LaGrange College

Faculty Handbook

2009-2010

(All policies in this Handbook have been approved by the LaGrange College Board of Trustees through either a specific vote of the Board or through the delegation of authority to the administration and faculty of the College.)
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I. Mission and Purpose

**Mission Statement**

LaGrange College, established in 1831, is owned by the North Georgia Conference of The United Methodist Church. LaGrange College is proud of this relationship and believes that its mission is an extension of the work of The United Methodist Church. LaGrange College is committed to the free, uninhibited pursuit of truth. Academic freedom and free expression of faculty and students are integral to the LaGrange College ethos.

LaGrange College is committed to challenging the minds and inspiring the souls of students by improving their creative, critical and communicative abilities. Faculty recognize the part they play in a student's development by serving as mentors and role models. The total LaGrange College program - curricular and cocurricular - is designed to challenge and support students as they deal with fundamental issues of self, world, and God.

The principal curricular means by which the College assists students in the improving of their creative, critical and communicative abilities are an interdisciplinary, technologically sophisticated liberal arts program (A.A., B.A., B.S., B.M.), programs in Organizational Leadership (B.A., M.A.), professional programs in business, nursing (B.S.N.), and education (B.A., M.Ed., M.A.T.). The principal cocurricular means is through a comprehensive program of student life and athletics.

LaGrange College strives to be a caring and ethical community. The hallmark of the LaGrange College community is the quest for civility, diversity, service, and excellence.

This mission statement was approved by the faculty and Board of Trustees in 1997, and again by the Board of Trustees in 2001.
II. Introduction

A. Purpose of the Handbook

The LaGrange College Faculty Handbook provides information concerning the structure and procedures the College has adopted to carry out its mission. Although The Faculty Handbook addresses the organization and responsibilities of the faculty, it is not intended to be overly restrictive nor all inclusive in its description of the relationships that the faculty, staff and administration have in the implementation of strategies to fulfill the mission and purpose of the College. The practices and procedures of LaGrange College should be used as an interpretive guide with regard to issues about which this Faculty Handbook is generally silent.

B. Administrative Instructions

Persons receiving copies of the Faculty Handbook are responsible for updating these copies when changes are made.

The office of the Vice President for Academic Affairs and Dean is responsible for revision of the Faculty Handbook. Other offices and personnel may be asked to provide consultative service. The President and appropriate committees of the Board of Trustees must approve revisions of the Faculty Handbook.

The Assistant Dean for Academic Affairs will assure accuracy of content relating to academic policies and procedures in admission materials, advancement materials, the College Bulletin, the Evening College Bulletin, and the LaGrange College at Albany Bulletin, and other publications containing information about College policies.

C. Effective Dates

Any changes in this Faculty Handbook from the previous Faculty Handbook become effective August 1, 2009.
III. Organization and Responsibilities

A. Accreditation and Degrees

LaGrange College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404-679-4501) to award the degrees of Associate of Arts, Bachelor of Arts, Bachelor of Music, Bachelor of Science, Bachelor of Business Administration, Bachelor of Science in Nursing, Master of Education, the Master of Arts in Organizational Leadership, and the Master of Arts in Teaching.

LaGrange College is also approved by the United Methodist University Senate. It has membership in the National Association of Independent Colleges and Universities and the Georgia Foundation for Independent Colleges.

The Georgia Professional Standards Commission, which confers professional certificates upon college graduates meeting requirements in early childhood, middle grades, or secondary education, has approved LaGrange College's program of teacher education.

The Bachelor of Science in Nursing program is accredited by the National League for Nursing.

The undergraduate and graduate programs in business administration are accredited by the Association of Collegiate Business Schools and Programs.

B. Board of Trustees

Ultimate authority for LaGrange College is vested in a board of trustees. The membership is self-perpetuating, all nominees being confirmed by the North Georgia Conference of The United Methodist Church before becoming active. The Vice President for Academic Affairs and Dean, Vice President and Dean for Student Life and Retention, Executive Vice President for Administration, Assistant Vice President for Administration and Controller, Vice President for Advancement, Vice President for Enrollment Management, and a tenured faculty member, elected by the faculty for a three-year term, serve as consultants to the Board of Trustees. The elected faculty member cannot succeed himself/herself.

The Board of Trustees establishes the basic policies of the College, but does not participate in administrative management. It sets the budget and provides funds for capital development by gifts and solicitations, planning for long-range campus development and administering investments. The board operates under a charter and by-laws and meets semiannually during the fall and spring.

The Executive Committee meets three times per year with called meetings scheduled as necessary. The following standing committees meet on call: Finance Committee, Buildings and Grounds subcommittee, Development subcommittee, Investment subcommittee, Education Committee, Enrollment subcommittee, Academic Affairs subcommittee, and Student Affairs subcommittee.

C. Leadership Council

The Leadership Council is an advocacy, service-oriented group of friends of the College whose primary purpose is to assist in developing resources for the College.

Members of the Leadership Council are selected by the Leadership Council membership.
D. Cabinet

The President is the principal executive officer of the College, responsible to the Board of Trustees. Other members of the Cabinet responsible directly to the President are: Vice President for Academic Affairs and Dean, Executive Vice President for Administration, Vice President for Advancement, Vice President and Dean for Student Life and Retention, Vice President for Enrollment Management, and the Chaplain. Other administrative officers who may when called upon by the president participate in decisions of the Cabinet include: Assistant Vice President for Administration and Controller, Director of Admission, Director of Financial Aid, Director of Communications and Marketing, Director of Alumni and Parent Relations, Registrar, and Director of Information Technology. The Cabinet usually meets weekly.

E. Office of the President

1. President

The President is the principal executive officer of the College and presides over official meetings of the faculty, administration, and student body. The President's duties also involve relations with various constituencies on and off campus, including other members of the administration, faculty, staff, and student body, as well as with The United Methodist Church, educational associations, parents, alumni, and the general public. The President has a major responsibility in institutional development and finance. The President sets the agenda for sessions of the Executive Committee and the Board of Trustees. The President has the final responsibility for the implementation of college policy, the selection and continuance of all personnel, and college operation. The President may dismiss students for breach of college conduct codes or failure to meet academic standards. The President confers college degrees and serves as ex officio vice chairman of the Board of Trustees.

The original 1831 charter (under which the College still operates) stipulates that the Trustees appoint a principal (president) who "shall have the right and power to appoint assistants, (to) prescribe a course of studies, to make and enforce all such laws as the internal policy of the institute may require, (to) establish a rate of tuition, (to) adjust expenses and (to) adopt such regulations as the good of the institution may require."

2. Director of Information Technology

Reporting to the President, the Director of Information Technology administers the instructional and information technologies of LaGrange College and Information Systems at LaGrange College.

3. Chaplain

The LaGrange College Chaplain is an ordained United Methodist minister who gives leadership to the religious life of the College. This person has responsibility for caring for the pastoral needs of students, staff, and faculty. In addition to the numerous individual encounters with LaGrange College community members, the Chaplain is responsible for the coordination of worship, the Wesley group, the interfaith religious group, and certain volunteer service opportunities. The Chaplain reports directly to the President and serves as a member of the President's Cabinet.
F. Office of Academic Affairs

1. Vice President for Academic Affairs and Dean

The Vice President for Academic Affairs and Dean is a faculty member and serves as chair of the faculty. The Dean is ordinarily called on by the President to preside over faculty meetings. The Dean also presides over sessions of the Academic Council.

The Vice President for Academic Affairs and Dean has a major responsibility in the selection of the faculty members in consultation with appropriate members of the faculty. The Dean sets the annual calendar and supervises the scheduling of preschool planning sessions and academic orientation of students. The Dean has the responsibility for assigning faculty members and determining teaching responsibilities, consistent with the approved curriculum of the College. He/she is responsible for the academic part of a student's orientation to the College and for the implementation of a faculty advising program for students. The Dean is responsible, with the Academic Council, for the academic information in the LaGrange College Bulletin and is the editor of the Bulletin although the Dean may hire a member of the faculty to assist with these editorial duties. The Dean also works with appropriate committees of the faculty in reviewing and evaluating curricula. The Dean cooperates with other personnel in the establishment of special committees and is responsible for special programs of an academic nature. He/she is the chief counselor to the members of the faculty, who are responsible to the Dean for effective performance in keeping with the aims of the College. The Dean has the ultimate responsibility to see that students meet the academic requirements of the institution for admission, advancement, and graduation. The Dean recommends the dismissal of students for failure to meet academic standards. The academic status of any student is determined by the Dean. The Dean serves as a consultant to the Board of Trustees and is responsible for effecting a program for faculty development.

2. Director of LaGrange College at Albany

The Director of LaGrange College at Albany is a faculty member with administrative responsibilities for the LaGrange College at Albany program. As such, Director serves as the principal liaison between LaGrange and Albany, supervises operations and marketing, assists with budgetary planning and oversees the budget, and consults with the Vice President for Academic Affairs and Dean in the selection, employment, and orientation of adjunct faculty members for the Albany program. The Director of LaGrange College at Albany also is responsible for the implementation and evaluation of the curriculum, including the faculty who teach in the program. As changes are necessitated in the curriculum, the Director is responsible for the oversight of these changes. He/she promotes public relations as well as supports and communicates with various civic and community groups in the Albany area.

The Director of LaGrange College at Albany normally teaches and academically advises students in the Organizational Leadership curriculum. In order to counsel students with their servant leadership project, the Director holds at least one formal meeting with students prior to enrollment in their final course – the servant leadership project reporting course.

The Director of LaGrange College at Albany is responsible for maintaining an effective learning environment by keeping technology up-to-date, providing adequate resources, and maintaining safety and security for students and staff. He/she is responsible for the administration of assessment instruments as well as interpreting the results to evaluate and modify programs.
The Director also ensures the appropriateness and effectiveness of student development policies and resources for students on the Albany campus. Data from surveys and exit interviews are used in this regard.

The Director of LaGrange College at Albany supervises and evaluates the Director of Graduate Studies for LaGrange College at Albany.

