

Faculty Manual

Manchester College

Office of Academic Affairs

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*This *Faculty Manual* may be amended periodically, and each amendment will be effective at the time of its adoption unless otherwise indicated. A current *Faculty Manual* will be maintained and available on the College website and will supersede paper copies and control in the event of conflicts with old versions.

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Part One: General Organization and Governance

DEPARTMENT CHAIRS

Responsibilities

Department chair's responsibilities include working with faculty, the registrar, and the vice president and dean for academic affairs; preparing departmental schedules; determining staffing needs; monitoring faculty performance; mentoring faculty in their teaching and professional growth; writing letters of evaluation for untenured faculty; proposing and implementing the departmental budget; coordinating department curriculum; leading departmental faculty meetings; attending department chair meetings; leading the department in establishing short and long term goals; and handling other matters related to departmental functions.

Appointment

The vice president and dean for academic affairs shall appoint department chairs after consultation with faculty members from the relevant department. Department chairs receive additional compensation for the extra responsibilities they carry for their departments. This annual stipend is added to the salary of the department chair for the duration of the appointment.

Term of Office

Department chairs will serve three-year terms, usually with a maximum of two consecutive terms of service.

DIVISION CHAIRS

Responsibilities

Division chair's responsibilities include advising and assisting the vice president and dean for academic affairs regarding divisional matters, serving on the Academic Policies Committee, and conducting division meetings.

Term of Office

The faculty members of a division elect a chair from the division's full-time faculty. The chair serves for four years, with re-election possible. If the chair cannot serve a full term, the division shall elect a replacement for the period of the absence.

FACULTY

Faculty Defined

- The title "faculty" at Manchester College refers to all persons with faculty appointments.
- The vice president and dean for academic affairs and all the librarians shall be considered members of the faculty.
- Faculty meetings shall be open to all faculty employed full-time and to professors emeriti/ae. The Faculty Executive Committee may also invite other members of the College community to attend.
- All faculty employed full-time at Manchester College may vote at faculty business meetings.
- For purposes related to matters covered by this manual, the College further distinguishes between faculty and teaching staff. See the following table:

Part One: General Organization and Governance

Faculty	Teaching Staff
At least 50% of their load is devoted to formal instruction—including practica, internships, field experiences, student teaching supervision, etc. (i.e., anything with a course number). Certain responsibilities (such as service as department chair, program director, associate dean) may also be counted toward formal instruction hours.	Less than 50% of their load is devoted to formal instruction—including practica, internships, field experiences, student teaching supervision, etc. (i.e., anything with a course number).
9-10 month contract*	10-12 month contract
Faculty benefits*	Staff benefits
Vote at faculty meeting	No vote at faculty meetings
Can be tenure or non-tenure track	Not eligible for tenure
Eligible for service on faculty and joint committees only	Eligible for joint committee and staff governance only
Academic advising responsibilities	
Governed primarily by Faculty Manual	Governed primarily by Employee Handbook (exception: responsibilities related to the teaching function)

*With some exceptions (e.g., director of teacher education).

The definitions, responsibilities, and benefits noted above apply to all faculty and teaching staff whose initial contracts begin on or after August 15, 2009.

(Faculty definition amended by the faculty, May 8, 2009)

The faculty has primary responsibility for academic areas such as curriculum, academic policies, and standards; faculty status and professional development; and appropriate student involvement in the academic process. On these matters, the power of review or final decision reserved for the Board of Trustees or the president as its representative, should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty. It must be recognized that at times conditions may exist which will impose limits on the extent to which faculty actions can be implemented or realized.

Policy concerning faculty status and related matters is formulated primarily by the faculty. In matters of appointments, reappointments, decisions not to reappoint, promotions, granting of tenure and dismissal, active participation by faculty through the governance structure is provided. The administration must concur with faculty judgments except in infrequent instances and for compelling reasons which must be stated. The right of appeal is provided through administrative levels, including the president.

All items brought to the faculty from a faculty committee, whether as an item of information or as an item for action, must be items over which the faculty has jurisdiction; as such, any item brought to the faculty for information can, if the faculty wishes, be made an item for action, and be voted on at that time. Any externally-mandated regulation, and any policy change made by the administration, should be delivered to the faculty by an administrative officer, and not brought through a faculty committee.

On general matters which are deemed to be of great importance to the College as a whole and outside the direct responsibility of the faculty, the president may request the counsel of the faculty. If the faculty should choose not to respond with a faculty view or resolution, the president reserves the right to make a presentation or recommendation to the Board of Trustees without faculty participation.

GOVERNANCE AT MANCHESTER COLLEGE

All matters related to faculty governance must be approved by the faculty.

By-Laws for the Conduct of Faculty Elections

Administration

Elections for faculty offices (see the accompanying table) will be administered by the Office of Academic Affairs. In these By-Laws, the term "faculty offices" refers to:

- members of the Faculty Executive Committee and its chair;
- members of the Appointments, Promotion, and Tenure Committee.

Eligibility

- Faculty (ranked instructor or above) are eligible to vote in these elections.
- Faculty members who are eligible to vote are also eligible to serve as officeholders, unless otherwise specified by the governance document.

Elections for Faculty Offices

- Elections for faculty offices shall take place annually beginning in March. (The rotation of offices to be filled is specified in the accompanying table.) Special elections to fill unexpired terms or to replace faculty on leave will take place when necessary.
- The offices to be filled will be announced at least two weeks prior to the election, and nominations need to be received by the Office of Academic Affairs within one week of that announcement.
- Individual faculty members may nominate themselves or others for offices
- Incumbent officeholders may decline re-nomination.
- The names of all nominees for offices will be announced to the faculty no later than one week prior to the date of the election.
- All nominees for offices may make campaign statements available to the faculty through conversations, campus mail, electronic mail, or voice mail. Other forms of campaign communication (posters, buttons, etc.) are discouraged.
- No faculty member shall be elected to concurrent service on the Faculty Executive Committee and the Appointments, Promotion, and Tenure Committee.

(Concurrent service amended by the faculty, May 8, 1998)

Balloting for Faculty Offices

- Properly prepared ballots will be presented to faculty during the appointed time for elections.
- If the election takes place using paper ballots rather than through electronic voting mechanisms, only those attending the meeting will be allowed to participate in elections for faculty offices unless faculty members on leave make advance arrangements to participate through the Office of Academic Affairs and to cover any expenses of participation.
- Elections for positions on the Appointments, Promotion, and Tenure Committee will occur first, followed by elections for positions on the Faculty Executive Committee.
- Elections for faculty offices will be conducted by secret ballot.
- Each faculty member shall cast one ballot.
- Elections in multi-candidate races will follow the practice of approval voting, wherein, each faculty member may cast votes for as many candidates as he or she wishes.
- Valid, completed ballots will be collected and counted.
- A response rate of at least 50 percent of the eligible voters will constitute a legitimate election.
- Winners in all races will be determined by a minimum of 40 percent plurality of votes cast. In case of a tie, balloting shall continue between those candidates until one candidate receives a minimum of 40 percent plurality of votes cast.

Elections for Divisional Offices

The term "divisional offices" (see the accompanying table) refers to:

- the chair of each academic division of the College.
- one divisional representative to the Academic Policies Committee.
- one divisional representative to the Technology Committee.

Election Procedures

- Elections for divisional offices shall take place in each division annually, beginning in April.
- Faculty with less than one-half of their time in instruction or academic administration are not eligible to vote in elections for divisional offices.
- Elections for division chair shall follow the applicable procedures outlined above for elections for faculty offices. If the election takes place using paper ballots rather than through electronic voting mechanisms, only those attending the meeting will be allowed to participate in the election for division chair unless faculty members on leave make advance arrangements to participate through the incumbent division chair and to cover any expenses of participation.
- In elections for representatives to faculty committees, each division may adopt and follow the above procedures or may adopt and follow others of its own design.

Amendments

- Amendments to these By-Laws shall be approved by a majority of eligible voters.
(Amended by the faculty February 15, 2008)

OFFICE - FACULTY	TERM	CHOSEN BY	ELIGIBILITY	ELECTION
Faculty Executive Committee 5 members	3 years 2-2-1 cycle	Total faculty	Faculty who have completed at least three years of full-time service on the faculty at Manchester College— one from each division and one at-large	March Natural Science and Social Science terms end in 2010 At-large term ends in 2011 Humanities and EPP terms end in 2012
Faculty Executive Committee chair	1 year	Total faculty	Elected member of the Faculty Executive Committee	March
Appointments, Promotion, and Tenure Committee 5 members	3 years 2-2-1 cycle	Total faculty	Tenured faculty - one from each division and one at-large	March Natural Science and Social Science terms end in 2010 At-large term ends in 2011 Humanities and EPP terms end in 2012
Appointments, Promotion, and Tenure Committee chair	1 year	The committee	Faculty member of APT	After the election of APT

OFFICE - DIVISION	TERM	CHOSEN BY	ELIGIBILITY	ELECTION
Chair of the division	4 years	Full-time faculty of the division	Full-time faculty of the division	April (on this cycle) EPP - 2010, 2014 NASC - 2011, 2015 SOSC - 2012, 2016 HUM - 2013, 2017
Representative to Academic Policies Committee	1 year	Full-time faculty of the division	Member of the division	April
Representative to Technology Committee	1 year	Full-time faculty of the division	Member of the division	April

COMMITTEE STRUCTURE

Standing committees are established by and specified in this governance document; they address essential functions of ongoing College programs. They are classified as faculty, joint, or administrative.

- Faculty committees are responsible to and report to the faculty through the Faculty Executive Committee. Faculty committees involve areas of governance in which faculty responsibilities are predominant;
- Joint committees are responsible to and report to both faculty and administration. In these committees neither faculty nor administrative concerns are predominant; responsibility is shared;
- Administrative committees are responsible to and report to the president or another administrative officer. Administrative committees involve areas of governance in which administrative responsibility is predominant. Faculty representatives on these committees represent faculty interests and keep the faculty informed about proposed policy decisions.

Ad hoc Committees

Ad hoc committees are temporary and are directed toward particular phases of the College program.

- They may be created by the faculty, president, a vice president, or the Board of Trustees.
- The Faculty Executive Committee shall approve the creation of all *ad hoc* committees with faculty membership.
- The Faculty Executive Committee shall appoint faculty membership on these committees.
- They shall be classified as faculty, joint, or administrative, depending on their responsibilities and reporting.
- They shall exist for a specified period and then disband.

(Committee structure, *ad hoc* committees, amended by faculty, May 1, 1996)

Committee Load

The normal committee load for non-administrative faculty will be two committee assignments; first-year faculty normally will have one assignment or none.

Committee Responsibilities

Committees may organize themselves as the members deem appropriate, including developing subcommittees from their membership. (A subcommittee that includes non-members is considered an *ad hoc* committee and requires action by Faculty Executive Committee, as described in the *Ad Hoc Committees* section.) Chairs of committees are responsible for calling and conducting meetings, setting the agenda, assuring that duties of the committees are fulfilled, and reporting on behalf of the committees. A committee may, as needed, provide for the appointment or election of a recording secretary to prepare and distribute the minutes. Faculty and joint committees shall submit minutes electronically to the Office of Academic Affairs. OAA shall post the minutes of all faculty and joint committees on a web site available to the College community, unless the minutes are labeled “Confidential.”

(Amended by the faculty February 22, 2008)

Committees (in alphabetical order)

Academic Policies Committee (Faculty)

Membership: The vice president and dean for academic affairs; director of teacher education; registrar; four division chairs; one additional representative elected by each division; and two students.

(Membership amended by the faculty, September 29, 2008)

Chair: Chosen by the committee from its faculty membership.

Duties: Policy formulation and implementation.

1. To study and formulate educational policies for the College in light of its mission and purpose.
2. To recommend to the faculty changes in the curriculum and undergraduate degree requirements.
3. To receive and act upon proposals from students for the individualized interdisciplinary major.
4. To review College-wide testing schedules and grading scales.
5. To assess student learning goals of the general education program.

Input and Output

1. Through the Office of Academic Affairs, the committee may receive proposals from academic administrators, committees, divisions, departments, or program councils.
2. Policy items may be brought to the faculty via the Faculty Executive Committee or forwarded to other committees.
3. The committee shall provide an annual general education assessment report to the Assessment Committee, and it shall update the faculty at least once per academic year regarding progress in attaining the learning goals of the general education program.

