremonies as part of the procession unless previously excused by the Dean.

D. Annual Faculty Report

Each year the Dean’s Office asks all full-time faculty to complete a professional activity report. The report solicits information on teaching activities, achievements in scholarship and/or the arts and service to the community and professional organizations.