3. Director of Graduate Studies for LaGrange College at Albany

The Director of Graduate Studies for LaGrange College at Albany supervises and coordinates the Master of Arts Program in Organizational Leadership. In this capacity the responsibilities of this position include:

- Direct, supervise and coordinate the day-to-day administration of the MA program in Organizational Leadership at LaGrange College at Albany.
- Provide oversight and leadership for the graduate curriculum.
- Recruit and provide oversight of the graduate faculty.
- Recruit, monitor progress, evaluate and approve student applicants to the program.
- Advise graduate students regarding program and degree requirements.
- Provide oversight for advising theses and capstone research projects.
- Establish and maintain graduate faculty records, contracts and files.
- Establish and maintain graduate student records and monitor student progress.
- Provide regular reports regarding the graduate program to the Director of LaGrange College at Albany, the Academic Dean of LaGrange College and other appropriate college administrators and committees.
- Administer, together with the Director of LaGrange College at Albany, the budget of the graduate program.
- Serve as liaison coordinator between the graduate program and the various constituencies of LaGrange College: administration, faculty, board of trustees, alumni, students and community.
- Other duties and responsibilities as deemed necessary and appropriate for the graduate program at LaGrange College at Albany.

The Director of Graduate Studies shall be a non-tenured faculty position of LaGrange College and shall be appointed by the Vice President for Academic Affairs and Dean. The Director of Graduate Studies shall work with, report to and be accountable to both the Director of LaGrange College at Albany and the Vice President for Academic Affairs and Dean.

The Director of Graduate Studies shall have an earned terminal degree (preferably, a Ph.D.) in a liberal arts discipline compatible with Organizational Leadership.

The Director of Graduate Studies will be a full-time position with regular office hours on a Monday thru Thursday schedule. The teaching responsibilities of the position will be compensated with a teaching contract and stipend separate from the remuneration for administrative responsibilities.

4. Director of the Core Program and the Interim Term

With an administrative rank equivalent to that of a division chair, the Director of the Core Program and the Interim Term bears a number of responsibilities essential to the college’s core liberal studies program and the organization of its interim term. The director’s duties include: evaluating faculty offering courses and programs in the liberal studies component of the curriculum; in conjunction with the Assistant Dean for Academic Affairs, assessing course effectiveness for liberal studies courses; consulting and advising
department and division chairs about position announcements for those positions which will contribute to
the liberal studies program; interviewing candidates for faculty positions; ensuring that appropriate
faculty are recruited to participate in the liberal studies curriculum; directing planning and coordination of
course development for liberal studies classes; developing and overseeing budgets for the liberal studies
programs; and in consultation with the appropriate department or division chairs and CORE coordinators,
scheduling liberal studies courses.

In regard to the Interim Term, the director bears responsibility for advising faculty on course proposals
for the Interim Term, working with the curriculum committee to approve interim term proposals,
developing a prospectus of courses for each interim term, developing and overseeing the budget for the
Interim Term, and scheduling interim term classes and projects.

The director reports to the Vice President for Academic Affairs and Dean and serves as a member of the
Academic Council.

5. Director of the Frank and Laura Lewis Library

The Library Director is appointed by the Vice President for Academic Affairs and Dean in consultation
with the President, and may be appointed with faculty status. The Library Director directs and
coordinates the components of the library--its staff, services, collections, building and external relations--
so that each contributes effectively and imaginatively to the mission of the library. Other qualified library
professionals assist the Library Director. Additionally, the Library Director is responsible for the
administration and management of library resources for students attending LaGrange College at Albany.

6. Registrar

The Registrar is responsible for maintaining the academic records of all students, past and present, and
providing those students, under no obligation to the College, a transcript of their grades to anyone the
student requests in writing. He/she is responsible for maintaining and updating the computer system as it
pertains to the functions of the office. Statistical data is supplied to any office, faculty member, student, or
committee for the purpose of self-study or decision-making. The Registrar is the coordinator of veteran’s
affairs, which includes enrollment certification and reports of unsatisfactory progress to the Veterans
Administration. He/she is responsible for the registration of all students each term and all necessary
reports that are a result of registration. All activities of the office of the Registrar fall under the
supervision of the Vice President for Academic Affairs and Dean. Appropriate reporting is done as
required by agencies of the Federal Government, educational associations, and The United Methodist
Church, in cooperation with the Assistant Dean of Academic Affairs. The office of the Registrar sends
official transcripts of academic records to other institutions upon requests of students and alumni but may
withhold sending the transcripts if all financial obligations have not been fully met by the student or
alumnus making the request. The Registrar is an ex officio member of the Academic Council and the
Academic Policies Committee.

7. Director of the Evening College

The Director of the Evening College at LaGrange College manages and develops the College’s programs
for non-traditional students. Reporting to the Vice President for Academic Affairs and Dean, the Director
works to develop curricula and major programs serving the needs of working and adult students. The
Director is responsible for: working with the appropriate members of the faculty in developing and
implementing major programs for working and non-traditional students; devising a degree completion
program to be offered to working and non-traditional students who have completed the equivalent of an
associate’s degree in liberal studies; managing the recruitment and admission process; ensuring that students in the program are properly advised about their course of study; and overseeing the course schedule for the program and working with division heads and department chairs to ensure that courses are properly staffed. The director also ensures that appropriate student development policies are in place for Evening College students, and reviews data from the surveys and exit interviews to determine the effectiveness of resources and policies available to those students. The Director is a member of the Academic Council.

8. Director of Undergraduate Research

The Director of Undergraduate Research is responsible for assisting faculty in the creation of research opportunities for undergraduates, supervising the disbursement of undergraduate research funds, and generally promoting undergraduate research at LaGrange College.

9. Assistant Dean for Academic Affairs

Reporting to the Vice President for Academic Affairs and Dean, the Assistant Dean:

- assesses the effectiveness of academic programs via the Annual Institutional Effectiveness Reports, as well as administration of the general education assessment instruments distributed to first year and senior students;
- completes assigned institutional research projects, including publication of the College’s annual fact book;
- coordinates responses to and analyzes results from the Integrated Post-secondary Education Data System (IPEDS), U.S. News surveys, the National Survey of Student Engagement, the College’s institutional effectiveness reports, and similar surveys;
- develops internal surveys as well as processes results;
- coordinates testing for CLEP, SAT, DSST, and other test proctoring services;
- oversees the implementation of the cultural enrichment program;
- develops the College’s academic calendars;
- edits the Day College’s academic undergraduate and graduate bulletins and the Faculty Handbook;
- takes minutes of meetings of the Board of Trustees and the Executive Committee of the Board of Trustees;
- supervises a Data Manager;
- completes any other projects assigned by the Vice President for Academic Affairs and Dean.

G. Office of Student Life

1. Vice President and Dean for Student Life and Retention

The Vice President and Dean for Student Life and Retention is responsible for the quality of student life outside the classroom. This includes housing, health services, recreation activities—including athletics, intramurals, counseling, discipline, security, safety, and support services including career planning and placement, and retention. The Vice President supervises resident staff, athletic director, security officers, student officers and representatives. The Vice President acts as student advocate and serves as a liaison between students and members of the faculty, administration, and staff. The Vice President gives special attention to the retention of students with the aim of helping the College increase significantly its persistence rate. All traditional, special, and social events are scheduled and coordinated through the Vice President’s office. The Vice President works with the Student Affairs Committee of the faculty, sets the
non-academic phases of programs for student orientation and special-day observances, and is responsible for the production of the student handbook. Students may be dismissed by the Vice President, for breach of College codes or standards, after consultation with the President. The Vice President for Student Life and Retention reports directly to the President and is a member of the President’s Cabinet.

2. Dean of Students

The Dean of Students is the officer responsible for the students’ quality of life outside the classroom. This includes housing, recreation, activities, counseling, discipline, security, and safety. The Dean supervises resident staff and student officers and representatives. The Dean of Students acts as a student advocate and serves as a liaison between students and members of the faculty, staff and administration. All traditional, special and social events are scheduled and coordinated through the Dean's office. The Dean of Students works with the Student Affairs Committee of the faculty, sets the non-academic phases of programs for student orientation and special-day observances; and is responsible for the production of the student handbook. Students may be dismissed by the Dean, for breach of College codes or standards, after consultation with the Vice President and Dean for Student Life and Retention. Disciplinary cases may also be referred to the Social Council for adjudication. Students may appeal dismissals to the President of the College.

3. Director of Career Services

The Director of Career Services provides leadership in the planning, promotion, delivery and evaluation of career services and career-related programs. Duties of the Director include:

- Provide leadership in the planning, promotion, delivery and evaluation of career services and career related programs
- Supervise Career Development Center staff
- Develop and maintain business relationships throughout the community in order to generate employment, externship, cooperative education, and internship opportunities for students.
- Assist students and alumni with résumé, cover letter, and thank-you letter composition; assist students with interview etiquette; prepare students for typical interview questions.
- Participate in community organization events in an effort to increase name recognition for the institution; attend chamber of commerce events, career fairs, networking events, and other special events in an effort to develop business, educational, and community relationships
- Collaborate with staff and faculty to enhance the Career Center’s usage. Ensure that faculty is informed of job opportunities in their department’s field
- Provide informative activities on-campus to promote professionalism as well as to prepare students for “real world” situations (e.g. Career Fairs, Backpack to Briefcase, “No Jobs for Slobs” etiquette dinner, Graduate School Forum, etc.)
- Research internship sites, coordinating details between employers, students and College advisors; file and maintain all necessary paperwork for each student
- Prepare an annual outcomes report detailing an accurate account of attendance and comments for each career event; prepare and periodically update guidebooks for résumés, cover letters, and interviews
H. Office of Administration

1. Executive Vice President for Administration

Reporting to the President, the Executive Vice President for Administration is the chief financial officer, serves as Treasurer of the Board of Trustees, and is responsible for the business, financial, human resources, physical facilities, and auxiliary operations of the College. Responsibilities include strategic financial planning and oversight of the operational and capital budgets of the college, all internal and external financial reporting, cash management, accounting, endowment management, capital construction and oversight of the College's maintenance, food service and bookstore. The Executive Vice President is a member of the President's Cabinet, and serves as an advisor to the Audit, Buildings and Grounds, Finance, Investment, and Presidential Review Committees of the Board of Trustees.

2. Assistant Vice President for Administration and Controller

Reporting to the Executive Vice President for Administration, the Assistant Vice President for Administration and Controller maintains the accounting records of the College, bears responsibility for collecting and recording all fees and other income, and is responsible for the annual fiscal audit. He/she has the authority to question any expenditure of budgeted funds (the President being the final arbiter), and serves as a consultant to the Board of Trustees. Upon request, the Assistant Vice President for Administration and Controller reports to the Investment and Executive Committees of the Board of Trustees.