(Amended by the faculty, September 29, 2008)

Academic Standards Committee (Faculty)

Membership: The registrar, serving as recording secretary; an OAA representative; vice president for student development; one faculty member from each division (none of whom may serve simultaneously on the Enrollment Management Committee).

Chair: Chosen from the divisional representatives.

Duties: Policy formulation and implementation, appellate jurisdiction.

1. To recommend policies relating to academic standards including, but not limited to probation, disqualification, readmission, academic dishonesty, and graduation.
2. To implement faculty policies regarding academic standards by:
 - recommending candidates for degrees and honors;
 - interpreting academic standards and considering exceptions; and
 - acting on other matters referred by the vice president and dean for academic affairs or the registrar.
3. To serve as the final appellate body for students requesting exceptions to academic policies or standards.

Input and Output

1. The committee may receive proposals, suggestions, or concerns related to academic standards from any faculty member or administrator.
2. The committee shall receive petitions and appeals from students through the Office of the Registrar.
3. The committee shall report to the faculty through the chair. Policy items may be brought to the faculty via the Faculty Executive Committee or forwarded to other committees.
4. The chair shall submit a copy of the minutes for the file in to the Office of Academic Affairs.

(Amended by the faculty November 30, 2007)

Appointments, Promotion, and Tenure Committee (Faculty)

Membership: Five (5) tenured faculty, one from each of the four divisions and one at-large, each elected by vote of the total faculty. The vice president and dean for academic affairs shall serve as an *ex-officio* member without voting privileges. The term of office for membership shall be three (3) years. Two faculty will be elected in each of two years and one faculty member in the following year.

(Amended in the faculty meeting minutes, April 17, 1996 and November 22, 1996)

Chair: Chosen by the committee from its faculty membership for a one year term.

(Membership/chair descriptions amended by the faculty, October 18, 1995)

Duties: Policy formulation, advisory, program planning, professional development

1. The chair of the committee, along with the chair of the Faculty Executive Committee, shall represent the faculty in their relations with other College constituencies.
2. To establish procedures for regular review, evaluation, and development of the professional competence of individual faculty members; to inform the faculty of those procedures; and to monitor their implementation by the vice president and dean for academic affairs and departmental chairs.
3. To ascertain, consider, and represent the interests and concerns of the faculty regarding personnel matters, including salary policies and scales, teaching loads, health insurance, and other benefits.
4. To review cases of faculty members for promotions, tenure, sabbaticals, or dismissals in consultation with the appropriate divisional and departmental chairs. When one or more APT members are applying for promotion to full professor, all such members shall be replaced by tenured faculty, to be appointed by Faculty Executive Committee, for the review of all promotion applications to full professor. FEC will attempt to maintain divisional representation in making such appointments. Before a final decision is rendered regarding a change in the tenure status of a faculty line, the vice president and dean for academic affairs will notify and consult with the Appointments, Promotion, and Tenure Committee.
5. To ensure that the chair consult with the president and the vice president and dean for academic affairs to consider salaries and departmental and divisional recommendations regarding appointments.
6. To represent the faculty in interviewing candidates for faculty appointments.
7. To explore possibilities for funding faculty development, and to recommend policy and review proposals for the disbursement of discretionary funds for participation at professional meetings and for professional research.

Input and Output

1. The committee may receive proposals, suggestions, or concerns from any member of the campus community.
2. The committee shall report to the faculty through the chair. Policy items may be brought to the faculty via the Faculty Executive Committee or forwarded to other committees.
3. The committee will forward a recommendation and rationale regarding promotions, tenure, sabbaticals, and dismissals to the vice president and dean for academic affairs.
(Duties and input/output amended by the faculty, May 8, 2009)

Assessment Committee (Faculty)

Membership: The vice president and dean for academic affairs; coordinator of assessment (appointed by the vice president and dean for academic affairs); four divisional representatives, each serving two-year terms (the Social Sciences and Natural Sciences Divisions shall be appointed by the Faculty Executive Committee in the spring of odd-numbered years; the Humanities and Education and Professional Programs Division representatives shall be appointed in the spring of even years); and one student.

Chair: Coordinator of assessment.

Duties: Coordinate assessment of majors, general education curricula, and other programs.

1. To ensure that all majors, the general education curricula and other programs have established a set of goals for student learning and that a plan for the assessment of those goals has been established.
2. To encourage those faculty and staff involved in other curricular and co-curricular programs to establish goals for student learning and development in those programs as well as plans for the assessment of those goals.
3. To receive and review regular reports from faculty and staff involved in the assessment of academic programs, including general education. Reports are to include the results of their assessment and the nature of program modifications based on assessment outcomes.
4. To maintain assessment records for regular internal and external review.
5. To collaborate with those responsible for overall institutional assessment.
6. To educate and update the faculty and staff who are involved in assessment of student learning on the goals, processes, and outcomes of the Assessment Committee's work.
7. To coordinate professional development activities for faculty and staff who are involved in assessment of student learning.

Input and Output:

1. The committee will solicit assessment proposals and reports for all majors, the general education program, and other programs on a regular basis.
2. The committee provides feedback on assessment proposals and reports to department chairs, program coordinators, and individuals responsible for coordinating portions of the general education curriculum.
3. The committee will provide regular assessment updates through workshops and reports for the faculty and staff involved with assessment of student learning.
4. The committee may receive proposals, suggestions, or concerns from the college community dealing with assessment of student learning.
5. The committee shall report to the vice president and dean for academic affairs.
(Amended by the faculty, October 10, 2008)

Athletics Committee (Joint)

Membership: The director of athletics, serving as executive secretary; four faculty members outside of the Department of Exercise and Sport Sciences; the chair of the Department of Exercise and Sport Sciences; the faculty athletic representative; two appointees from the athletic administrative staff, chosen to provide gender balance; and two student athletes, one male and one female.

Chair: Chosen by the committee from the four faculty members.

Duties: Advisory, policy formulation.

1. To help assure that the intercollegiate athletics program is an integral part of the College's total educational mission and to assess the impact of various aspects of the athletics program on college life and individual athletes.
2. To monitor the scope of the intercollegiate athletics program to ensure balance and integration within the academic, spiritual, and social aspects of the collegiate experience. In this function, the committee should regularly review general policy and recommend changes to the faculty regarding athletic eligibility rules, competition, practices, length of seasons, and number of contests.
3. To recommend other college policies regulating the athletics program.
4. To approve requests for exceptions to established guidelines.
5. To review periodically the annual budget for intercollegiate athletics.

Input and Output

1. The committee may receive proposals, suggestions, or concerns from any member of the campus community.
2. The committee shall report to the vice president and dean for academic affairs through the director of athletics, faculty athletic representative, or chair.

(Amended by the faculty, March 14, 2008)

Campus Safety Committee (Administrative)

Membership: The director of campus safety and security; the director of health services; the associate vice president for financial affairs/director of operations; one additional representative from the physical plant; one faculty member from the Natural Sciences Division; the director of human resources; the vice president for financial affairs; and two students (one campus resident and one commuter).

(Membership amended by the faculty, April 12, 2002)

Chair: Director of safety.

Duties: Advisory, policy formulation.

1. To review and recommend to the president policies related to the Manchester College safety program.
2. To review and recommend to the president policies related to compliance with OSHA standards, State of Indiana Uniform Fire Codes, State of Indiana Building Codes, and other legislation and standards pertaining to sound safety practices.
3. To advise the director of safety.

4. To review accident/injury reports, and recommend corrective measures for unsafe conditions.
5. To participate in periodic safety audits of the buildings and grounds and recommend to the president any changes in policies and procedures.
6. To review concerns and recommendations of insurance carriers or other external sources and forward recommendations to the president.

Input and Output:

1. The committee may receive proposals, suggestions, or concerns from any member of the campus community; external public safety agencies; insurance representatives; and other safety sources.
2. The committee shall report to the president.
3. The chair shall submit a copy of the minutes for the files in the Offices of the President, Academic Affairs, and Treasurer.

Enrollment Management Committee (Joint)

Membership: The dean of enrollment; registrar; director of academic support; three faculty (appointed for staggered two-year terms), none of whom shall serve simultaneously on the Academic Standards Committee and one representative from the Office of Student Development.

(Membership amended by the faculty May 15, 2008)

Chair: Chosen by the committee from its faculty membership.

Duties: Advisory, policy formulation and implementation.

1. To recommend and interpret policies and standards for admission of undergraduate students.
2. To act on individual applications for admission or reconsideration referred by the admissions office.
3. To review annually the profile of entering students.
4. To review annually retention data for at-risk students, with special attention to those admitted by the committee.

(Duties amended by the faculty May 15, 2008)

Input and Output

1. The committee may receive proposals, suggestions, or concerns from any faculty member or administrator.
2. The chair shall report to the faculty and to the president of the College. Policy items may be brought to the faculty via the Faculty Executive Committee.

3. The chair shall submit copies of minutes for the files in the Offices of the President and Academic Affairs.

Faculty Executive Committee (Faculty)

Membership: The vice president and dean for academic affairs, and five full-time faculty members who have completed at least three years of full-time service on the faculty at Manchester College, one from each of the four divisions and one at-large, each elected by vote of the total faculty. The term of office for membership on the Executive Committee shall be three (3) years. Two faculty will be elected in each of two years and one faculty member in the following year.

(Membership amended by the faculty November 2, 2007)

Chair: The chair shall be elected by the total faculty during the spring semester for the following academic year from the elected membership of the Executive Committee, and the Office of Academic Affairs will administer this election.

Duties

1. The chair of the committee, along with the chair of APT, shall represent the faculty in their relations with other college constituencies.
2. To review and refer (as appropriate) any items of business to the faculty as a whole, to other committees, or to an administrative office for consideration and action; and to approve the creation of all *ad hoc* committees with faculty membership.
3. To monitor and regulate the functioning of faculty governance procedures and to adjudicate jurisdictional disputes among committees.
4. To recommend to the faculty (unless other procedures are specified elsewhere) the appointment of faculty representatives to faculty, joint, and administrative committees, and to appoint faculty to *ad hoc* committees. By the procedures specified in this document, the Faculty Executive Committee, upon request, shall provide for the temporary replacement of faculty members unable or unavailable to fulfill their committee duties.

(Amended by the faculty, May 1, 1996)
5. To plan the fall Faculty Workshop in cooperation with the Office of Academic Affairs.
6. To call and conduct monthly or bi-monthly business meetings of the faculty during the academic year, as well as any additional business meetings which may be necessary. The chair of the Faculty Executive Committee (or his or her designee from the elected faculty members of the committee) shall preside over these meetings.
7. To facilitate the conduct of faculty business, the Faculty Executive Committee shall:
 - develop and publish in advance the agenda for faculty business meetings;
 - appoint a parliamentarian to advise the chair on procedural questions;
 - appoint a recording secretary to keep and transcribe the minutes of faculty meetings; and
 - upon petition by 25 percent of the faculty, bring items of business to the faculty as a whole for its consideration.

8. To initiate programming to encourage faculty growth and professional collegiality.
(Duties amended by the faculty May 8, 2009)

Input and Output

1. The committee may receive proposals, suggestions, or concerns from any member of the campus community.
2. The committee may bring items directly to the full faculty or refer items to other committees.
3. The committee may request written reports from committees.
4. The chair shall submit a copy of the minutes for the file in the Offices of the President and Academic Affairs.

Graduate Council (Faculty)

Membership: The director of graduate programs, or designee; faculty coordinator for graduate programs; registrar; the faculty advisor from each graduate program; two faculty at-large, appointed by the vice president and dean for academic affairs after consultation with the Faculty Executive Committee and upon approval by the president.
(Membership amended by the faculty, February 22, 2002)

Chair: Chosen by the committee from its teaching faculty.

Duties of the Council: Policy formulation.

1. To approve the graduate curriculum and educational policies in light of the stated aims of the College and the graduate program.
2. To monitor changing needs and conditions for graduate study.
3. To determine general policy and consider individual cases regarding admission of students, transfer of credit, advancement to candidacy, and awarding of degrees.
4. To recommend to the vice president and dean for academic affairs criteria for teaching in the graduate program.
5. To promote the graduate program and maintain its quality.

Input and Output

1. The council may receive suggestions or concerns from faculty members, administrators, or students.
2. The council may receive curricular proposals from departments.
3. The council shall report to the vice president and dean for academic affairs.
4. The chair shall submit copies of minutes for the files in the Offices of the President and Academic Affairs.

Honors Committee (Faculty)

Membership: The director of the honors program; vice president and dean for academic affairs; director of academic support services, three at-large faculty representatives.

(Membership amended by the faculty, March 22, 2002)

Chair: Chosen by the committee from its faculty representatives.

Duties: Policy formulation and implementation, advisory.

1. To identify students eligible for the honors program and to publicize and promote it.
2. To review the eligibility and curricular requirements for the honors program and to recommend changes to the Academic Policies Committee.
3. To accept into the honors program, upon recommendation from the Office of Admissions, qualified new students who meet established criteria for eligibility.
4. To recommend all courses offered for honors credit to the Academic Policies Committee for approval.
5. To recommend to the Academic Standards Committee substitutions in the general education requirements for honors students.
6. To approve proposals for honors theses and to appoint committees to supervise and evaluate them.

Input and Output

1. The committee may receive proposals, suggestions, or concerns from any faculty member, administrator, or student.
2. The committee shall report to the faculty through the chair. Policy items may be forwarded to other committees or the faculty via the Faculty Executive Committee.
3. The chair shall submit copies of minutes for the files in the Office of Academic Affairs.

Human Diversity Committee (Joint)

Membership: The vice president and dean for academic affairs; vice president for student development; director of human resources; director of multicultural services and campus diversity; and the campus pastor. In addition: one head coach; two other faculty; one other staff member; two students. These appointments should be made, in part, to reflect campus diversity.

Chair: To be chosen by the committee from the members other than the vice presidents or the director of human resources.

Duties: Provide policy advice and oversight, program planning, and review of diversity related subjects and events

1. To understand, monitor, and facilitate the College's fulfillment of its expressed vision to develop "respect for ethnic, cultural, and religious pluralism; an international consciousness; and an appreciation for the infinite worth of every person."
2. To survey, catalogue, and report diversity programs, events, and expertise on campus.
3. To advise and support the Office of Multicultural Services and others regarding diversity topics and issues.

Input and Output:

1. The committee shall create and maintain a web presence to chart diversity activities and resources on campus.
2. The committee may receive proposals, suggestions, updates, or concerns from any member of the campus community.
3. The committee shall make committee agendas and minutes available to the College community via its website.

(Amended by the faculty March 13, 2009)

Institutional Review Board (Joint)

Membership: the vice president and dean for academic affairs or an appointed representative; three or four faculty representatives (one or more faculty who are knowledgeable about and experienced in working with vulnerable categories of human subjects, at least two faculty experienced with research protocols of the social and natural sciences, and at least one faculty member familiar with ethical decision making); a student member appointed by the Student Government Association; and a community representative (who is not part of the immediate family of a person who is affiliated with the College) appointed by the vice president and dean for academic affairs. The vice president and dean for academic affairs will appoint the community representative as their services are needed. For research involving non-human animal subjects, the outside community representative should be a veterinarian.

Chair: Chosen by the committee from its faculty membership.

Duties: Implementation of research policy established by the Academic Policies Committee, evaluation of existing policies in accordance with federal, state, and local regulations, and recommendations of policy changes to Academic Policies Committee.

1. To review and approve all research involving humans and non-human animals (as animals are defined in the Laboratory Animal Welfare Act of 1966 as amended) conducted by faculty, staff, or students acting as representatives of Manchester College.
2. To appoint a subcommittee consisting of three of its faculty members to serve as the Research Review Board (RRB).
3. To receive proposals from Manchester College faculty or staff dealing with research involving human or non-human animals (as defined above).
4. To review the policies and practices related to human and non-human animal (as defined above) research at Manchester College.

5. To inform the Academic Policies Committee of changes in institutional policy regarding the “Ethics Guidelines for Research Involving Humans and/or Vertebrate Animal Subjects.”
6. To periodically inform faculty of the Institutional Review Board requirements regarding research.

Input and Output:

1. Through the chair of the IRB, the committee may receive research proposals from Manchester College faculty and staff.
2. Policy items may be brought to the faculty via the Academic Policies Committee.
3. The chair will submit a copy of all actions and committee minutes to the Office of Academic Affairs.

(Amended by the faculty, May 15, 2008)

Interdisciplinary Program Councils (Faculty)

These councils comprise interdisciplinary academic programs offering undergraduate majors and minors. They function like academic departments and report to the vice president and dean for academic affairs through their chairs. Interdisciplinary program councils include: biology-chemistry studies, environmental studies, gender studies, gerontology studies, and peace studies.

Membership: Each program council shall be drawn from the faculty members teaching courses required for the major or minor in that program.

(Membership amended by the faculty, April 12, 1995)

Chair: Appointed by the vice president and dean for academic affairs for three to five years, after consultation with the program's faculty and the appropriate divisional chairs. The chair shall be eligible for reappointment.

Duties of the Chair: Administration.

1. To administer the program and to develop, monitor, and evaluate its quality.
2. To consult with other program members about policy, personnel, curriculum, and budget.
3. To assist the vice president and dean for academic affairs in the process of hiring faculty for interdisciplinary programs.

Marketing Committee (Administrative)

Membership: The executive vice president; director of media and public relations; director of sports information; director of publications and design; webmaster; campus pastor; the dean of enrollment or designee; a representative of the Office of College Advancement, appointed by the vice president for college advancement; and a faculty member appointed by the Faculty Executive Committee.

Chair: Executive vice president.

Duties: Advisory, policy formation, and implementation.

1. To develop a focused, distinctive, and compelling institutional story for use in marketing the College to each of its constituent and target audiences.
2. To propose strategies for raising the College's visibility and accomplishing the marketing goals of the strategic plan.
3. To serve as a marketing resource for the College community.

Input and Output

1. The committee may receive suggestions or concerns from faculty members, administrators, or students.
2. The committee will review major marketing or promotional projects undertaken by various offices of the College.
3. The committee will solicit and review information about the College's position in the market and perceptions of the College in the marketplace.

Peace Studies Institute Committee (Joint)

Membership: The director of the Peace Studies Institute; two faculty teaching in the peace studies program; two additional faculty members; the campus pastor; one additional presidential appointee; the peace studies intern, and two students, one of whom shall be enrolled in the peace studies program.

(Membership amended by the faculty, May 15, 2008)

Chair: Chosen by the committee from its faculty membership.

Duties: Program planning.

1. To develop and coordinate programs for the Peace Studies Institute. The Institute provides programs for students and non-students in conflict analysis and resolution and in peace education.
2. To collaborate with campus peace groups.
3. To publish information and research related to peace issues.
4. To oversee the budget for the Peace Studies Institute.

Input and Output

1. The committee may receive proposals, suggestions, or concerns from any member of the campus or wider community.
2. The committee shall report to the faculty and to the Office of the President through the chair.

(Amended by the faculty, May 15, 2008)

Religious Life Committee (Joint)

Membership: The campus pastor, serving as executive secretary; one faculty-at-large representative, one faculty member from the Department of Religion and Philosophy; one administrative or staff representative; and three students, including one co-chair of the Campus Ministry Board. Membership will be selected to reflect religious diversity.
(Membership amended by the faculty, March 22, 2002)

Chair: Chosen by the committee from its faculty membership. The campus pastor shall not serve as chair.

Duties: Advisory, program planning.

1. To foster the development of a campus climate favorable to wholesome interest in, inquiry into, and expression of religious faith.
2. To encourage development of, sensitivity to, and respect for religious pluralism.
3. To encourage the development of meaningful relationships and attitudes to the church and the Christian faith.
4. To advise the campus pastor on matters of religious life.
5. To review the work and program of student religious organizations and make recommendations for improvement as needed.
6. To facilitate the provision of religious counseling opportunities for students.
7. To initiate planning for campus-wide programs focusing on faith.

Input and Output

1. The committee may receive proposals, suggestions, or concerns from any member of the campus community.
2. The committee shall report to the vice president and dean for student development through the campus pastor.
3. The committee shall report to the faculty through the chair. Policy items may be brought to the faculty via the Faculty Executive Committee or forwarded to other committees.
4. The chair shall submit copies of minutes for the files in the Offices of Academic Affairs and Student Development.

Teacher Education Committee (Faculty)

Membership: The chair of the Department of Education; the director of teacher education; the vice president and dean for academic affairs (or designee); one faculty member each from the Humanities, Natural Sciences, and Social Sciences Divisions; one faculty member from the Department of Exercise and Sport Sciences; and two students majoring in teacher education—one an executive officer of the Student Education Association and one representing a licensing level different from that of the other student representative. If the

chair of the Department of Education is also the director of teacher education, one additional representative from the Department of Education will be appointed. Each faculty member is to be selected from approved teaching licensure areas.

(Membership amended by the faculty, September 29, 2008)

Chair: Chosen by the committee from its faculty membership.

Duties: Policy formulation, advisory, external liaison, appellate jurisdiction.

1. To serve as liaison between the Manchester College faculty and external licensing and accrediting agencies.
2. To review and modify as needed, teacher licensure requirements to determine their effectiveness in meeting:
 - the needs of prospective teachers;
 - the graduation requirements of Manchester College;
 - the requirements of licensure in the state of Indiana; and
 - the accreditation standards of appropriate accrediting organizations.
3. To recommend policy regarding the teacher education program and teacher licensing requirements.
4. To review and act upon recommendations from the director of teacher education regarding all candidates for admission to teacher education and recommendation for student teaching. Student representatives will not function in this duty.
5. To serve as an appellate body for students who have not been admitted to teacher education or recommended to student teach. Student representatives will not function in this duty.
6. To advise the director of teacher education.

Input and Output

1. The committee may receive proposals from departments, divisions, and academic officers.
2. The committee shall report to the faculty through the chair. Policy items may be brought to the faculty via the Faculty Executive Committee or forwarded to other committees.
3. The committee shall process through the Academic Policies Committee all recommendations for changes to teacher licensing requirements, with final action to be taken by the faculty.
4. The chair shall report promptly to the faculty minor modifications in teacher certification patterns.
5. The chair shall submit copies of the minutes for the files of the Education Department chair.
6. Faculty members shall be responsible for prompt dissemination of information from the committee to other members of their divisions/departments. Student representatives will disseminate information to other students as instructed by the committee.

(Amended by the faculty, May 15, 2008)

Technology Committee (Joint)

Membership: director of information technology; director of audio-visual services; network manager; registrar or designee; one faculty representative from each division to be appointed by the respective division; library director or designee; two staff representatives; and two students. All representatives must be appointed from among active users of campus technologies. Committee responsibilities may extend into summer and holiday periods.

(Amended by the faculty, May 15, 2008)

Chair: Chosen from among committee members except ITS-staff and students.

Duties: Policy formulation, advisory.

1. To provide timely information to the campus community about planned changes that affect the College environment.
2. To seek input from academic, administrative and student units regarding technology needs and concerns.
3. To provide input on decisions affecting campus technology.
4. To recommend policies for the use of the campus-wide network and other technologies, including computing, telephone, cable television, instructional technology and the internet.
5. To recommend training and support for users of campus technologies.
6. To discuss the effect of technological changes and advances on the campus.

Input and Output:

1. The committee may receive proposals and suggestions from any member of the campus community.
2. The committee will report to the Office of the Vice President and Dean for Academic Affairs, the Office of the Vice President for Financial Affairs, and to the faculty through its chair.
3. Policy items may be brought to the faculty via the Faculty Executive Committee or forwarded to other committees.
4. The chair shall submit copies of minutes for the files in the Offices of the Vice President and Dean for Academic Affairs and Vice President for Financial Affairs.

(Amended by the faculty, September 8, 2000)

Values, Ideas, and the Arts (VIA) Committee (Faculty)

Membership: The staff person appointed to be administrative secretary for the VIA committee; campus pastor; one person representing public relations; five faculty, with at least one faculty member from each division; and two students.