3. Facilities Manager

The facilities manager, who reports to the Executive Vice President for Administration, is responsible for scheduling College facilities for internal and external use and coordinating other services required by those users, including setups, catering, and similar services.

I. Office of Advancement

1. Vice President for Advancement

The Vice President for Advancement, working closely with the President, trustees, Leadership Council members, President’s Cabinet, faculty, staff, and the United Methodist Church, develops programs and activities designed to enhance the College’s image and reputation among internal and external constituencies to increase its endowment, to supply resources for needed academic projects and to upgrade physical facilities.

The Vice President reports directly to the President and oversees the work of the Development & College Relations staff, the Communications and Marketing staff and the Bishop-in-Residence.

2. Senior Director of Development and College Relations

The Senior Director of Development and College Relations reports directly to the Vice President for Advancement. This position is responsible for leading the school’s efforts in the areas of development, stewardship and leadership development, alumni & family relations and advancement services.

The primary goal of the position is to build relationships with individuals and organizations to secure funding to advance the mission of the College and to supervise the following areas:
a. Director of Alumni and Family Relations

The Director of Alumni and Family Relations is primarily responsible for the development, implementation and evaluation of programs which serve the alumni and family constituencies. The Director is the chief advisor to the officers of the Alumni Association, serves as secretary and treasurer of the Alumni Council Executive Committee, and advises the Family Council. The position reports to the Senior Director of Development and College Relations and supervises the Alumni and Family Relations secretary.

b. Director of Stewardship and Leadership Development

The Director of Stewardship and Leadership Development provides leadership to the college’s closest friends through special donor groups: The President’s Society, The Fellows of LaGrange College and The Quadrangle Society. He/She works closely with Office of Financial Aid monitoring the College’s adherence to scholarship agreements and to ensure that all reporting criteria are met. The Director works with the Leadership Council of the College and reports to the Senior Director of Development and College Relations.

c. Director of Development

The position has significant interaction with the Senior Director of Development and College Relations, Director for Stewardship and Donor Relations and top-tier donors and trustees. The primary goal of the position is to build relationships with individuals and organizations to secure funding to advance the mission of the College. The Director of Development will participate as a senior member of the Advancement team and will supervise an annual giving officer and secretary. The Director of Development reports directly to the Senior Director of Development and College Relations.

d. Advancement Services Coordinator

The Advancement Services Coordinator gives leadership to the acquisition, management, analysis and use of information necessary to support the day-to-day and long-term objectives of the College’s Advancement Division. This position is responsible for gift entry, donor data entry and update, gift acknowledgement and report generation as well as special projects. The Advancement Services Coordinator assists in implementing technology-based solutions to increase the effectiveness and efficiency of our division, in managing accounting procedures and by acting as a liaison with the College’s Business and Information Systems offices.

3. Senior Director of Communications and Marketing

The Senior Director of Communications and Marketing is the designated public information spokesperson of the College. In addition to serving as liaison with all media and advertising outlets, he/she works to enhance the image of the college, especially in ways that support student recruitment; alumni, community and internal relations, and institutional fundraising.

The Senior Director of Communications and Marketing supervises the following areas and related staff:

a. Publications Manager

The Publications Manager oversees the production of printed materials and items vital to the College’s mission, primarily those for the Admission, Advancement and President’s functions. In
addition to creating the graphics design, he/she manages related costs and schedules. He/she also controls the proper use of the College’s identifying visual marks and is available to consult with others on these and other publication issues.

b. Webmaster

The Webmaster coordinates College Web content and applications and is responsible for the overall look, feel and usefulness of World Wide Web content. He/she defines and manages policies and procedures for Web page creation, and serves as the primary contact with outside Web consultants.

c. News and Feature Writer

The News and Feature Writer creates press releases, magazine and newsletter articles, promotional copy and other written materials relating to the College. He/she works closely with the media to place these items and also directs the creation of the internal campus newsletter.

d. Development Writer

The Development Writer manages the College’s fundraising writing, which includes grant proposals, development collateral, gift acknowledgement and other letters, and news and feature stories related to the cultivation, solicitation and stewardship of donors. With input from multiple sources, he/she creates text for these materials and edits others’ text to advance the institution’s fundraising efforts.

e. Recruitment Writer

The Recruitment Writer works closely with College’s recruitment personnel and creates and edits copy for a range of Admission and recruitment materials, including the Web and multimedia projects. He/she works to strategically place College advertising and to ensure consistent positioning of the institution across platforms.

4. Bishop-in-Residence

The Bishop-in-Residence helps the College strengthen its relationship with the Church and offers suggestions on ways the College may help students connect or reconnect with the Church. He travels frequently sharing the College’s story and encouraging prospective students and their parents to inquire into the opportunities available at LaGrange. The Bishop-in-Residence assists with LaGrange College Sunday and helps coordinate speakers and events to promote LaGrange College’s church-relatedness.

J. Office of Enrollment Management

1. Vice President for Enrollment Management

The Vice President for Enrollment Management oversees the offices of Admission and Financial Aid. The Vice President is responsible for strategic planning and annual goal-setting related to admission and financial aid. Ensuring operating within federal, state, professional, and institutional guidelines, the Vice President is responsible for the development of high quality programs in recruitment, admission, and financial aid. The Vice President is responsible for developing a sense of shared responsibility for
enrollment in the campus community. The Vice President for Enrollment Management reports directly to the President and is a member of the President's Cabinet.

2. Director of Admission (Not currently staffed)

The Director of Admission has broad oversight for the recruiting and the admission of students. Working under the leadership of the Vice President for Enrollment Management, the Director coordinates the largely internal function of strategic planning, record keeping and statistics, publications, student-tracking software, budgets, faculty relations, and other appropriate duties with the primarily external functions of high school visitations, telemarketing, counselor relations, counselor travel and travel budgeting and other appropriate activities. The Director is responsible for keeping the level of mutual cooperation high by training, formative evaluation, and collective goal setting. The Director serves as an advisor to the Admission Committee of the faculty.

3. Director of Financial Aid

Reporting to the Vice President for Enrollment Management, the Director of Financial Aid, in consultation with the Director of Admission, counsels with prospective and current students and maintains a continuing relationship with these students regarding their financial needs and concerns. This office has the responsibility for awarding grants and scholarships and arranging for student loans and campus employment in keeping with applicable guidelines. The Director serves as the Tuition Exchange liaison officer for the College.

K. Councils

1. Institutional Planning Council

The Institutional Planning Council’s function is to advise the President on matters he or she may bring before it regarding the College’s strategic planning process, the College’s institutional effectiveness process, and the College’s budgeting process. The Council will consider and endorse all substantive changes to the College’s strategic plan and will also assume responsibility for monitoring the College’s ongoing commitment to its institutional effectiveness process.

The Institutional Planning Council is a cross-organizational representative body whose membership includes the President’s Cabinet, the Academic Council, a representative from each of the Administrative and Staff Councils, the Director of LaGrange College at Albany, the President of the Student Government Association, and other members of the College community as deemed appropriate by the President.

Assembly of the Council shall be at the request of the President.

Planning and Evaluation Process

Long-term and short-term planning is essential as LaGrange College seeks to improve the strategies for achieving its mission and purpose. The College seeks to implement its mission and purpose by continuously evaluating and improving the broad areas listed below.
Broad-based planning occurs within each unit of the College. Procedures for planning are especially detailed in the academic area. In all cases, the results of the evaluations of institutional effectiveness are used to effect modifications in the ways the mission of the College can be more effectively achieved. Procedures for regular review of the results of ongoing assessment are identified elsewhere in this Handbook. Summary reports of institutional effectiveness efforts are submitted annually to the Assistant Dean for Academic Affairs and to the appropriate administrative office for each unit. Budget requests are supported in part by recommended improvements associated with the evaluation of unit assessment results.

2. Sustainability Council

This committee works to integrate core principles of sustainability throughout and beyond LaGrange College. These principles include the health of all current and future species; the fairness, equity, stability, and security of cultures and social systems; economic opportunity for all; and ecological diversity and integrity. This continuing process of integration will be accomplished through resource management, community education, and increased curricular emphasis.

3. Division and Department Organization

The academic program of LaGrange College is composed of four Divisions. Each Division consists of academic departments related by methodology, pedagogy, and areas of disciplinary interest. The four Divisions are: Humanities and Social Sciences; Fine and Performing Arts; Natural Sciences and Mathematics, and Professional Programs. Each Division is administered by a faculty member holding the title of Division Chair. The table below illustrates the composition of each Division.

### Academic Divisions

<table>
<thead>
<tr>
<th>Science and Mathematics</th>
<th>Humanities and Social Sciences</th>
</tr>
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<tbody>
<tr>
<td>Biology</td>
<td>English</td>
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<tr>
<td>Chemistry/Physics</td>
<td>History</td>
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<tr>
<td>Computer Science</td>
<td>Latin American Studies</td>
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<tr>
<td>Mathematics</td>
<td>Political Science</td>
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<tr>
<td>Psychology</td>
<td>Religion and Philosophy</td>
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<tr>
<td></td>
<td>Sociology &amp; Anthropology</td>
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</tbody>
</table>
1. Academic Division Chair

a. Appointments and Terms: Division Chairs, who are tenured faculty members with teaching responsibilities, are appointed by the Vice President for Academic Affairs and Dean. Division Chairs continue in their positions until the Vice President for Academic Affairs and Dean recommends otherwise or until they choose to resign.

b. Duties: The first prerequisite for a Division Chair is to be effective in dealing with students and faculty. Division Chairs work directly with the Vice President for Academic Affairs and Dean and are generally responsible for the operation of the academic program. Division Chairs provide leadership for the maintenance and development of viable academic programs within their Divisions. Specific responsibilities include, but are not limited to, the following:

- Teach during each regular academic semester.
- Facilitate a reliable communication interchange between disciplinary faculty and administration.
- Prepare and submit
  - Annual Division reports, as needed
  - Annual faculty evaluation reports for Division faculty (as described elsewhere in this Handbook)
  - Recommendations for tenure, promotion, and sabbaticals for Division faculty
  - Appropriate documentation to the Promotion and Tenure Committee and the Development and Evaluation Committee (as specified elsewhere in this Handbook)
- Provide leadership and guidance in assisting individuals in faculty development, which may include teaching, scholarship, and the creation of assessment portfolios.
- Make recommendations to the Vice President for Academic Affairs and Dean for the employment of all faculty and staff associated with the Division. In making such recommendations the Division Chair works closely with the Department Chair and faculty of the disciplines concerned. The members of the faculty of each discipline are expected to have a voice in recommendations for the hiring of new faculty.
- In conjunction with the Department Chair, familiarize new faculty with the College's teaching, advising, scholarship, and service expectations, as well as the College calendar.
- Confer with Department Chairs in formulating departmental budgets within the Division and the budget for the Division, if appropriate. Departmental budgets should be submitted through the Division Chairs.
- Supervise and evaluate the work of the Division, Department, or Building administrative assistant, as appropriate.
- Coordinate class and course schedules for the various Division disciplines. Submit the schedules to the appropriate officers.
- Evaluate the Division’s programs, particularly the course offerings.
- Coordinate the revision of Bulletin material for the Division.
Participate in meetings of the Academic Council and maintain an active dialogue with other Division Chairs concerning the overall academic program of the College.
Provide counsel to the Vice President for Academic Affairs and Dean concerning the overall academic program of the College.
Provide consideration of student concerns over curriculum, course scheduling, teaching, and advising when those concerns cannot be resolved at the departmental level.

c. Evaluation: The Vice President for Academic Affairs and Dean annually evaluates the performance of the Division Chairs, reviewing the annual self-report and evaluation completed by the Division Chairs and commenting on the Division Chair’s effectiveness in fulfilling the duties of the Division Chair’s position. In addition, the Division Chairs undergo a triennial review by the faculty and staff members in their Divisions as well as other appropriate College constituents.