(Membership amended by the faculty, May 15, 2008)

Chair: Chosen by the committee from its faculty membership.

Duties: Program planning, policy formulation.

1. To plan diverse enrichment programs consistent with the College mission and appropriate to fulfill the VIA academic requirement and to serve the public. These programs include:
 - a convocation series;
 - a film series of educational value; and
 - other cultural and educational events.
2. To formulate policies relevant to these programs.
3. To oversee the budget for each series.
4. To propose to the faculty topics for Discussion Day.

(Amended by the faculty, May 15, 2008)

Input and Output

1. The committee may receive proposals, suggestions, or concerns from any member of the campus community.
2. The committee shall report to the faculty through the chair. Policy items may be brought to the faculty via the Faculty Executive Committee or forwarded to other committees.
3. The chair shall submit a copy of the minutes for the file in the Office of Academic Affairs.

Part Two: Terms of Employment

CONTRACT SECTION

Employment Policies and Procedures for Faculty

This section contains the policies and procedures of the College concerning the terms and conditions of employment of faculty. These policies and procedures are incorporated into the individual contracts of employment for each faculty member. In the event the terms and provisions of a written individual contract are inconsistent with the general policies stated here, the provisions of the individual written contract supersede.

Recruitment, Hiring, and Resignation General Procedures

AAUP Guidelines

The College follows the procedures (adopted by the Board of Trustees, 1963) outlined in the following statement drawn up by the Association of American Colleges and adopted by the American Association of University Professors in 1961.

"Mobility of faculty members among colleges and universities is rightly recognized as desirable in American higher education. Yet the departure of a faculty member always requires changes within the institution, and may entail major adjustment on the part of faculty colleagues, the administration, and students in the faculty member's field. Ordinarily a temporary or permanent successor must be found and appointed to either the vacated position or the position of a colleague who is promoted to replace the faculty member.

"Clear standards of practice in the recruitment and in the resignations of members of existing faculties should contribute to an orderly interchange of personnel that will be in the interest of all.

"The standards set forth below are recommended to administrations and faculties, in the belief that they are sound and should be generally followed. They are predicated on the assumption that proper provision has been made by employing institutions for timely notice to probationary faculty members and those on term appointments, with respect to their subsequent status. In addition to observing applicable requirements for notice of terminations to probationary faculty members, institutions should make provision for notice to all faculty members no later than March 15 of each year of their status the following fall, including rank and (unless unavoidable budgetary procedures beyond the institution forbid) prospective salary.

- Negotiations looking to the possible appointment for the following fall of persons who are already faculty members at other institutions, in active service or on leave-of-absence and not on terminal appointment, should be begun and completed as early as possible in the academic year. It is desirable that, when feasible, the faculty member who has been approached with regard to another position inform the appropriate officers of his or her institution when such negotiations are in progress. The conclusion of a binding agreement for the faculty member to accept an appointment elsewhere should always be followed by prompt notice to the faculty member's current institution.
- 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 continued employment the following year, whichever date occurs later. It is recognized, however, that this obligation will be in effect only if institutions generally observe the time

- factor set forth in the following paragraph for new offers. It is also recognized that emergencies will occur. In such an emergency the faculty member may ask the appropriate officials of the institution to waive this requirement, but the faculty member should conform to their decision.
- To permit a faculty member to give due consideration and timely notice to his or her institution in the circumstances defined in paragraph 1 of these standards, an offer of appointment for the following fall at another institution should not be made after May 1. The offer should be a "firm" one, not subject to contingencies.
 - Institutions deprived of the services of faculty members too late in the academic year to permit their replacement by securing the members of other faculties in conformity to these standards, and institutions otherwise prevented from taking timely action to recruit from other faculties, should accept the necessity of making temporary arrangements for obtaining personnel from other sources, including new entrants to the academic profession and faculty personnel who have retired.
 - Except by agreement with their institution, faculty members should not leave or be solicited to leave their positions during an academic year for which they hold an appointment."
(AAUP guidelines adopted by the Board of Trustees, 1963)
(Amended by the Board of Trustees, 1990)¹

Definition of Faculty and Ranks at Manchester College

The following principles pertaining to faculty rank, promotion, and tenure were adopted by the Board of Trustees in 1958, amended in 1975 and in 2000.

Full-time faculty members are appointed to the ranks of instructor, assistant professor, associate professor, and professor. Library faculty have comparable ranks of assistant librarian, associate librarian, and librarian. These appointments may be tenure track, tenured, non-tenure track, or visiting non-tenure track.

Adjunct faculty members are part-time, temporary college employees. Adjunct faculty teaching loads will generally not exceed two courses per semester. Adjunct faculty members are selected by the department in consultation with the vice president and dean for academic affairs. They receive term contracts, have no fringe benefits, and do not accrue time toward tenure, promotion, or sabbatical leaves. They usually have no other faculty responsibilities beyond those specified in their individual contracts.

Qualifications for Faculty Ranks

At the time of initial appointment and at promotion of a full-time faculty member, the vice president and dean for academic affairs, in consultation with the search committee, appropriate college officials, and the president determines rank using the following descriptions as guidelines.

Instructor	Instructors will normally possess a master's degree or its equivalent from an accredited graduate school. Persons hired for tenure track positions who have not yet completed work for the terminal degree will be appointed as instructors. Promotion to assistant professor will be automatic on completion of the terminal degree within a negotiated time, generally not to exceed three years, provided that professional effectiveness is satisfactory.
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¹ The AAUP statement referred to is the "Statement on Recruitment and Resignation of Faculty Members."

Part Two: Terms of Employment

Assistant Professor	Assistant professors will normally possess an earned doctorate or appropriate terminal degree from an accredited graduate school.
Associate Professor	Associate professors will normally possess an earned doctorate or appropriate terminal degree from an accredited graduate school and at least six years of full time, successful college teaching experience. Only the most outstanding teachers will move above this rank.
Professor	Professors will normally possess an earned doctorate or appropriate terminal degree from an accredited graduate program and at least twelve years of full time, college teaching experience, demonstrating excellence in teaching.

A faculty member at the time of appointment may be awarded up to three years of credit toward tenure and promotion on the basis of previous successful teaching at another accredited institution.

Earned Doctorates and Other Appropriate Terminal Degrees

In most cases, the earned doctorate is the terminal degree in an academic discipline. Some disciplines, however, are of an applied nature for which other degrees are considered by Manchester College to be terminal. The Appointments, Promotion, and Tenure Committee has identified several programs in which a degree other than the doctorate is considered terminal for promotion and tenure considerations.

Accounting and Business

Faculty members with doctorates are preferred. Tenure and/or promotion, however, may be granted to accounting and business faculty with appropriate master's degrees (e.g., M.B.A., M.Acct.), non-academic work experience, and where appropriate, certification as Certified Public Accountants, Certified Managerial Accountants, Certified Internal Auditors, or Certified Financial Planners.

Fine and Performing Arts

Faculty members with doctorates are preferred. Tenure and/or promotion for persons who work as studio artists, musicians, or as technical theatre specialists may be granted to those who hold the M.F.A. degree.

Exercise and Sport Sciences (Athletic Training)

Faculty members with doctorates are preferred. Tenure and/or promotion may be granted for athletic trainers who have an appropriate master's degree and continued certification by the Board of Certification.

Library

Librarians with doctorates are preferred. Tenure and/or promotion for librarians, however, may be granted to librarians with the M.L.S. or comparable degree.

Social Work

Faculty members with doctorates in social work are preferred for teaching assignments which include courses in theory and policy. Tenure and/or promotion may be granted for social work

faculty with the M.S.W. or its equivalent when their teaching assignments are primarily in social work practice and field instruction.

(Reaffirmed by the Faculty Development Committee, April 23, 1999)

Tenure

In harmony with the 1940 statement of academic freedom in teaching and research articulated by the American Association of University Professors, the College grants tenure to some members of the faculty. Tenure is a privilege granted by Manchester College, representing an agreement between the College and the faculty member for continuous employment from year to year and expresses the College's legal and economic protection of the faculty member's academic freedom. It is attained only through formal action by the College and allows the College to maintain its standards of professional excellence. It cannot be attained *de facto*: it is awarded only on substantive grounds by positive action of the Board of Trustees. Granting of tenure means continuous employment from year to year except under unusual circumstances.

During the first six years of employment, procedures for promotion and tenure are parallel. An untenured faculty member in a tenure track appointment is described as an untenured faculty member.

Procedures for Faculty Evaluation, Tenure, and Promotion

The evaluation process at Manchester College gives faculty members constructive and balanced information to help them fulfill their academic responsibilities, provides a guide for professional goal-setting, and allows the College to determine if the faculty are fulfilling their responsibilities effectively. As faculty members acquire seniority at the College, evaluation criteria will be progressively more rigorous in the areas of teaching, scholarship, and service.

All full-time faculty members will participate in standardized student evaluations for each course taught (with some exceptions, to be determined by the APT Committee) during the academic year. In addition, each full-time faculty member will be observed in the classroom by a colleague at least once each academic year. Each full-time faculty member must also submit an annual report of his/her professional activities to the department chair and the vice president and dean for academic affairs. (Guidelines for this report are available from the Office of Academic Affairs.) A response by the vice president and dean for academic affairs will be sent to the faculty member and the department chair.

Evaluation of Non-Tenure Track Faculty Members

Faculty members with non-tenure track contracts will be evaluated annually by their department chairs. These evaluations will follow the same procedures as evaluations for tenure-track faculty members.

Evaluation of Untenured Faculty Members

Each untenured faculty member will be evaluated annually by the department chair. The department chair's evaluation will be forwarded to the Office of Academic Affairs, along with the faculty member's annual report.

In the untenured faculty member's third year (the traditional midpoint in the tenure process), the faculty member will participate in a midpoint review. For this review, the faculty member will prepare a dossier and will meet with the department chair, the chair of the Appointments,

Promotion, and Tenure Committee, and the vice president and dean for academic affairs to review progress. A positive evaluation in the midpoint review means the faculty member is proceeding satisfactorily toward tenure and promotion, but does not guarantee the awarding of tenure.

Evaluation of Tenured Faculty Members

Tenured faculty members will be evaluated annually by the vice president and dean for academic affairs. The dean's evaluation will be sent to both the department chair and faculty member.

Tenure Track Extension

In some circumstances, faculty members may request extensions in the period before the tenure decision. When extraordinary circumstances (such as an extended illness, the birth or adoption of a child, or the assumption of primary responsibilities for an ill family member) make it difficult for faculty members to sustain progress toward tenure and promotion, they may request that the tenure decision be delayed, normally for one year. The request for the extension must occur at the time of the circumstance that prompts it. Faculty members may request a tenure track extension through the vice president and dean for academic affairs who, in consultation with the Appointments, Promotion, and Tenure Committee, may authorize it.

Process for Tenure and Promotion

Timetable for Tenure and Promotion

By October 1 of each academic year, faculty who are eligible for tenure and/or promotion will submit dossiers to the Office of Academic Affairs. Years of teaching experience include the year of application for tenure as a full year. Mid-year appointments do not count as a full year of teaching experience. For persons seeking tenure and promotion simultaneously, the same dossier will support both requests.

Tenure and Promotion Dossiers

Faculty members seeking tenure and/or promotion should prepare their dossiers in consultation with their department chairs. The dossiers are due in the Office of Academic Affairs by October 1. Dossiers will be reviewed by the Appointments, Promotion, and Tenure Committee, which will make the appropriate recommendations concerning tenure and/or promotion. The burden is on the faculty members to demonstrate that they have met the criteria for promotion/tenure, and the dossier should provide sufficient, concise, and well-organized information to the Appointments, Promotion, and Tenure Committee members so that they can make an informed recommendation.

The dossier for candidates seeking tenure and/or promotion must contain material organized into the following separate sections. A description of the contents and examples of appropriate supporting documentation for each section are listed under the title. (The examples listed are NOT to be considered as a comprehensive or exhaustive list.) The Appointments, Promotion, and Tenure Committee may request additional information as needed.

- Candidate's letter to APT.
 - A narrative which provides a self-assessment of the candidate's teaching strengths, scholarly endeavors, and service activities.
 - The narrative should summarize the candidate's case for tenure and/or promotion.
- Chair's letter to APT.
 - A narrative which summarizes the candidate's contributions in the areas of

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- teaching, scholarship, and service.
- A recommendation regarding the candidate's fitness for tenure and/or promotion.
- Narrative summary, analysis, and evidence of teaching.
 - Address such matters as syllabus changes, the use of assessment tools, examples of student success, and a summary of student comments from evaluations.
 - Provide reflection on one's experiences in classroom teaching: what has worked, what has not worked, efforts at innovation and experimentation, observed trends in one's teaching evaluations.
 - Summaries of student evaluation data are available from the Office of Academic Affairs and will be provided to members of APT.
- Letters.
 - Annual evaluation letters (chair, VPAA).
 - Documents relating to the midpoint review.
 - Documents relating to colleague observation of classroom teaching.
 - Letters of support: no more than five supporting letters from faculty colleagues (both inside and outside the department), none from current students; such letters should address the candidate's contributions in the areas of teaching, scholarship, and service.
- Narrative summary, analysis, and evidence of scholarship.
 - Representative sample of publications, submitted articles, conference proceedings, grant proposals, creative work.
- Narrative summary, analysis, and evidence of service.
 - A narrative which addresses service to the department, the College, the discipline and the community.
 - Information regarding the number of advisees, the number and nature of committee assignments, and one's volunteer activities.

Librarians are evaluated by the same procedures as other faculty except that they must demonstrate command and knowledge of their specialty area, fulfillment of their principal responsibilities in the library, ability to direct the activities of nonprofessional staff members, knowledge of current developments in their area of responsibility, ability to use ideas gained from individual study for the improvement of their area of library responsibilities, communication skills, and willingness to fulfill the responsibilities of the library.

Criteria to be Considered

Faculty members must document "professional effectiveness," a term which should be interpreted broadly. It includes all essential elements of effective teaching and indicates increasing competence in instruction, scholarship, and service. Successful professional progress at the rank of professor will, therefore, be judged by higher standards of accomplishment than at the assistant professor rank.

Teaching effectiveness is the most important criterion for tenure and promotions at Manchester College. Essential characteristics for any effective teacher include, but are not limited to, high quality of scholarship, intellectual integrity, professional currency, cooperation with all phases of the academic program, openness to learn about and adopt improved methods of teaching, and above all, a vital interest in student learning. The demonstration of superior abilities in research, student advising, and service are weighted less heavily than teaching effectiveness among the criteria for promotion and tenure. They are, however, highly desirable attributes of a successful

teacher and will be regarded favorably in the review process. Assumption of the total responsibility as a faculty member includes attendance at faculty meetings, responsible committee work, student advising, and other assigned responsibilities.

Deliberations and Recommendations

The Appointments, Promotion, and Tenure Committee will review the dossier. The committee may consult the department chair or others as it deliberates. Following its deliberations and recorded vote, the Appointments, Promotion, and Tenure Committee will forward a written recommendation with justification to the vice president and dean for academic affairs, copied to the department (or division) chair and the faculty member. The vice president and dean for academic affairs and the president will make a joint recommendation to the Board of Trustees, and a status letter will be sent to the department (or division) chair and to the faculty member. The final decision regarding tenure and promotion rests with the Board of Trustees. The Office of Academic Affairs maintains the confidential copies of all dossier materials for at least seven calendar years after the candidate has been considered.

Midpoint Review Dossiers

Faculty members at the midpoint in the tenure process should prepare their dossiers in consultation with their department chairs. The dossiers are due in the Office of Academic Affairs by February 1. Dossiers will be reviewed by the Appointments, Promotion, and Tenure Committee, which will make the appropriate recommendations concerning progress toward tenure and/or promotion. The burden is on the faculty members to demonstrate that they are making satisfactory progress toward tenure and/or promotion, and the dossier should provide sufficient, concise, and well-organized information to the Appointments, Promotion, and Tenure Committee members so that they can make an informed assessment.

The dossier for the midpoint review must contain material organized into the following separate sections. A description of the contents and examples of appropriate supporting documentation for each section are listed under the title. (The examples listed are NOT to be considered a comprehensive or exhaustive list.) The Appointments, Promotion, and Tenure Committee may request additional information as needed.

- Candidate's Letter to APT.
 - A narrative which provides a self-assessment of the candidate's teaching strengths, scholarly endeavors, and service activities.
- Chair's letter to APT.
 - A narrative which summarizes the candidate's contributions in the areas of teaching, scholarship, and service.
 - An assessment of the candidate's progress toward tenure and/or promotion.
- Narrative summary, analysis, and evidence of teaching.
 - Address such matters as syllabus changes, the use of assessment tools, examples of student success, and a summary of student comments from evaluations.
 - Provide reflection on one's experiences in classroom teaching: what has worked, what has not worked, efforts at innovation and experimentation, observed trends in one's teaching evaluations.
 - Summaries of student evaluation data are available from the Office of Academic Affairs and will be provided to members of APT.
- Letters.
 - Annual evaluation letters (chair, VPAA).

- Documents relating to colleague observation of classroom teaching.
- Narrative summary, analysis, and evidence of scholarship.
 - Representative sample of publications, submitted articles, conference proceedings, grant proposals, creative work.
- Narrative summary, analysis, and evidence of service.
 - A narrative which addresses service to the department, the College, the discipline and the community.
 - Information regarding the number of advisees, the number and nature of committee assignments, and one's volunteer activities.

Faculty Appeal Process

A faculty member may appeal a decision only on procedural grounds by demonstrating that the College violated established procedures and/or acted prejudicially, capriciously, or significantly inconsistently in the application of guidelines and criteria. A faculty member may appeal by requesting a hearing by the Faculty Executive Committee. Such a request must occur within ten calendar days of the notification about the decision by the Board of Trustees. Within seven calendar days before a review meeting of the Faculty Executive Committee, the faculty member must submit a written statement summarizing the basis for the appeal to the chair of the Faculty Executive Committee.

The Faculty Executive Committee will review the case and reach its finding within 15 calendar days of hearing the appeal. The Faculty Executive Committee will present its findings to the president and the vice president and dean for academic affairs. If the vice president and dean for academic affairs disagrees with the Faculty Executive Committee's recommendations, the vice president and dean for academic affairs will meet privately with the Faculty Executive Committee to explain the reasons for the contrary recommendation. The vice president and dean for academic affairs will also forward, in writing, the reasons for the contrary recommendation to the president who may consult with the vice president and dean for academic affairs, Faculty Executive Committee, and the Appointments, Promotion, and Tenure Committee before making a final decision. The president's decision may be appealed to the Board of Trustees whose decision is final.

Separation from the College

At times, Manchester College or individual faculty members find it necessary to sever their contractual relationship. The various types of separation are resignation, retirement, non-reappointment, prolonged illness, and dismissal.

Resignation

A faculty member should not resign to accept other employment later than May 15, or thirty days after receiving notification of the terms of continued employment, whichever date occurs later.

Retirement

The College has no mandatory retirement age. Faculty who plan to retire should inform the College of their plans as far in advance as possible.

Non-reappointment

Legitimate reasons for the non-reappointment of a faculty member may include, but are not limited to: cancellation or change in a program, declining enrollment in a program or at the

Part Two: Terms of Employment

College, need for reduction in faculty (see Program Adjustment and Release of Faculty section below), incongruence between the teaching interests of the faculty member and the educational goals of the College, unfavorable reviews of the faculty member's major appointment responsibilities, or violation of College policies.

Since a notice of non-reappointment is not a dismissal for cause, the College is not obligated to give reasons for its action. The faculty member, however, may submit written request to have the reasons in writing from the vice president and dean for academic affairs within 15 working days of the notice.

In order to facilitate relocation, the College will give first-year faculty members advance notice of the intent not to reappoint them for a subsequent academic year by March 1. For the second and third years of service, the faculty member will be notified by January 15; and faculty members in at least their fourth year of service will receive notice at least one year before non-reappointment. In the event that a faculty member believes that non-reappointment has been unlawfully discriminatory or in a violation of academic freedom, s/he may submit a grievance in accordance with the appeal procedures established earlier. The burden of proof is on the faculty member by a preponderance of the evidence.

Prolonged Illness

In the case of extended illness, the College and the faculty member will work together to accommodate the needs of the faculty member, meet the educational needs of the College, and use the disability program to ease the burden of any necessary medical leave or termination. The provisions of the Family and Medical Leave Act can support these accommodations and may be found in the Employee Handbook.

Dismissal

The College may terminate its contract with a faculty member for just cause. Dismissal for cause must be directly and substantially related to the fitness of the faculty member to continue at Manchester College. Dismissal will not be used to violate a faculty member's academic freedom. Dismissal proceedings may be instituted on the following grounds: professional incompetence, continued neglect of academic duties in spite of warnings, serious personal misconduct, deliberate violation of the rights of other employees or students, conviction of a felony, conviction of a crime directly related to the faculty member's fitness to practice her/his profession, serious failure to follow the professional ethics of one's discipline, falsification of credentials or experience, failure to follow the standards of the College with respect to guidelines and policies in this handbook after warnings from the vice president and dean for academic affairs, or necessary reductions in faculty. When the cause for dismissal is the necessary reduction in faculty, written notice must be given for two successive years to void the tenure contract.

Any tenured faculty member to be dismissed for cause shall be given notice to that effect in writing by the president of the College. Circumstances which might require a necessary reduction in staff include financial exigencies and modifications in the academic program which eliminate the need for specific academic positions.

Shared Appointment

A shared appointment is a contract held jointly by two people, each carrying a portion of the responsibilities of a single authorized position. Shared appointments shall be made only when the credentials of the faculty members and needs of the degree or program area justify it. For the

purposes of salary determination, promotion, tenure, performance evaluation, and other personnel matters, individuals holding shared appointments shall be subject to the same policies and procedures and standards of performance applicable to faculty on individual appointments. In faculty, division, and department meetings, a shared appointment will have one vote.

If one of the individuals holding a shared tenure-track appointment is not reappointed or is denied tenure, the shared appointment automatically expires. If, after tenure is granted, one of the individuals holding a shared appointment resigns, retires, becomes permanently disabled, is dismissed, is terminated in accordance with appropriate policies, or dies, the other individual's appointment continues at half-time. This half-time designation may be increased if approved by the president after consultation with the vice president and dean for academic affairs, the Appointments, Promotion, and Tenure Committee, and the department chair.

Faculty Emeriti/ae

The College, upon recommendation of the Appointments, Promotion, and Tenure Committee, the vice president and dean for academic affairs, and the president, may grant emeritus/a status to retired faculty members who have been employed by Manchester College for at least twelve years immediately prior to retirement and whose service has effectively supported the mission of the College. Emeritus/a rank will be granted at the faculty rank held immediately prior to retirement.

(Approved by the faculty, November 15, 1996)

In order to recognize the active role that retired and emeriti/ae faculty may play in the life of Manchester College, such faculty will receive certain benefits to support their ongoing scholarship and service. Such benefits include:

- Emeriti/ae faculty will have the same borrowing privileges at the library as do regular full-time faculty.
- Emeriti/ae faculty may obtain an account and use campus computer facilities.
- Emeriti/ae faculty will be invited to campus events and will receive the same discount at the Campus Store that regular full-time faculty members receive.
- Faculty workshops and regular faculty meetings are open to emeriti/ae faculty. Emeriti/ae faculty will have no vote in these meetings.
- Emeriti/ae faculty may march in faculty processions on those occasions when academic regalia are worn.

Visiting Appointments

All visiting appointments are for a limited period of time with no intent of on-going appointment. Visiting appointments are reserved for faculty members from other institutions, professors emeriti/ae, or persons distinguished in their fields. Such appointments will be full-time or part-time depending on the needs of the College. All are non-tenure track.

Artist/Scholar/Writer/Teacher/Executive in Residence

The College may appoint distinguished artists, writers, poets, and scholars to the special faculty status of artist/scholar/writer/teacher/executive in residence. Such appointments may be full-time or part-time depending on the needs of the College and the availability of the distinguished person. All are non-tenure track.

PROGRAM ADJUSTMENT AND RELEASE OF FACULTY

In the event that enrollment levels decline or student demand for particular areas of the curriculum is no longer sufficient to support a program, guidelines for making program adjustments or necessary reduction in faculty have been developed and approved by the Board of Trustees. When program adjustments are required, a series of decisions regarding both offerings in the academic program and faculty assignments must be made. If faculty reduction becomes necessary, the following procedures are employed.