2. Department Chair

a. Appointments and Terms: Appointments to the position of Department Chair are made annually by the Vice President for Academic Affairs and Dean upon consultation with the appropriate Division Chair.

b. Duties: The duties of the Department Chair include, but are not necessarily limited to, the following:

- Teach during each regular academic semester.
- Meet regularly with departmental faculty to discuss issues related to curriculum, teaching, and advising.
- Assist the Division Chair in the planning of class schedules.
- Serve as the contact person in the Department to which departmental matters may be addressed by the Division Chair or other administrative officials.
- Provide initial consideration of student concerns over curriculum, course scheduling, teaching, and advising.
- Make recommendations to the Division Chair and to Vice President for Academic Affairs and Dean for the employment of all faculty and staff associated with the Department. The members of the faculty of each discipline are expected to have a voice in recommendations for the hiring of new faculty.
- In conjunction with the Division Chair, familiarize new faculty with the College's teaching, advising, scholarship, and service expectations, as well as the College calendar.
- Advise the Division Chair during the preparation of the annual budget and the completion of the annual self-report and evaluation plans by the departmental faculty.
- Evaluate the Department’s programs, particularly the course offerings.
- Revise Bulletin material for the Department.

c. Evaluation: The Division Chairs annually evaluate the performance of the Department Chairs, reviewing the annual self-report and evaluation completed by the Department Chairs and commenting on the Department Chair’s effectiveness in fulfilling the duties of the Department Chair’s position.

3. Director of the Core Program and the Interim Term

a. Appointments and Terms: The Director of the Core Program and Interim Term, who is a tenured faculty member with teaching responsibilities, is appointed by the Vice President for Academic Affairs and Dean. The Director continues in his/her position until the Vice President for Academic Affairs and Dean recommends otherwise or until he/she chooses to resign. With an administrative rank equivalent to
b. Duties: The Director’s duties include, but are not limited to, the following:

- Evaluate faculty offering courses and programs in the Core Program component of the curriculum.
- Assess course effectiveness for Core Program courses.
- Consult and advise Department and Division Chairs about position announcements for those positions which will contribute to the Core Program.
- Interview candidates for faculty positions and orient new faculty to the Core Program and Interim Term.
- Ensure those appropriate faculties are recruited to participate in the Core Program curriculum.
- Direct the planning and coordination of course development for Core Program classes.
- Prepare, recommend, and administer a budget for the Core Program and the Interim Term. The Director confers with the appropriate Division Chairs and Department Chairs in formulating the budget, but the Director bears responsibility for submitting a proposal as the Core Program and Interim Term budget. The Director approves and takes responsibility for the expenditure of all funds from the Core Program and Interim Term budgets.
- Schedule Core Program courses in consultation with the appropriate Department or Division Chairs and CORE coordinators.
- Advise faculty on course proposals for the Interim Term.
- Work with the Academic Policies Committee to approve Interim Term proposals.
- Develop a prospectus of courses for each Interim Term.
- Schedule Interim Term classes and projects.
- Coordinate the revision of Bulletin material for the Core Program and the Interim Term.
- Participate in meetings of the Academic Council and maintain an active dialogue with other Division Chairs concerning the overall academic program of the College.
- Provide counsel to the Vice President for Academic Affairs and Dean concerning the overall academic program of the College.
- Provide consideration of student concerns over curriculum, course scheduling, teaching, and advising for those courses which are part of the Core Program or the Interim term and when those concerns cannot be resolved at the departmental level.

c. Evaluation: The Vice President for Academic Affairs and Dean annually evaluates the performance of the Director, reviewing the annual self-report and evaluation completed by the Director and commenting on the Director’s effectiveness in fulfilling the duties of the position. In addition, the Director undergoes a triennial review by the faculty associated with the Core Program as well as other appropriate College constituents.

M. Committees of the Faculty

In general, the academic agenda of the College operates within a committee structure. With the exception of the Tenure Committee, faculty members who serve on elected committees may not succeed themselves. Faculty actions will normally follow study by an appropriate faculty committee. From time-to-time ad hoc committees will be appointed by the President or the Vice President for Academic Affairs and Dean to undertake a study in a special area. Faculty committees are both appointed and elected.
1. Elected Committees

a. Tenure Committee

The Tenure Committee consists of three faculty members with tenure, elected by faculty members with tenure. The committee serves in an advisory capacity on faculty tenure for issues relating to those faculty members whose appointments are subject to the terms of Attachments A and B of the 1977 tenure policy. The members of the Faculty Tenure Committee are elected by and from the faculty who are tenured under the 1977 Settlement (Attachments A & B). The continuing members of the Faculty Tenure Committee will distribute ballots containing only names of those faculty tenured under the 1977 Settlement (Attachments A & B) to faculty members who are tenured under Attachments A or B. Outgoing Faculty Tenure Committee members may succeed themselves if reelected. The returning members of the Faculty Tenure Committee will count ballots and return the results to the Vice President for Academic Affairs and Dean. Election is by a majority vote of those eligible to participate in the election.

b. Development and Evaluation Committee

The Development and Evaluation Committee (DEC) is composed of five faculty members, all elected from among the faculty. Each division has one tenured representative, elected for a three-year term; terms are staggered across divisions. Each year an additional representative is also elected to represent the non-tenured faculty and librarians; this representative serves a one-year term. The DEC’s role is to oversee the operation of the faculty evaluation system, to promote the professional development of the faculty, and to review applications from faculty members for special distinctions, including sabbaticals or other competitive awards. A faculty member’s department chair, division chair, or the Vice President for Academic Affairs and Dean may request a peer review of the faculty member by the DEC if a faculty member has not otherwise undergone a peer review within the preceding five years. The DEC may also organize workshops that benefit the professional development of the faculty.

c. Promotion and Tenure Committee

The Promotion and Tenure Committee consists of five tenured members, all elected by tenured faculty for a staggered three-year term. There will be one member elected from each academic division and one member at large. Department chairs or division chairs may serve on the committee but must excuse themselves when members of their own department or division are being considered by the committee. The Vice-President for Academic Affairs and Dean serves as a non-voting member. The terms of office will begin in May and members will serve staggered terms.

This committee advises the President and the Vice-President for Academic Affairs and Dean on matters of multi-year contracts, tenure, evaluation, development, and promotion of members of the faculty subject to the terms of this tenure policy.

2. Appointed Faculty Committees

a. Academic Council

The Academic Council reports to and advises the President on academic and personnel matters. It is composed of the Vice President for Academic Affairs and Dean, the division chairs, the Director of the Core Program and the Interim Term, and the Director of the Evening College. The Registrar, the Director of LaGrange College at Albany, and Director of the Library serve as ex officio members and meet with
the Academic Council as necessary. Approximately two times during the fall and spring semesters, all department chairs will be asked to join a meeting of the Academic Council.

The Academic Council, which usually meets weekly, serves as an executive committee of the faculty, and its recommendations and advice carry the weight and influence of that body. The Council approves academic schedules, reviews programs, program changes, and makes programmatic recommendations to the President. The Academic Council hears and acts on petitions from students requesting variances in published academic requirements. The Council also participates in the Honor Council remediation procedure.

A recommendation for the allocation of new faculty positions is made by the Academic Council and forwarded to the President. Two members of the Academic Council serve as part of the search committees assigned to make recommendations regarding new or replacement faculty positions.

The Academic Council advises the President in making all committee appointments and makes recommendations for chairs of these committees. The Council may also advise the President in assigning students to serve on faculty committees. The Council has broad-ranging responsibilities and may be called upon to consider all matters important to the College community.

b. Academic Policies

The Academic Policies Committee is composed of two representatives from each academic division, one of whom must be a member of the graduate faculty of the Divisions involved in graduate programs.

This Committee oversees all aspects of policies and procedures pertaining to the undergraduate (day, evening and Albany) and graduate programs of LaGrange College, and advises the faculty and administration on appropriate levels of rigor and quality in these programs. One member of the library faculty, the Vice President for Academic Affairs and Dean (or the Assistant Dean for Academic Affairs as designee), the Director of the Evening College, the Admission Director, the Registrar, and the Director of LaGrange College at Albany serve as ex officio members of this committee.

The Academic Policies Committee is charged with overall review of the core curriculum requirements and other matters related to the implementation of the approved academic programs of the College. The Committee acts on proposals for new courses and programs and also on requests for changes to existing programs. These provisions apply to all undergraduate and graduate courses and programs. Proposed courses and/or requests for changes in existing programs are brought before the Committee either by a division chair, or by individual faculty members (with the approval of the appropriate department and division chairs). Any approved changes are brought to the faculty, which acts on the Committee’s recommendation. Please refer to Appendix H for the Committee’s Course/Program Proposal Form and Procedures.

The Committee also is responsible for recommending policies concerning academic standards for all students including, but not necessarily limited to, honors recognition, probation regulations, policies concerning absences from classes, policies concerning testing, and admissions policies.