Decisions to be made regarding the release of faculty and the parties involved in the decision process are outlined below:

Step 1. FTE faculty needed to teach the general education and major/elective courses of a department must be calculated.

Parties: The vice president and dean for academic affairs, with the assistance of the registrar and the executive vice president, will prepare data for this planning with department chairs.

Step 2. In cases where the faculty available in a department exceed the FTE needs for courses taught by the department, adjustments in staffing will be made as follows:

- Openings created by resignation and retirement will not be filled unless it is necessary to maintain a program.
- Part-time and limited contract persons will be considered first for release.
- Tenure-track faculty will be considered second for release or a reduced load and a part-time contract.
- Tenured faculty will be considered for some form of adjustment:
 - They may be offered the opportunity to teach in another area, or they may be given a non-instructional assignment. The College may support the individual to prepare for such a change.
 - They may be offered a part-time rather than a full-time contract.¹
 - They may have tenure removed because of low enrollment and may be offered no contract. (In some cases, it may be preferable to release a tenured member of a department and retain a non-tenured member of a department.)

Parties: The vice president and dean for academic affairs, the Appointments, Promotion, and Tenure Committee, and the department chair (or the division chair when the department chair is under consideration) will prepare a recommendation for the president.

(Guidelines for the release of faculty approved by the Board of Trustees, 1985)

¹In these decision areas when questions arise regarding the impact on the curriculum caused by the release of a faculty member, the Appointments, Promotion, and Tenure Committee can consult with a subcommittee of the Academic Policies Committee. The subcommittee will be comprised of the division chairs.

BENEFITS EXCLUSIVE TO FACULTY

Overview

Manchester College provides a comprehensive benefit package in support of the total employee—mind, body and spirit. Those benefits listed here are available only to faculty. See the Employee Handbook for a brief description of additional benefits; see benefit plan document for details where applicable. In the event of a discrepancy between the benefit summary in the handbook and the document/contract, the latter shall govern. Benefit levels, waiting periods, and carriers are subject to change.

Professional Meetings and Development Funds

Manchester College expects faculty to be actively involved in professional growth and development. In support of this process, the College provides each full-time faculty member financial assistance for travel to and attendance at professional meetings or other approved scholarly activities in their fields. Faculty members are guaranteed reimbursement in an amount set by the Office of Academic Affairs.

Some additional endowment earnings are available for faculty who are making scholarly presentations or chairing sessions at professional meetings. Faculty should send proposals for additional professional development funds to the Office of Academic Affairs.

Faculty members should use the following procedure to obtain financial support for attendance at professional conferences.

- The faculty member obtains an Application to Attend a Professional Meeting form in the Office of Academic Affairs or from the College website and completes the application section. This needs to be completed and approved at least seven (7) days before the conference. After the application has been approved, the form is returned to the faculty member.
- Within 30 days after attending the meeting, the faculty member completes the expense section of the form and submits it to the vice president and dean for academic affairs, with receipts for all expenditures attached, to claim reimbursement. Approved claims will be reimbursed through the business office. All claims must be submitted before June 30 to be processed in the current fiscal year.

Sabbatical Leaves

Significance

Sabbatical leaves are intended to provide faculty members with opportunity for professional renewal and to strengthen the College program by bringing new ideas and vitality onto the campus. As such, a sabbatical leave should represent a contribution to Manchester College, the department, and the individual faculty member. It should center on one or more of the following themes: scholarship, pedagogy, and/or disciplinary enhancement. A sabbatical leave shall be awarded on the basis of the merit of the proposal, after careful evaluation by the Appointments, Promotion, and Tenure Committee, the vice president and dean for academic affairs, and the president. A sabbatical leave is a privilege to be earned; it is not guaranteed.

Eligibility

Faculty members with the rank of associate professor or professor are eligible for consideration for sabbatical leaves after the completion of seven years of full-time teaching. (Those with the rank of assistant professor may be considered in special cases.) The number of years between sabbatical leaves shall be a minimum of six years. The length of the sabbatical leaves may be for fall, and/or spring semester. January session is considered part of the sabbatical. The remuneration will be full salary for fall or spring semester or one-half salary for a full-year sabbatical. There is no additional remuneration for travel and living expenses associated with a sabbatical leave. Faculty applying for one-semester sabbatical leaves are responsible to teach 12 or more semester hours in the non-sabbatical semester of their sabbatical year.

Obligations

The sabbatical is awarded with the expectation that the faculty member will return to Manchester College. Faculty members are required to reimburse the College: (1) full sabbatical salary if they do not complete an additional year or (2) one-third of sabbatical salary if they leave before completing two years of additional service at Manchester. Each faculty member must provide a written report to the vice president and dean for academic affairs by September 1 after the sabbatical year, and may offer a presentation of the sabbatical work at its completion to the faculty and the vice president and dean for academic affairs if requested. The vice president and dean for academic affairs will forward the report to the president.

Application and Process

Faculty members who wish to apply for the sabbatical leave must submit an application to the vice president and dean for academic affairs. Application forms are available on the Office of Academic Affairs website.

A faculty member must secure the department chair's recommendation before applying for a sabbatical. When a department chair is applying, the chair will need the approval of the division chair. Faculty members who are eligible and wish to apply for sabbatical leaves should submit their proposals to the Office of Academic Affairs by October 1. The faculty member should discuss details of the proposal with the department chair while preparing the draft proposal for consideration. The vice president and dean for academic affairs will forward submitted proposals to the Appointments, Promotion, and Tenure Committee for its consideration. The Appointments, Promotion, and Tenure Committee will make a recommendation to the vice president and dean for academic affairs, who in turn will make a recommendation to the president. The Board of Trustees will make the final approval upon the recommendation of the president.

A sabbatical leave is not automatic. It will be granted as financial conditions of the College make it possible and as the College is able to make satisfactory arrangements for the professor's classes during the absence. Requests for additional information should be made to the vice president and dean for academic affairs.

Guidelines

A sabbatical leave proposal should include the following components:

- a description of the specific project ("scholarship, pedagogy, and/or disciplinary enhancement") that the faculty member will undertake during the leave;
- a description of how the proposed project relates to a faculty member's teaching, research, or artistic endeavors;

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- a discussion of how the sabbatical project will affect one's teaching or research upon return from the leave;
- a discussion of how the project will have a positive impact on the College;
- a list of detailed outcomes or criteria by which the faculty member and APT can evaluate the success of the sabbatical;
- a copy of the faculty member's most recent sabbatical report (if the faculty member had a previous sabbatical);
- a review and self-evaluation of the faculty member's work at the College, with particular attention to the teaching and research contexts for the proposed project;
- a current, complete curriculum vitae;
- a letter of recommendation from the department chair addressing the merit of the proposal, its professional value (to the faculty member, the department, and the College), and the means by which the department will accommodate the faculty member's absence. Note: if the faculty member applying for a leave is the department chair, the letter of recommendation will be written by the division chair.

The proposal for a sabbatical leave should provide sufficient, concise, and well-organized information to the Appointments, Promotion, and Tenure Committee. The committee may request further information regarding sabbatical plans beyond what is included in the proposal. Faculty members should note that the burden is on them to demonstrate that they have met the criteria for a sabbatical leave.

FACULTY RESPONSIBILITIES

General

The academic program at Manchester College involves much more than the accumulation of course credits. The commitment to provide students with an education that helps them graduate with both "ability and conviction" requires that faculty members devote time to activities such as research and scholarly work, academic advising, teaching, directing and attending non-class activities as appropriate (e.g., music ensembles, theatre, club sponsorship, publications, athletics, etc.), administering examinations, assisting with student recruitment, participating in faculty governance, designing new courses, conducting assessment of student learning, and supporting students' personal and career development.

Attendance at Faculty Meetings and Academic Ceremonies

Members of the faculty must participate in faculty workshops, faculty business meetings, and academic processions such as commencement, baccalaureate, and opening convocation. Absences must be approved in advance by the vice president and dean for academic affairs. Faculty members are also expected to attend a number of faculty professional development meetings annually.

Office Hours

A schedule of office hours is to be posted on the office door of each faculty member and a copy (electronic or hard copy) filed with the Office of Academic Affairs at the beginning of each semester. Faculty must be available or near their offices during these hours.

Syllabus

Faculty must provide students with a syllabus for each class and submit an electronic copy to the Office of Academic Affairs at the beginning of each semester. If an academically justifiable reason to change a syllabus occurs, faculty must notify their students.

Teaching Load

A typical teaching load for full-time faculty is regarded as 24 semester hours each academic year. Factors such as class size, method of instruction, amount of preparation required, etc., are also related to faculty load. For these reasons the actual teaching load assigned a faculty member may, on some occasions, be adjusted up or down from the typical 24 semester hour arrangement. Each faculty member will have responsibilities beyond classroom teaching, such as committee assignments, student conferences, academic advising, or other extra-class activities.

(Approved by the Board of Trustees, 1963)

Academic Freedom

It is the policy of Manchester College to select faculty members who are not only competent as teachers but who are in harmony with the mission of the College. The College subscribes to the 1940 Statement of Principles of Academic Freedom as amended in 1990 endorsed by the Association of American Colleges, the American Association of University Professors, the American Association of Colleges for Teacher Education, the American Association for Higher Education, the Council of Independent Colleges, and other organizations. Full text of these principles is available in latest edition of the publication, *AAUP: Policy Documents and Reports*.

Outside Activities by Faculty

Full-time faculty members' primary responsibilities are to the academic program of the College. Full-time faculty members shall not accept appointments, work as consultants and trainers, or participate in other work that diverts their attention from their responsibilities at the College. Faculty members shall limit outside employment to a maximum of the equivalent of one day per week during their contractual period and shall report those activities on the Outside Activity form before they occur to the Office of Academic Affairs. (This form is available in the Office of Academic Affairs and on the College website.) The College will not pay for expenses incurred by faculty members for paid or voluntary, non-college-related activities.

Dual Relationships with Students

A dual relationship is one in which a faculty member has both a professional and a romantic and/or sexual relationship with a student to whom the faculty member is not married. Even when such relationships appear to be mutual and consensual, the inherent inequality of power and status between faculty and students can create unacceptable conflicts of interest. Hence, faculty should avoid establishing dual relationships with students. Should a dual relationship develop, the

faculty member shall inform the department chair and remove her/himself from all educational, supervisory, and advisory responsibility for the student or suspend the relationship.

Class meetings

All faculty members must meet their assigned classes regularly and in the locations designated in the course schedule. Classes must begin and end at the scheduled times. Changes must be made in consultation with the department chair and the registrar.

Faculty absence

Faculty members are expected to make a good faith effort to meet all scheduled classes and to attend required events throughout the academic year (e.g., faculty workshop, meetings of assigned committees, faculty meetings, commencement).

Absences should be handled as follows:

- Absences due to Illness (“sick days”): Sick days are defined as days when a faculty member is unable to meet with a scheduled class due to illness. Absences due to illness must be reported to the Office of Academic Affairs, even if the class is covered by another faculty member.
- Absences due to Professional Obligations: Some absences may be due to a faculty member’s attendance at professional conferences or meeting other professional obligations. In such cases, both the department chair and one’s students should be notified in advance of the absence. Faculty members are encouraged to plan alternate activities for students in the missed classes. In situations where the faculty member will miss more than two days of classes, the faculty member should consult with OAA or the department chair before attending the professional conference.
- Unavoidable Absences: For absences due to unpredictable or unavoidable circumstances, a faculty member should inform OAA or the department chair as soon as possible if scheduled classes will be missed.

Department chairs should monitor faculty absences and report any abuse of this policy to the vice president and dean for academic affairs.

Contract year

The contract year for nine-month faculty begins the week before the start of fall semester classes and ends at the end of the week following commencement. Faculty members are also expected to be available for college work any days that classes are in session during this period.