A subcommittee of three members of the Academic Policies Committee, chaired by a member of the graduate faculty, which includes the Registrar and the Vice President for Academic Affairs and Dean (or designee), also regularly reviews the progress of conditionally admitted graduate students. Changes in academic standards normally shall have the approval of the faculty prior to being submitted to the Academic Council.
The chair of the Academic Policies Committee appoints five members of this committee, all of whom are available to serve as a Review Subcommittee, to hear and act upon student appeals in grade disputes and other academic matters involving faculty decisions about students. The Chair of the Review Subcommittee is notified in writing by the Vice President for Academic Affairs and Dean of an appeal. Upon such notification, the Chair of the Review Subcommittee names three members to a Review Panel to hear this appeal, one of whom is charged with chairing this Panel. Any materials presented by the student or the faculty member are transmitted to the Review Panel. The Panel should act promptly and is free to conduct interviews or request additional materials. As this is a LaGrange College internal process, the Panel does its work directly with the parties involved and not through their attorneys. Appeals are handled confidentially. The Chair of the Panel keeps informal notes regarding the actions of the committee and its findings. She/he transmits to the Dean the results of its deliberations. The Dean then communicates these with the student and faculty member. Guidelines used by the committee in its deliberations may be found in the Faculty Minutes for January 10, 1995. The procedure for a student to follow in initiating a grade appeal is detailed in the current Bulletin.

c. Academic Services

The Academic Services Committee is comprised of one faculty member from each division, one professional librarian, the Director of Instructional Technology, and the Student Government Association Vice President for Programs. In addition, one of the Cornerstone coordinators is a member of the Committee and chairs the Advising Board, which reports to the Committee.

The committee is charged with developing, sponsoring, supervising, and recommending activities and policies which enhance the academic environment on campus.

1. Specifically, the committee coordinates public assemblies, concerts, research presentations, and other programs. The committee maintains a master list of events which count as "cultural enrichment credit" for students and approves the addition of events to this list.

2. The committee periodically reviews policies and procedures concerning the library, academic computing, and any other college entity supporting the academic program. As necessary, the committee recommends modifications of these policies. The Executive Vice President for Administration and the Vice President for Academic Affairs and Dean may join the committee as ex officio members for these deliberations.

3. The committee appoints members to the Institutional Review Board as described in the College's policy concerning the use of human participants (Section VII.Q, Policy on Use of Human Participants in Research, LaGrange College Faculty Handbook).

4. The committee administers the distribution of undergraduate research funds as described in the College's policy (Appendix G, Undergraduate Research Program Guidelines, LaGrange College Faculty Handbook).

5. The committee develops policies and procedures to reimburse members of the faculty to the extent practicable for expenses incurred while attending meetings of professional and learned societies, and is responsible for authorizing the disbursement of these Learned Society funds to the faculty.
d. Advising Board

The Advising Board consists of one of the Cornerstone coordinators (who chairs the Board), one faculty representative from each of the other three divisions, a member of the Student Life staff, and a CORE 1102 instructor. The Registrar and the Assistant Dean for Academic Affairs serve as ex-officio members of the Board.

The Board, which reports to the Academic Services Committee through its Chair, establishes and maintains the LaGrange College Advising Program, including all academic advising procedures/policies; creates policies and procedures for informing students about the College's programs, practices, and regulations. In addition, the Advising Board ensures that procedures exist to track students' transfer from core to major advisors.

e. Student Life

The Student Life Committee consists of at least seven faculty members (two of whom are the NCAA Division III faculty representative and the Athletic Director) and the President of the Student Government Association or her or his designee. The committee consults regularly the Vice President and Dean for Student Life and Retention and Director for the LaGrange College at Albany program. It is responsible for fostering communication between faculty and students and for recommending policy in all of the co-curricular dimensions of student life: (1) student retention; (2) student life organizations and activities; (3) intercollegiate athletics; (4) community service and servant leadership experiences; and (5) student conduct.

1. The Student Life Committee recommends means for improving the College's retention measures to the faculty and administration.

2. The Student Life Committee also advises the faculty and administration on policy concerning the broad array of student life programs including student government, Greek organizations, religious life, intramural athletics, and student publications. In matters of religious life, the committee consults with the Chaplain to develop policies and procedures which provide structure for worship and service. (See also the Student Handbook, the Constitutions of the Student Government, and the LaGrange College Bulletin.)

3. The Student Life Committee also advises the President on policy concerning intercollegiate athletics. The committee is charged with interpreting and applying those policies and with creating and maintaining a supportive environment for intercollegiate athletics. The committee will consult on a regular basis with the Athletic Director, coaching staff, and representatives from the Student Athletic Advisory Committee.

4. The Student Life Committee establishes policy for community service experiences and the college's program in servant leadership. It consults as needed the Director of Servant Leadership.

f. Good of the Order

The Good of the Order Committee consists of one faculty member elected from within each academic division and the library; members serve terms of one year. The committee identifies areas of common concern that might not be addressed by one of the previously described committees. The committee offers advice to the faculty and administration as it deems appropriate or at the request of the President, the Vice President for Academic Affairs and Dean, or the faculty.
g. Diversity Committee

The Diversity Committee is charged with the development of an institutional Diversity Plan that expresses our commitment to nurturing a diverse and inclusive campus community. The Committee will regularly review and address practice in the areas of student enrollment and retention, curricular and co-curricular activities, faculty and staff hiring and development, and administration, and may recommend initiatives for consideration in any of these areas.

h. Institutional Review Board

The Institutional Review Board (IRB) reviews all LaGrange College research involving human participants and is responsible to the President. The purpose of the IRB is to assure that research is conducted in an ethical manner. This includes ensuring that risks to participants are minimized, the selection of participants is equitable, and participants are informed fully of what their participation will entail.

Generally, data collection for the College’s internal use (e.g., alumni surveys or food service or housing satisfaction surveys) is not considered to fit this definition of research and the procedure need not be reviewed by the IRB. However, data collected without IRB approval may not be published, presented, or combined with other data for the purpose of presentation or publication.

The IRB will not review research projects after the fact. Review by the IRB must take place before data collection begins. Beginning data collection before obtaining the approval of the IRB is unethical and violates the spirit of the review process.

i. Instructional and Information Technology Roundtable

The mission of the Instructional and Information Technology Roundtable (IITR) is to: facilitate and enhance teaching, learning, and administrative functions through the use of technology; provide effective and efficient support for IIT; and develop policies, procedures, and strategic plans for IIT.

The Instructional and Information Technology Roundtable shall consist of seven voting members:

- the Vice President for Student Life and Retention or a representative;
- the Vice President for Advancement or a representative;
- the Executive Vice President for Administration or a representative;
- the Vice President for Academic Affairs and Dean or a representative;
- two faculty members appointed by the Vice President for Academic Affairs and Dean and the President in consultation with the Academic Council;
- a member of the library faculty appointed by the Director of the Library.

In addition, the Director of Information Technology, the Director of Academic Computing, and the Director of Instructional Technology serve as ex-officio members of the Roundtable. The Director of Information Technology serves as the chair of the Roundtable. Interested stakeholders in IIT are welcome at Roundtable meetings.

Other than the faculty and administration, two additional campus-wide areas, the Banner Steering Committee (BSC) and Information Technology (IT), bring concerns to the IITR. The BSC is chaired by
the Director of Academic Computing, and is tasked with preliminary Banner issues and concerns. IT, led by the Director of Information Technology, is tasked with the installation, maintenance, and support of campus IIT hardware and software.

The IITR reports to the President through the Director of Information Technology.

j. Admissions Committee

The Admissions Committee is composed of the Vice President for Enrollment Management (or the Admissions Director) and at least three faculty members. The Committee’s duties include: assisting the Admissions Office with planning and soliciting faculty participation in Scholarship and Visitation Day activities; serving as an appeal committee for those students who might otherwise be denied admission to LaGrange College; and the review of College admission practices and standards.
3. LaGrange College Organizational Chart

**ORGANIZATIONAL CHART**

**Board of Trustees**

**Dr. Stuart Gulley, President**

**Interim Vice President for Academic Affairs and Dean**

**Dr. Greg McClanahan**

1. Director for LaGrange College at Albany
   Director of the Graduate Studies for LaGrange College at Albany
2. Director, Core Program and Interim Term
3. Assistant Dean
   Data Manager
4. Administrative Assistant
5. Registrar
   Assistant Registrar
   Administrative Assistant
6. Director, Library and Assistant Professor
   Professional Staff (3)
   Support Staff (4)
7. Director of Evening College
   Administrative Assistant
8. Division Chairs (4)
9. Academic Departments (19)
   Support Staff (10)

**Executive Vice President for Advancement**

**Phyllis Whitney**

1. Controller
   Assistant Controller
   Accounting Assistant
   Accounts Receivable Specialist
   Accounts Payable Specialist
2. Human Resources Specialist
   Switchboard Operator/Receptionist
3. Physical Plant Director
   Events Coordinator
4. Pool Operations Manager
5. Dining Hall Director
6. Bookstore Director
   Managers (2)
   Postmaster

**Vice President for Advancement**

**Dr. David Rowe**

1. Administrative Assistant to the Vice President
2. Senior Director for Development and College Relations
   Director of Stewardship and Leadership Development
   Leadership Secretary
   Director of Development
   Associate Director of Annual Giving
   Development Secretary
   Advancement Services Coordinator
   Director of Alumni & Family Relations
   Alumni & Family Secretary
3. Senior Director for Communications and Marketing
   Publications Manager
   News and Feature Writer
   Development Writer
   Recruitment Writer
   Webmaster
   Communications and Marketing Secretary
4. Bishop-in-Residence

**Vice President and Dean for Student Life and Retention**

**Dr. Linda Buchanan**

1. Dean of Students
   Resident Directors (5)
   Administrative Assistant
2. Director of Student Activities
3. Director of Counseling
   Administrative Assistant
4. Director of Career Development Center
   Career and International Advisor
   Administrative Assistant
5. Parking Supervisor
6. Campus Security
7. Athletic Director
   Senior Women's Administrator
   Sports Information Director
   Head Coaches (10)
   Assistant Coaches (9)
   Athletic Trainer
   Assistant Athletic Trainer
8. Intramurals

**Vice President for Enrollment Management**

**Dana Paul**

1. Director of Admission
   Admission Counselors (5)
   Application Coordinator
   Information Specialist
   Receptionist
2. Director of Financial Aid
   Assistant Director of Financial Aid
   Financial Aid Counselors (2)
IV. Undergraduate Faculty

A. Qualifications

The academic preparation of the faculty shall be consistent with the criteria of the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404-679-4501).