(Part Two: Terms of Employment amended by the faculty May 15, 2009)

Part Three: Policies and Procedures of the Academic Program

ACADEMIC SCHEDULE

Academic Year Schedule

The courses of instruction are scheduled in fall and spring semesters of approximately 15 weeks each. A January session designed so that students concentrate on one course. This allows participation in one of the many classes on and off campus in the United States and internationally. On-campus options include regular classes as well as specially designed classes. The maximum January session student load is one academic and one physical education activity, applied communication studies, or music ensemble course, not to exceed 4.5 semester hours.

Summer session classes are offered in two formats; a fifteen day on-campus format and a six week on-line format. The on-campus format can also include travel courses. The maximum student load for the fifteen day on-campus format is one academic and one physical education course, not to exceed 4.5 semester hours. The maximum student load for the six week on-line format is two academic courses, not to exceed 8 semester hours.

The College schedules breaks in the academic program including fall break, Thanksgiving break, Christmas break, a break between January session and spring semester, spring break, and Easter break.

Mack Day and Discussion Day

In addition to the longer breaks, the College has two special one-day breaks. Mack Day is a day in mid-September set aside for students and faculty to gather at Camp Mack for interaction and fellowship. Discussion Day, a day set aside on alternate years (usually in March), allows students and faculty to be engaged in workshops and discussions which address various specific questions about a single broad issue. Guest speakers and discussion leaders knowledgeable on the issue are invited to campus on that day.

- These one-day breaks are not interpreted to be holidays or days in which offices and other college facilities are closed. Staff and faculty will carry out their duties on those days appropriate to their responsibilities.
- Classes are canceled until 6 p.m. Evening classes meet on the regular schedule.
- Organized activities, practices, and rehearsals are not scheduled prior to 3 p.m.
- The library is open and supervised according to normal practice.
- Laboratory areas may be open and supervised according to normal practice, but no labs are scheduled prior to 6 p.m. (Approved by the Calendar Committee, September 15, 1985)

Daily Schedule

Classes regularly begin at 8 a.m. and run throughout the day. Some evening classes are scheduled; and some regular classes may schedule evening laboratories and meetings. During the fall and spring semesters most class sessions extend for 50 or 75 minutes, but evening classes and selected day classes are scheduled in longer blocks of time. Classes in the January and summer sessions meet for three to four hours each day. Teachers are expected to start and stop classes promptly. Time periods and days of the week when regular classes are scheduled during the fall and spring semesters appear in the faculty schedule card below.

Part Three: Policies and Procedures of the Academic Program

Chapel Schedule

An important aspect of the College community is promoting spiritual growth in one another by worshipping together. Accordingly, the 3:30 – 4:00 p.m. Thursday time period is reserved for chapel worship and other religious activities.

(Amended by the faculty, March 13, 2009)

Faculty Meeting Schedule

Faculty business meetings will take place at 4:00 p.m. on the second and fourth Thursday of each month; professional development meetings will take place on the first Thursday, and the third Thursday will be available for divisional meetings. (Amended by the faculty March 13, 2009)

Daily Schedule Chart

HOUR	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:00	Start of Classes	Start of Classes	Start of Classes	Start of Classes	Start of Classes
8:30					
9:00					
9:30					
10:00					
10:30					
11:00					
11:30					
12:00					
12:30					
1:00					
1:30					
2:00					
2:30					
3:00					
3:30	Practices	Convocation Practices	Practices	Chapel	Practices
4:00				Faculty Meetings	
4:30					
5:00		Practices			
6:00					
6:30	Evening Classes	Evening Classes	Evening Classes	Evening Classes	Evening Classes
9:00					

CLASS ACTIVITIES AND PROCEDURES

General Classroom Procedures

All teachers are expected to meet classes as scheduled and in the assigned rooms. Any exception or variation from this procedure shall be approved by the registrar prior to the change.

The teacher is free to determine the nature of classroom procedures. Faculty members may use discussions, collaborative learning activities, lectures, tests, papers, library assignments, audio-visual materials, field trips, and other techniques.

Faculty members select the books and supplementary materials for their classes. Consultation with the department chair is encouraged, particularly for multi-section courses taught by more than one teacher. Faculty members order textbooks through the Campus Store. A schedule for ordering and order forms are available from the Campus Store manager.

Field Trips

Teachers wishing to take field trips should outline the nature and purpose of the trips to the vice president and dean for academic affairs for approval at least one week before the trip is to be made. Application forms for this purpose are available in the Office of Academic Affairs and on the College website at www.manchester.edu/OAA/Programs/MISC/files/Field_Trip_Form. Field trips are limited to one per course per semester unless they can be arranged so that no other classes are missed by any of the students involved.

Field trips may not be scheduled during the period of time when mid-semester tests are given, nor during final examination week or the two weeks immediately prior to final examination week.

Course Syllabus

Teachers are responsible for providing their classes with a syllabus that summarizes: 1) course objectives; 2) all required and recommended materials (books, journals, paints, cameras, special equipment or clothes); 3) a schedule for covering the course content and important dates; 4) a list of methods that will be used to assess student learning; 5) a grading scale/criteria; 6) attendance guidelines; and 7) a statement about academic dishonesty and plagiarism. An electronic copy of the syllabus for each class is to be submitted to the Office of Academic Affairs within two weeks after classes begin.

Class Attendance

Students are expected to attend all officially scheduled lectures, discussions, laboratory exercises, and examinations. Students who are absent are responsible for all work missed regardless of the reason. Instructors must excuse students for reasonable causes. Examples of reasonable causes are sickness of student, death or serious illness in the student's immediate family, college activities (such as participation in field trips, intercollegiate sports, or artistic performances), religious obligations, and circumstances beyond the student's control. Instructors may accept other causes for excused absences.

Sanctions for unexcused absences may include a failing grade on any work due on the date of an absence, a reduction of the final grade for the course, or a failure in the course. Only those sanctions published in the course syllabus are to be used by an instructor.

Students with complaints of unfair sanctions should follow the procedures outlined in the Academic Grievance Policy as stated in the MC Source and in the Faculty Manual.

(Approved by the faculty, May 6, 1992)
(Amended by the faculty, December 8, 2006)

Individualized Instruction

Academic credit is provided for several types of individual instruction, and teachers may be asked by students to provide such instruction. The teacher may accept or decline a student's request for such instruction.

Tutorials. Tutoring a regular catalog course on an individual basis is appropriate under some circumstances. Students may not take a course tutorially when it is offered as a regular course in the same semester. (Exception: When two courses are offered at the same time, both needed by a student for timely graduation, one of the courses may be taken tutorially.) Tutorial Request forms are available in the Office of the Registrar.

Special Problems. Special problems courses give students an opportunity to work independently in areas not covered by existing courses. Special problems courses, are, therefore, offered only for students who have demonstrated potential for doing high quality work on their own. Special Problems Proposal forms are available in the Office of the Registrar.

Proficiency Credit

Departmental proficiency examinations may establish the basis for awarding credit or for bypassing a particular course. A grade of B or better on the examination is required for awarding credit. For additional information, please refer to the *Catalog*. Proficiency Credit forms are available in the Office of the Registrar.

Examinations

Final examinations are given at the close of the semester. Four days are identified as final examination days in the fall and spring semesters. Final exams for 3, 4, and 5 semester hour courses are scheduled during these days. Final exams for 0.5, 1, and 2 semester hour courses are to be given during the last week of regular classes, immediately prior to this four-day period. All 3, 4, or 5 credit classes will meet during the designated examination period for giving a comprehensive test or for participation in other activities consistent with the completion of the course.

Time change: Students who have reason to request a change in a final examination time must secure permission from the registrar. Acceptable reasons for changing an exam time include: three or more exams scheduled on the same day, sickness, or family emergencies. The Change of Examination Request form is available at the Office of the Registrar.

Regular class or unit examinations, other than those for the 1 and 2 semester hour courses, are discouraged during the final week of the semester.

(Approved by the faculty, December 13, 1976)

Grades

All undergraduate students receive mid-semester and final grade reports; graduate students receive final grades only. Mid-semester grades are not part of the official record and do not affect the student's grade point average. Only the final grade, which represents the sum total of achievement for the semester, is recorded on the student's permanent record.

Part Three: Policies and Procedures of the Academic Program

Mid-semester grades are due at 5 p.m. on the second weekday following the end of the first half of the semester. Final grades for each semester are due at 5 p.m. on the second weekday following the last day of examinations. Grades are submitted online through *WebAdvisor*. Grades may not be submitted by fax or phone. Grade changes must be completed by mid-semester of the next regular semester.

The system of undergraduate grades and points is as follows:

<u>Grades</u>	<u>Point Values</u>	<u>Quality Descriptions</u>
A	4.0	Excellent
A-	3.7	
B+	3.3	
B	3.0	Good
B-	2.7	
C+	2.3	
C	2.0	Fair
C-	1.7	
D+	1.3	
D	1.0	Poor (but passing)
D-	0.7	
F	0.0	Failing (no credit)

Letter symbols used for other purposes on grade sheets and records are listed below:

AU	Course audited.
I	Incomplete* (temporary grade). Students unable to complete work for reasons beyond his/her control.
NC	Course taken for no credit
NP	Not pass** - Equal to D+ through F. Does not affect grade point average.
NR	Grade not reported* (given only with prior approval by the registrar). Course extends beyond end of semester.
P	Pass** Equal to A through C-. Does not affect grade point average.
R	Registered - course overlaps two semesters.
UW	Unauthorized withdrawal (Failure, 0).
W	Withdrawn passing.
WF	Withdrawn failing (0).

* Work must be completed by the mid-semester date of the next regular semester; otherwise a failure (0) is recorded.

** The instructor and the registrar will only verify the P or NP grade to outside agencies, not the actual grade given in the course.

While no set distribution of grades is required, there are strong reasons for keeping the overall institutional grade point average between 2.6 and 2.9. Faculty members should feel free to talk with the department chair or the vice president and dean for academic affairs about the grade distribution.

Note: Student grades (for individual papers, tests and final course grades) are confidential information. It is a violation of the Family Educational Rights and Privacy Act of 1974 to post grades with students' names or other personally identifiable information such as identification or social security numbers. A unique symbol known only to the professor and student may be used to post grades.

Class Rosters and Grade Books

Class rosters are available through Gateway. Instructors are responsible for completing the class roster verification form to ensure that all students in his or her classes are enrolled properly.

Faculty members may use whatever type of grade book or software they prefer. The grade records should be retained at least one year in case students raise questions about grades.

Academic Good Standing

Academic good standing at Manchester College is determined by a student's success in achieving the minimum cumulative grade point average for a particular enrollment period. Students are not regarded to be in academic good standing if they are placed on academic probation as defined in the *Catalog* under "Academic Probation and Disqualification."

Probationary status is determined at the end of the fall and spring semesters. Students may petition for a reevaluation of their probationary status at the end of any grading period.

A student who is not in academic good standing may be declared ineligible for participation in intercollegiate athletics. Grade point average is also used to determine eligibility for serving as an officer in student government, residence hall assistant, editor of campus publications, or manager of the campus radio station. In some cases the minimum grade point average for participation in extracurricular activities may be higher than those listed in the *Catalog*.

(Amended by the faculty November 30, 2007)

Graduation With Honors

To graduate with honors, students complete a minimum of 96 Manchester College credit hours; credits earned in the Brethren College Abroad program are considered Manchester College credits. Students enrolled in off-campus non-Manchester College study (i.e. engineering science, medical technology) may also graduate with honors if the Manchester College credit hour requirement is met.

<i>Summa cum laude</i>	<i>Magna cum laude</i>	<i>Cum laude</i>
3.950-4.00	3.850-3.949	3.650-3.849

(Amended by the faculty November 30, 2007)

ACADEMIC DISHONESTY AND GRIEVANCE

Membership in the Manchester College community requires a devotion to the highest principles of academic and personal integrity, a commitment to maintain honor, and a continuous regard for the rights of others. There can be no rights without individual responsibility.

Manchester College faculty are committed to teaching and learning as a career and a profession.

Each instructor is presumed to develop and use methods and techniques which enhance learning and which best fit his or her personality and subject matter area. At the same time, the instructor is expected to abide by the general principles of responsible teaching which are commonly accepted by the academic profession. These principles suggest that faculty keep complete records of student performance and that they develop and apply express, uniform criteria for evaluating student performance.