The College seeks to employ as faculty members persons who both understand and identify with the stated purpose of the institution.

B. Recruitment

When a vacancy occurs, the Vice President for Academic Affairs and Dean coordinates examination of overall instructional need to determine if that vacancy should be filled. If the determination is made by the Vice President for Academic Affairs and Dean and the President to fill the vacancy, the Vice President for Academic Affairs and Dean consults with the division chair, the chair of the department, and others in the department to develop the appropriate job description.

More specific details for organizing a faculty search appear in Appendix A, Procedures for Conducting Faculty Searches.

For LaGrange College at Albany, complete program advertisements for area adjunct faculty members are placed in area newspapers. Resumes are reviewed and selected prospective adjunct faculty members are invited to an orientation session. Following that orientation session, candidates are invited to submit complete dossiers. The Director of LaGrange College at Albany makes a preliminary recommendation regarding employment and forwards all credentials to the Vice President for Academic Affairs and Dean. The Vice President for Academic Affairs and Dean consults with the appropriate department/division chairs and if the review is favorable, the credentials are forwarded to the Academic Council where decisions are made regarding adding the candidate to the list of ‘approved’ adjunct faculty members for the LaGrange College at Albany site. As needed, the Director of LaGrange College at Albany employs from the ‘approved’ faculty member list as the need for adjunct faculty members arises.

C. Duties

1. Teaching, Scholarship, and Service

The primary functions of each member of the faculty of LaGrange College are teaching, scholarship, and service, as reflected in the faculty evaluation system described in Evaluation for All Full-time Faculty in Section IV (F).

The regular course load for faculty members averages between 21 and 24 hours per academic year, as stipulated in the individual contract. Faculty members are expected to teach in the fall and spring semesters and the January Interim Term, unless a department’s fall and spring courses prevent a faculty member from teaching in the Interim Term. Each year, early in the Spring Semester, department chairs will submit an annual schedule for the following academic year to the division chairs. The Academic Council will review these annual schedules, and as a result, may recommend to the Vice President for Academic Affairs and Dean that a faculty member be excused from teaching in the January Interim Term. However, overall institutional needs may require that originally submitted schedules be adjusted to
provide additional Interim course offerings. All members of the faculty, according to qualifications and rank, normally shall be expected to teach both basic and advanced courses.

Since teaching is a primary function, faculty members should continually strive for excellence in teaching. Consequently, the faculty has endorsed scholarship as an important adjunct to their teaching. The faculty evaluation system adopted by the faculty recognizes that active scholarship among the faculty promotes effective teaching by helping faculty members stay abreast of and contribute to developments in their disciplines.

From time to time, course demand may suggest a need for additional sections of a course. Faculty members with the appropriate credentials as defined in publications of the Commission on Colleges of the Southern Association of Colleges and Schools may be asked if they are willing to assume responsibility for teaching the course. However, full-time faculty members will ordinarily not be permitted to assume more than the equivalent of four semester hours of overload teaching in any given academic term. Also, full-time faculty members will ordinarily not be permitted to teach more than the equivalent of twelve semester hours of courses in any academic term.

Service to the College and/or the community similarly constitutes a portion of the faculty member’s duties at the College.

Each member of the faculty shall regularly advise students in his/her classes concerning their academic work.

Faculty members' duties at the College generally require a period of eight or more hours per day, Monday through Friday, and may include evening hours to accommodate the Evening College schedule. Extramural activities must not conflict with efficient execution of college duties. Faculty members will ordinarily observe office hours and will post the schedule on their office doors and file a schedule with the Vice President for Academic Affairs and Dean.

In making all these assignments, the Vice President for Academic Affairs and Dean works with the members of the Academic Council to provide a fair and equitable distribution of assignments.

For the LaGrange College at Albany site, adjunct faculty members may be asked to teach up to 30 semester hours of courses within any one calendar year in the graduate and/or undergraduate programs.

2. Advising

It is the mission of the LaGrange College advising system to assist and support our students in formulating and sustaining learning strategies that stimulate their cognitive development, inspire their intellectual quest, and guide the formation of their personal as well as shared values. Consequently, all faculty members at the College are encouraged to participate in academic advising.

Advising is a holistic process involving all the functions of the College. The objectives are manifold and complex. Student needs are not neatly categorized according to organizational functions but require a team effort. An effective team approach to advising requires extensive data sharing and frequent functional collaboration (between academic and counseling services and frequently including the assistance of financial aid, student accounts, the registrar’s office as well as athletics and other extracurricular areas of activity).
Advising students is an integral part of teaching, service, and the Core Curriculum of LaGrange College.

With the exception of first year faculty who are not Cornerstone Advisors, all full time teaching faculty will advise students. An advisee load will be determined by the Dean based on the number of faculty and students. Ideally, the load will be distributed equitably among the faculty. The Registrar’s Office will assign all advisees to advisors based on the advisor loads and recommendations from the departments.

Normally, part-time and adjunct faculty will not advise.

For the complete Advising Policy, please see Appendix K.

Prospective and newly enrolled Evening College students are generally advised by the Director. Once students have completed the number of hours sufficient to declare a major, advising will rest with the Chair of the Business and Accountancy Department or the Director of Evening College, as appropriate. Evening students meet with the assigned advisor quarterly to discuss academic progress, address specific program questions, and schedule courses for the next term.

Prospective and newly admitted graduate students in the M.E.D. and M.A.T. programs are initially counseled by the Chair of the Education Department. The Chair may assign graduate students to other members of the program faculty, taking into account the total number of advisees being counseled by each faculty member in the graduate and undergraduate programs. Prior to the beginning of each academic term, graduate students meet with their graduate advisor to review their progress toward graduation and to schedule classes for the coming term.

3. Committee Assignments

Faculty members are expected to accept reasonable committee appointments related to curricular and administrative matters and to student organizations and activities. Although a faculty member would ideally be limited to membership on one committee, he/she will be expected to participate actively in the work of each committee assigned.

4. Budgets and Offices

Each member of the faculty shall be responsible for notifying the department chair of requirements for items to be obtained by budgetary funds. In case of a reduced budgetary allocation, the department chair may require revised expenditure proposals.

Faculty members are assigned offices by the Vice President for Academic Affairs and Dean and the Executive Vice President for Administration. In making the office assignments, factors considered are: length of service, tenure, rank, and academic qualifications. Keys to offices may be obtained from the department chair or division chair and must be returned upon completion of employment.
5. Faculty Meetings

Faculty meetings are chaired by the President of the College or his designee, the Vice President for
Academic Affairs and Dean, and are usually scheduled monthly. All members of the faculty are expected
to attend. Members of the Cabinet who are not faculty members are invited to attend but have no vote.
Two-thirds of the faculty shall be considered a quorum. A majority of the faculty present and voting shall
be necessary for the passing of a motion in a faculty meeting. Formal faculty actions shall be referred to
the Academic Council for review and recommendation for implementation.

The Faculty Assembly meets monthly for general faculty discussion and exchange of ideas. As an
advisory body it may, from time to time, make recommendations through appropriate organizational
channels. Membership is comprised of all faculty members who have full-time status; from this
membership, a president shall be elected to serve a two-year term.

Each member of the faculty is expected to attend the regularly scheduled assemblages of the College,
including Opening of School activities, faculty retreats, Honors Day, Baccalaureate, and Commencement.

The primary concern of the faculty in its meetings is the academic program of the College. The faculty
considers such matters as the Core Program in the Liberal Arts, majors, degree requirements, academic
procedures, academic standards, admission criteria and standards, course offerings, and academic support
services.

Although faculty members are concerned primarily with the academic life of the students, they are called
on to exercise influence as advisors to student organizations.

6. Leaves of Absence

Please refer to the Leave of Absence section of the Personnel Policy Manual, which is found under the
Human Resources portion of the College’s web site (http://panther.lagrange.edu/default.shtml).

7. Faculty Pursuance of Advanced Degrees

Faculty members planning to pursue doctoral studies or advanced degrees while employed at LaGrange
College shall undergo an approval process overseen by the Promotion and Tenure Committee. The
purpose of this process is to insure quality faculty preparation from credible and appropriately accredited
programs consistent with high academic standards.

Since advanced study may ultimately lead to matters of promotion and tenure, a faculty member shall be
required to have the proposed plan of study approved by the College prior to beginning the program. This
process shall begin with the submission of a proposed plan of study to the Promotion and Tenure
Committee and the Vice President for Academic Affairs and Dean. The proposal shall include published
documentation about the program and institution, the faculty member’s plan of study with proposed
timeline, and a recommendation from the faculty member’s department or division chair concerning the
appropriateness of the program.

Upon review, the Promotion and Tenure Committee shall make a recommendation regarding approval
status to the Vice President for Academic Affairs and Dean, who in turn will make the final determination
and notify the faculty member of the decision.
In addition to promoting academic standards of the faculty, this process will help to assure that such academic endeavors are appropriate for meeting the faculty member’s goals for individual and professional development and are in the best interest of College resource utilization.

8. Academic Calendar

LaGrange College operates according to a 4-1-4 academic calendar. Faculty members are expected to comply with the academic calendar and with academic schedules. This includes meeting all classes and complying with the examination schedules. College policy provides for examinations to be given in all 1000-level courses. For other courses, the examination period may be utilized by having an examination or by using other pedagogical procedures. When situations arise which make it difficult or impossible to meet a class, the faculty member should notify the department chair, division chair or the Vice President for Academic Affairs and Dean. Rescheduling a final exam for an individual student or for a class must be requested in writing by the faculty member and approved by the Dean.

The Evening College Program at LaGrange College operates on a quarter system utilizing nine-week terms in the fall, winter, and spring. In addition to these terms, the Evening College Program offers courses during the summer session.

LaGrange College at Albany operates on a year-long instructional calendar with breaks at Easter, the Fourth of July, Thanksgiving, and Christmas.

9. Course Syllabi

Faculty members shall provide each student with a written course syllabus by the last day of the drop/add period. This syllabus is to be filed in the office of the Vice President for Academic Affairs and Dean by that date. Information concerning the scope of the course, the schedule (including examinations), course requirements (papers, projects, laboratory reports, etc.), and the methods of computing the grades of the students should be included. The faculty member's policy concerning make-up exams and absences should also be a part of the syllabus as should the faculty member’s office hours. The syllabus should also contain a statement about the application of the Honor Code. There must be a syllabus for each course taught.

10. Faculty Mentors

From time to time, members of the Promotion and Tenure Committee will call on members of the faculty to serve as mentors to new faculty. Mentors are tenured faculty who agree to serve in the capacity of facilitating the transition of becoming a faculty member at LaGrange College and to act as a resource for questions and concerns regarding such issues as the tenure policy, the evaluation process, and the LaGrange College culture.

More specifically, the mentor's task is threefold: 1) to serve as a guide to the LaGrange College tenure and evaluation policies; 2) to serve as an advisor during the evaluation process (NOTE: It is always the candidate's decision whether to share evaluation results.); 3) to serve as an aide in orienting the candidate to the LaGrange College culture.
D. Compensation

1. Guidelines

The salary of each person serving on the faculty is reviewed annually by the Vice President for Academic Affairs and Dean and the President. Criteria utilized in the setting of salaries include:

- teaching effectiveness;
- service to the College and community; and
- evidence of scholarly and/or creative activity.

Other factors may include length of service to the College, degrees, rank, and market forces. The College’s faculty evaluation procedure, defined in the Faculty Evaluation section below, is intended to offer insight into these factors for the faculty member, the department chair, the division chair, and the Vice President for Academic Affairs and Dean in making salary recommendations to the President.

2. Payment of Salaries

Salaries for full-time faculty members may be paid monthly or twice each month. The required period of teaching will be the fall and spring semesters and the January Interim Term as set out in the LaGrange College Bulletin. Salary for the months of June, July and August will be considered earned and payable upon completion of the spring term. In case of termination at the instance of the College prior to the completion of the spring term, the salary for summer months will be prorated in the proportion of teaching time actually performed during the academic year to the period of teaching time provided for under the faculty member’s contract. In case of termination at the instance of the faculty member prior to the end of the spring semester, such faculty member will be compensated only for the time actually served and not on a prorated basis.

Some faculty members may be tendered employment during the summer term as courses to be offered may require. If a faculty member accepts summer employment, he/she will be paid a stipend for the summer months in addition to any other salary.

Deductions for each pay period shall include social security, federal and state income tax, and may include TIAA/CREF, group insurance plans and loan payments.

3. Annual Contracts

Annual employment contracts will be entered into between the College and faculty and shall be concluded between March 1 and March 15.

Faculty members have an obligation to perform their professional duties and activities in a manner consistent with the purpose and mission of the College, stated in the current LaGrange College Bulletin. They have a responsibility to uphold the law. They further have a responsibility not to contravene the rules established for student conduct.

4. Benefits

For details of the College’s benefits plans, please refer to the Personnel Policy Manual, which is found under the Human Resources portion of the College’s web site (http://panther.lagrange.edu/default.shtml).
a. Health and Dental Insurance

Health and dental insurance for regular College employees is available through self-funded PPO plans. An employee chooses from the available options which plan best meets the employee’s needs. The copays, deductibles and out-of-pocket vary among plans. Dependent coverage is available through payroll deduction. More information is available through the Human Resources Office.

b. Family Medical Leave (FMLA)

A regular employee who has been employed at the College for a minimum of twelve months and worked 1,250 hours or more during the previous twelve months is eligible for FMLA. Qualified employees are eligible for up to 12 weeks of unpaid leave per year for the birth, adoption or foster care placement of a child; for care of a spouse or immediate family member with a serious health condition; or for the employee’s own care in the case of a serious health condition. This leave will run concurrently with any paid leave used by the employee in conjunction with the specified situation.

c. Long-Term Disability Insurance

The College offers full-time, regular employees a long-term disability policy. Elimination period for becoming eligible for benefits under the policy is 90 days. For details, please refer to the Personnel Policy Manual, which is found under the Human Resources portion of the College’s web site (http://panther.lagrange.edu/default.shtml).

d. Life Insurance

Coverage equal to 1.5 times the employee’s base salary, up to a maximum of $200,000 is required for employees participating in the health insurance program. In addition, every employee covered under the College’s health insurance policy is provided with a $15,000 life insurance policy. For details, please refer to the Personnel Policy Manual, which is found under the Human Resources portion of the College’s web site (http://panther.lagrange.edu/default.shtml).

e. Section 125 Flexible Benefits Plan “Cafeteria Plan”

The Section 125 Flexible Benefits Plan makes available tax-exempt benefits for childcare reimbursement, medical reimbursement, College-sponsored life insurance premium reimbursement (up to $50,000) and premium conversion for health and dental insurance premiums paid for by the employee. In addition, a variety of optional benefits are available for the employee’s purchase. More information is available through the Human Resources Office.

f. Retirement Plans

Participation in the College-sponsored retirement plans is optional. Regular, full-time employees may elect to participate through TIAA/CREF or VALIC. Employees are free to contribute at any time before gaining eligibility to receive the College's matching funds, if any, as described further below.

Effective September 1, 2009, the plan includes a discretionary matching contribution. The College will determine annually whether to match employee contributions. The matching contribution, if any, will range from 0 to 6 percent. Employees joining the College and already participating in one of these retirement plans may participate in the College’s match immediately (provided there is a match), with no
waiting period for full vesting. There is a one-year waiting period to participate in the College’s match (provided there is such a match) for new employees who come to the College not participating in one of these retirement plans; however, employees are free to contribute at any time before gaining eligibility to the College’s match.

The employee also may participate in a supplemental retirement annuity, up to a maximum set by federal law governing 403 (b) tax-sheltered annuities.

g. Transitional Retirement Options

Faculty members with ten or more years of service to the College may desire to explore transitional retirement options with the President, Vice President for Academic Affairs and Dean, and/or the Executive Vice President for Administration. Any mutually acceptable agreement that might be developed would be strictly individualized and would depend on the faculty member’s salary, age, financial circumstances and retirement goals as well as the economic situation of the College at the time. It is unlikely that any two transitional retirement options would be the same since, of necessity, they would be so highly individualized.

h. Tuition Remission for Employees and Dependents

Undergraduate and graduate tuition courtesies are available to full-time employees of the College. Please refer to the Staff Handbook’s policy statement on “Tuition Remission for Employees and Dependents” for details.

i. Tuition Exchange

The College is a member of Tuition Exchange. For current restrictions and eligibility inquire of the Director of Financial Aid, who serves as the Tuition Exchange liaison officer.

j. Travel

Certain travel expenses will be reimbursed by the College. These normally include transportation, lodging and meals. Employees are normally expected to utilize the most economical method of air transportation and lodging available. Requests for reimbursement must be submitted within 60 days of incurring the expenses. Questions related to travel expenses should be directed to the Assistant Vice President for Administration and Controller.

k. Parking

Parking areas for the administration, faculty, and staff are designated by the office of the Vice President and Dean for Student Life and Retention. Parking permits must be obtained from the Office of Student Development.

E. Statement of Academic Freedom

LaGrange College concurs with and adopts the specific portions of the AAUP’s “1940 Statement of Principles on Academic Freedom and Tenure” (3-4) which state:
“Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.”

“Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.”

“College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.”

It should be noted, however, that when discussing a subject in the classroom, adherence to the description of the course in the current LaGrange College Bulletin is required.

This policy also applies to adjunct faculty members teaching at LaGrange College at Albany.

F. Evaluation for All Full-Time Faculty

All faculty members at LaGrange College are subject to the provisions of the evaluation policy described in this Faculty Handbook. The purpose of the LaGrange College faculty evaluation system is to promote the highest level of professional growth and achievement among faculty who support the ideals of a church-related, liberal arts institution.

The objectives of the College's faculty evaluation system are:

- to maintain a vital, intellectually engaged faculty;
- to promote fair, consistent application of all evaluation procedures;
- to involve faculty in all aspects of evaluation;
- to include multiple sources of faculty data in evaluation;
- to link evaluation to faculty development and advancement;
- to balance institutional needs with individual faculty needs; and
- to include opportunities for response.

The evaluation system is comprised of the Self-Report and Evaluation Plan, a survey instrument for the student evaluation of teaching effectiveness, and, under certain circumstances, a peer reviews team.
1. The Self-Report and Evaluation Plan

Each faculty member completes the Self-Report and Evaluation Plan which reports progress made during the previous calendar year and goals and objectives for the upcoming year. The Self-Report and Evaluation Plan gives the faculty member the opportunity to relate his/her accomplishments as well as express aspirations and hopes for future progress in the profession.

When completed, the faculty member delivers the Self-Report and Evaluation Plan to his/her Department or Division Chair, who evaluates an instructor's performance through a variety of mechanisms, which may include classroom observation, conferences with the faculty member (including the annual evaluation conference), and feedback from students. Department and Division chairs should take into consideration possible biases stemming from previous data, personal relationships, differences in favored teaching methods or philosophies of teaching. If the faculty member completing the Self-Report and Evaluation is a Department or Division Chair, he or she will submit the Report to his or her immediate supervisor.

Based upon information received from the sources described above, the Division Chair should not only provide a numerical rating in each of the areas of evaluation, but also a narrative commentary explaining each faculty member's contributions to the department during the previous calendar year.

Copies of the Division Chair's Report should be given to the faculty member and the Dean. If the faculty member wishes to reply to any comment or rating judgment, he or she is encouraged to do so in writing so that the reply may be attached to the report. If a faculty member is also a division chair, his or her performance will be evaluated by the Dean in a similar fashion.

The Dean will submit an annual report on each faculty member during the annual review. The Dean, who is familiar with college and community goals, priorities, and values, may often have additional information about faculty performance. Based upon this information, the Dean is in a position to compare instructors within the college, division, or department. Since the Dean has the responsibility for evaluation and related decision making, he/she should communicate to faculty members and their respective evaluators any adjustments that need to be made in performance, thereby supporting decisions regarding merit pay or special distinctions awarded on an annual basis.

The Dean should notify the department chair, in writing, of all adjustments made in the Chair's rating of faculty. This notice should also be shared with all affected faculty members.

Appendix B to this Faculty Handbook contains guidelines for evaluation of the faculty members' performance in the areas of Teaching, Professional Growth, and Service.

2. Student Evaluation of Teaching Effectiveness

In the opinion of the faculty task force which conducted the last comprehensive review of the College's faculty evaluation system, "... student surveys are desirable because they give a voice to the students, because they can be used to evaluate the entire faculty, and because they are generally reliable."