Students are free to take reasoned exception to the data or views offered in any course of study. While they may reserve judgment about matters of opinion, they are responsible for learning the content of any course in which they are enrolled. At the same time, students are expected to abide by the general principles of academic honesty which are commonly accepted in educational settings.

When a student chooses not to follow the general principles of academic honesty, the following policies and procedures will apply.

Plagiarism

Plagiarism is the presentation of information (either written or oral) as one's own when some or all of the information was derived from some other source. Specific types of plagiarism encountered in written and oral assignments include the following:

- Sources have been properly identified, but excerpts have been quoted without proper use of quotation marks; or the material has been slightly modified or rephrased rather than restated in the student's own words.
- Key ideas or items of information derived from specific sources that present material that is not common knowledge have been presented without proper identification of the source or sources.
- Unidentified excerpts from other sources have been woven into the student's own presentation.
- A paper or speech may be a mosaic of excerpts from several sources and presented as the student's own.
- An entire paper or speech has been obtained from some other source and presented as the student's own.
- Texts in another language are translated into English and presented as the student's own.

Cheating

Cheating consists of any unpermitted use of notes, texts or other sources so as to give an unfair advantage to a student in completing a class assignment or an examination. Intentionally aiding another student engaged in academic dishonesty is also considered cheating.

Submission of the same work (essay, speech, art piece, etc.) to fulfill assignments in separate classes requires the permission of both faculty members (if both courses are being taken in the same semester), or the permission of the second faculty member (if they are taken during different semesters).

Penalties

- Unintentional Plagiarism. In cases of plagiarism which no deception is intended (such as ignorance of proper citation of sources), the student should expect a reduction in the paper's

grade; in some cases, the student may be given an option to rewrite the paper. No disciplinary letter will be filed.

- **Deliberate Plagiarism and Cheating.** In cases of deliberate plagiarism, and in all cases of cheating and attempted cheating, the work assigned will be failed. At the instructor's discretion, the student may also fail the course (regardless of the grade-weight of the work assigned).

In either a case of deliberate plagiarism or cheating a disciplinary letter recording the deception will be sent to the student, with copies sent to the vice president and dean for academic affairs, the vice president and dean for student development, and the student's academic advisor.

Given the incompatibility of deceptive behavior with the integrity of the community, students guilty of academic dishonesty a second time during the course of their academic career are liable to disciplinary probation, suspension, and possible expulsion. These actions will be initiated by the vice president and dean for academic affairs. The student has the right to appeal probation, suspension or expulsion for academic dishonesty to the president (or his/her designee) of the College within five days of the receipt of the probation, suspension or expulsion letter. The president shall render a final decision.

Appeal

Any student who is convinced that he or she has been charged inappropriately with deliberate plagiarism or cheating, or who believes his or her final course grade is inaccurate, has the right to file a grievance. In accordance with established procedures, grievances unrelated to academic performance may be referred directly to the Office of Academic Affairs.

Procedures

1. The student and the professor should discuss the student's grievance, possibly including a mutually agreed upon third party, and make every effort to reach a solution that is satisfactory to the student and the professor.
2. If an agreement cannot be reached, the student will bring the issue to the department chair of the involved faculty member. Grievances related to academic dishonesty charges must be brought before the department chair as soon as possible and **no later than five days following the initial filing of the disciplinary letter**. Final course grade grievance must be brought before the department chair **no later than March 1 for fall semester and January session grades, and October 1 for spring semester and summer session grades**.
 - a. The chair will request a detailed written summary from each party.
 - b. The chair will inform the vice president and dean for academic affairs of the grievance.
 - c. The chair will meet with both parties together, *hear their concerns* and attempt to *resolve* the grievance.
 - d. If an agreement is reached, the chair will inform the vice president and dean for academic affairs of the result in writing. The written summaries will be forwarded to the Office of Academic Affairs (see a above).

Exception: If the involved faculty member is the department chair, the chair will request that the vice president and dean for academic affairs appoint another full-time faculty member from that

department to hear the concerns and attempt to resolve the grievance.

3. If an agreement cannot be reached through the department chair, the student, if he or she wishes, may initiate the formal grievance procedure.
 - a. The student will obtain an Academic Grievance form from the Office of Academic Affairs.
 - b. The completed form will be forwarded by the student to the Office of Academic Affairs.
 - c. The Academic Standards Committee (or their designated representative) will review the grievance only if procedures 1 & 2 have been completed. The written summaries initially provided to the department chair can be used by the Academic Standards Committee and/or the committee may wish to interview both parties individually.
 - d. The Academic Standards Committee will render a final decision. The decision of the Academic Standards Committee is final and no further appeal procedure shall exist within the College.

Exception: If the involved faculty member is a member of the Academic Standards Committee, the vice president and dean for academic affairs will appoint a full-time faculty member from the same division to replace the involved faculty member while the grievance is being reviewed, discussed, and a decision is being made. If the involved faculty member is the academic dean, the chair of the Academic Standards Committee will request that the president of the College appoint a full-time faculty member to replace the vice president and dean for academic affairs while the grievance is being reviewed, discussed, and a decision is being made.

Further Recommendations

Faculty are urged to include the policy (either in full or in reference) in course syllabi.

(Amended by the faculty December 8, 2006)

ACADEMIC ADVISING

Academic advising is a vital part of the academic program. Good advising strengthens student learning. Faculty members are assigned to academic advising by the registrar. Assignments are made on the basis of student need and the overall assignment of the faculty member. In most cases, assignment to advising is not made during the first year of teaching.

FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)

The Family Educational Rights and Privacy Act (FERPA), of 1974, as amended, is a federal law designed to protect the privacy of students' educational records. The law applies to all educational institutions which receive any federal support. FERPA gives students certain rights in regards to their educational records. When a person reaches age 18 or enrolls in a post-secondary institution, all rights pertaining to the student's educational records become the rights of the student only, who then becomes what is legally referred to as an "eligible student." At Manchester College, all enrolled students are considered eligible students whose rights are guaranteed under FERPA. The following is a summary of those elements of FERPA which most directly apply to Manchester College students.

1. Students have the right to inspect and review their personal educational records as maintained by the College. A student may appear in person and request to inspect and review such personal records; or, if distance prohibits the student from making a personal inspection, the student may request in writing that copies of the records be sent to him/her. In this case, the College will assess copying and postage charges. The College will respond within 45 days to a written request to inspect and review personal educational records.
2. Students have the right to request in writing a hearing to review college records believed to be inaccurate or misleading. If after the hearing the College determines not to make a correction, the student has the right to place a statement in the record commenting on the contested information.
3. Generally, the College must have written permission from the student before releasing any information from a student's record. However, the law allows the College to disclose records, without consent, to the following parties:
 - College employees who have legitimate need for that information;
 - another college or university to which the student may be transferring;
 - certain government officials in order for them to carry out lawful functions;
 - appropriate parties who must make decisions regarding the student's financial aid;
 - organizations conducting studies on behalf of educational agencies;
 - accrediting organizations;
 - individuals who have obtained court orders or subpoenas for that information;
 - persons who need the information to make sound decisions in health and/or safety emergencies.
4. Colleges may also disclose, without consent, directory type information. In compliance with FERPA, Manchester College defines directory information as the student's name, local and home address, email address, telephone number, dates of attendance, major, degrees earned, participation in officially recognized activities and sports, height and weight and honors received. The student has the right to request, in writing, that such information not be disclosed.
5. Students who have questions about how FERPA affects their access to educational records should contact the Office of the Registrar.

COPYRIGHT

The College is committed to providing an environment that respects the property rights and supports the learning atmosphere. Copyright protects a wide range of materials and can apply to any original work that is in a tangible form of expression. For example, books, articles, photographs, sound recordings, paintings, software, music, sculpture, even scribbles or graffiti.

All members of the College community are expected to comply with laws governing the reproduction and use of copyrighted materials. The College Copyright Policy can be found at www.manchester.edu/Committees/TechComm/policies/policies. Campus facilities and equipment may not be used to duplicate, share, or distribute any illegal use of copyrighted materials.

Two websites for additional information are: United States Copyright Office at www.lcweb.loc.gov/copyright and the Copyright Clearance Center at www.copyright.com.

LIBRARY SERVICES

Holdings

Funderburg Library provides a working collection of more than 180,000 volumes to serve the college curriculum and extends bibliographic and interlibrary support for scholarship. The local online catalog, the WorldCat listing of materials in thousands of other libraries, links to electronic books and journals, full-text online journal databases, online indexing and abstracting services, reference sources, and gateways to the Internet are available via the library web page at: www.manchester.edu/OAA/library.

Borrowing Privileges

The faculty identification card is used to borrow materials. Materials checked out by faculty during the academic year may be kept without renewal until an annual date in May, subject to recall by another borrower. If requested, the materials must be returned promptly. Materials borrowed on faculty IDs should not be loaned to students. Everyone is responsible for the replacement costs of lost materials borrowed on their card. Faculty spouses and children may borrow with family privileges. Family members who become students at the College must use their student identification cards for borrowing and abide by student borrowing regulations.

Course-Related Bibliographic Instruction

Librarians can help faculty plan course assignments for using the library, gathering information, and writing papers. Consult the reference librarian for class presentations and sessions in the library covering information sources. Librarians provide basic library instruction and specialized assistance with the Internet, World-Wide Web, and reference sources in various disciplines.

Periodical Subscription Recommendations

New subscriptions to specialized periodicals must have departmental recommendation. Recommendation forms are available from the library secretary (Ext. 5364).

Placing Materials on Reserve

Materials to be used by many students of a class may be placed on closed reserve from which they are loaned for two hours or overnight. The library circulation department needs a copy of each reserve list, giving the instructor's name and the course name, together with the call number of library books, author, and title. If a list is revised, please bring the revised copy along with new reserves. The library staff needs to have lists at least one full day before they are given to students. Materials placed on reserve must meet the requirements of the copyright law. Faculty are responsible for obtaining necessary permissions from copyright holders for photo copying. A copy of the permission will be attached to the photo copy folder.

Interlibrary Loans

Books may be borrowed and photocopies of articles obtained through our computer connection to over 10,000 libraries in the OCLC system. Requests can be made online via WorldCat, or on an email form from www.manchester.edu/OAA/Library. Paper forms are available at the circulation desk. The Academic Libraries of Indiana (ALI) reciprocal borrowing program provides for on-site borrowing privileges at nearly all Indiana academic libraries. Apply for the required card at our circulation desk. As well, your ID card may be used to check out books at members of the Private Academic Library Network (PALNI).

Archives

Materials pertaining to Manchester College -- publications programs, minutes, constitutions, committee files, correspondence, etc. -- are collected in the college archives located on the upper level.

Research Offices

Faculty study rooms on the upper level are assigned in the Office of Academic Affairs.

GRANT PROPOSALS

Faculty who are developing grant proposals must consult with the executive director of development for information about the proposal process. No grant proposals related to academic areas may be submitted without review and approval by the vice president and dean for academic affairs.

INSTRUCTIONAL TECHNOLOGY

Over thirty-five smart classrooms exist on campus. Each of these classrooms has a networked PC, projector, VCR/DVD, and audio capability. Requests to use any of the smart classrooms (or the labs in the Library or Clark Computer Center) should be made through the Office of the Registrar.

There are also mobile facilities available to provide similar capabilities. Please refer requests for these pieces of equipment to the director of instructional technologies.

Faculty members also have access to ANGEL, a web-based course management system that includes the ability to post course information, notes, assignments, and class announcements; to have discussion forums outside of the classroom; to conduct assessments (quizzes and surveys) online; and to keep an online gradebook. Access to this software can be found at <https://angel.manchester.edu>. For assistance in getting started, please contact angelhelp@manchester.edu.

Faculty members are also encouraged to post course-related websites on the college website. Please contact the ITS Help Desk for information on publishing your web material. Departing faculty members must remove their web material within two weeks of their final class.

WEB DESIGN

Each academic department is responsible for maintaining its own web pages on the college website. Creation of web pages, as well as timely updates, are expected to be executed from within the department to conform to web standards as set forth by the college webmaster. The webmaster should be consulted before the creation of any new pages or extensive changes beyond regular periodic updating or maintenance, and notified to approve completed pages before they are published to the College website.

Questions or requests for assistance in website matters should be directed to the webmaster.