At the time of the writing of this Faculty Handbook, the College employs the student Instructional Report II (SIR II) questionnaire for courses with an enrollment of at least five students. A survey developed by the Development and Evaluation Committee is used for all other courses to be evaluated. The actual instrument may change. The LaGrange College Interim Evaluation for Teaching Effectiveness should be given in every Interim term course, regardless of the class size. The course evaluation instrument should
be administered by an administrative assistant. If an administrative assistant is not available, another faculty member may administer the course evaluations. Instructors must not administer their own evaluations or ask students to administer evaluations for them. Evaluations should be completed at the beginning of a class period sometime during the last third of the academic term. The person administering the questionnaire should explain the importance of the questionnaire, ask students to remain quiet while evaluations are completed, distribute the form to the students, remain in the room while students complete the form, and return the forms to the appropriate office.

During the regular terms, the frequency in which a faculty member gives the student evaluation of teaching effectiveness varies and is described as follows:

**Full-Time Tenured Faculty**
At least one course with at least five students should be evaluated each term using the current student evaluation of teaching effectiveness. In circumstances where a faculty member is not teaching any class with at least 5 students in any given term, the evaluation will be handled on an ad hoc basis in consultation with the department chair, or in the case of a department chair with the division chair, or in the case of the division chair with the Dean. If the faculty member so desires, he or she may give the current evaluation of teaching effectiveness instrument or the comment portion only to the remaining classes during any given term.

**Full-Time Non-Tenured, Part-Time and Adjunct Faculty**
Student evaluation of teaching effectiveness instruments are administered in all classes.

3. Schedule for Faculty Evaluation

**Fall Term**

- **September**: Summary reports from preceding spring's student evaluation of teaching effectiveness Instruments distributed to faculty members.
  
  Tenured faculty members will indicate which course(s) they have chosen for evaluation. If not submitted by the deadline given, a course will be chosen at random by the Assistant Dean for Academic Affairs.

- **November**: Student evaluation of teaching effectiveness instruments administered in classes as described in section F, part 2.
  
  Self-Report and Evaluation Plan as well as the Department and Division Chair's Report Distributed to the faculty by the Dean's Office with specific due dates given for each level of the evaluation.

- **December**: Faculty member completes Self-Report and Evaluation Plan; Copies given to Department or Division Chair; Department/Division Chairs submit reports to immediate supervisor.
Interim Term

Last week
Conduct student evaluations of interim term courses

January/Feb
Summary reports from preceding fall's student evaluation instruments distributed to faculty members.

Division Chair completes Chair Report and Final Evaluation Conference for each faculty member in the Division; copies of Chair Report given to faculty member and Dean; copies of each faculty members’ self-evaluation should be forwarded to the Dean along with the Chair report for each faculty member.

Dean completes final Chair Reports and Final Evaluation Conferences for Division Chairs

Spring Term

February
Tenured faculty members will indicate which course(s) they have chosen for evaluation. If not submitted by the deadline given, a course will be chosen at random by the Assistant Dean for Academic Affairs.

March
Summary reports from preceding interim's student evaluation instruments distributed to faculty members.

April
Student evaluation of teaching effectiveness instruments administered in classes as described in section F, part 2.

Summer Term(s)

Student evaluation of teaching effectiveness instruments administered in classes as described in section F, part 2.

Evaluations for the Evening College faculty will be done according to a schedule determined by the Director of the Evening program in a way that will be consistent with the evaluations administered in the other programs.

Evaluations for the Graduate programs are done according to a schedule determined by the appropriate Department chair in a way that will be consistent with the evaluations administered in the other programs.

Evaluations for the faculty in the Albany program are done according to a schedule determined by the Director for the Albany program.

4. Peer Review Procedure for Special Distinctions

Full-time faculty members seeking special distinctions, including sabbaticals, research grants, or other competitive awards, will apply in writing to the Development and Evaluation Committee (DEC) who will then be responsible for reviewing the faculty member’s application materials. The application materials should include a portfolio, recommendations for which appear in Appendix D: Outline for Portfolios. In addition, if the faculty member has not undergone a review in the preceding five years, a faculty
member’s department chair, division head, or the Vice President for Academic Affairs and Dean may request a peer review of the faculty member by the DEC.

The DEC will evaluate the faculty member’s portfolio in teaching, professional growth, and service as well as other appropriate documents such as a research grant or sabbatical application. This evaluation will be conducted separately from the annual evaluation but may use materials generated from the annual evaluations. The DEC will evaluate each faculty member's portfolio and other appropriate documents independently and summarize the reviews, consulting with the faculty member if necessary. The DEC’s report and recommendations, which should be completed by April 1, will be forwarded to the Vice President for Academic Affairs and Dean, who in turn will make a recommendation to the President. The President makes the final decision in these matters.

G. Promotion Policies

1. Promotion for Faculty Subject to Attachments A and B of the 1977 Tenure Policy

The promotion guidelines for this section (Section IV.G.1) apply to those members of the faculty subject to Parts A or B of the 1977 Tenure Policy.

Instructor
An instructor is a member of the faculty on temporary appointment.

Assistant Professor
An assistant professor is a member of the faculty, normally in the beginning years of a teaching career. After ten years of continuous employment as an assistant professor and one year of education beyond the masters degree, or after five years of continuous employment as an assistant professor with an earned doctorate (held for at least one year), an assistant professor is eligible to become an associate professor. Those holding a Master of Fine Arts, a Master of Social Work, a Master of Business Administration with Certified Public Accountant certification and maintained by continuous education are eligible to be considered for the rank of associate professor after ten years of continuous service.

Associate Professor
An associate professor is a member of the faculty who has demonstrated competence in the appropriate discipline. After seven years of continuous service as an associate professor with an earned doctorate (held for at least two years), an associate professor is eligible to become a professor. An associate professor without an earned doctorate is not ordinarily promoted to professor.

Professor
A professor is a member of the faculty who has attained the maximum rank through proficiency and major contributions to the profession.

Professionally qualified librarians, the President, the Vice President for Academic Affairs and Dean, and other administrators who have academic rank have faculty privileges and voting rights.

2. Promotion for Faculty Subject to the 1999 Tenure Policy

The promotion guidelines for this section (Section IV.G.2) apply to those members of the faculty subject to the promotion and tenure policies adopted by the College in April 1999.
a. Ranks - LaGrange College has four faculty ranks:

Instructor
A member of the faculty on an interim appointment.

Assistant Professor
A member of the faculty, usually in the beginning years of a teaching career. After six years of employment as an assistant professor with a terminal degree (as determined by institutional accreditation agencies and/or discipline-specific accreditation bodies), a faculty member is eligible to apply for promotion to associate professor. Note that the Master of Library Science and, in some fields, the Master of Fine Arts are considered terminal degrees. Those holding a non-terminal degree in certain areas may also be eligible to apply for promotion to associate professor. A list of these eligible degrees can be found in Appendix I.

Associate Professor
A member of the faculty who has demonstrated competence in the appropriate discipline. After six years of employment as an associate professor with an earned doctorate (or a Master of Library Science or Master of Fine Arts if it is considered terminal in the faculty member’s field), an associate professor is eligible to apply for promotion to professor. Those hold non-terminal degrees are not eligible to apply for promotion to professor.

Professor
A member of the faculty who has attained the maximum rank through a high level of competency in the applicable discipline and has made major contributions to the College, community and profession.

The President, the Vice President for Academic Affairs and Dean, and other administrators who have academic rank have faculty privileges, although these privileges do not usually include tenure.

b. Promotion Guidelines

Promotion in rank is granted to a faculty member upon recommendation of the appropriate Division Chair and the Promotion and Tenure Committee with approval of the Vice President of Academic Affairs and Dean and the President.

The following guidelines are observed in recommending a faculty member for promotion in rank.

Promotion in rank is not guaranteed to any faculty member and is not to be granted solely on the basis of years of service to the College.

Usually a faculty member should have six years of full-time teaching experience at the college or university level as an assistant professor before being eligible for promotion to the rank of associate professor and, similarly, six years' experience as an associate professor before being eligible for promotion to the rank of full professor. These periods of service are not mandatory. The length of service may be reduced under unusual circumstances.

The Promotion and Tenure Committee will review in detail the case of any faculty member who remains in a given rank longer than the suggested period of service in rank.

The principal bases for promotion in rank are the assessment outcomes of the evaluation process.
c. Promotion Application

The following outline describes the promotion process:
1. By October 1, the candidate submits two (2) copies of portfolio to department chair including all Required materials listed in Faculty handbook in Appendix D.

   Note: Additional information may be requested by the Promotion and Tenure Committee or by the Vice President for Academic Affairs and Dean.

2. By October 15, the Department Chair
   (i) Reviews portfolio
   (ii) Writes report and recommendation
   (iii) Submits augmented portfolios to Division Chair

3. By November 1, the Division Chair
   (i) Reviews portfolio
   (ii) Writes report and recommendation
   (iii) Submits augmented portfolios to PTC

4. By December 1, the Promotion and Tenure Committee (PTC)
   (i) Reviews portfolio
   (ii) Discusses findings as a group
   (iii) Writes report and recommendation
   (iv) Submits report and portfolios to Dean

5. The Vice President for Academic Affairs and Dean (“Dean”)
   (i) Reviews portfolio
   (ii) Submits recommendation to President*

6. The President
   (i) Reviews materials
   (ii) Submits recommendation to Board of Trustees
   (iii) Notifies candidate of recommendation and Board’s decision or asks the Vice President for Academic Affairs and Dean to provide this notification.

*NOTE: If the President intends to pursue an action other than that recommended by the Promotion and Tenure Committee, the President or the Vice-President for Academic Affairs and Dean, acting on the President’s behalf, meets with the Promotion and Tenure Committee to discuss the difference. If the President and the Committee continue to disagree, the President may report the facts surrounding the disagreement to the Chair of the Academic Affairs Committee of the Board of Trustees. The Academic Affairs Committee of the Board of Trustees or the full Board may review the action of the President if either body deems such a review necessary. The promotion guidelines for this section (Section IV.G.2) apply to those members of the faculty subject to the promotion and tenure policies adopted by the College in April 1999.
H. LaGrange College Sabbatical Policy

1. Purposes of Academic Leave Policy

The major purpose of an academic leave program is to provide an opportunity for continued professional growth and new or renewed intellectual development through study, writing, research, or travel in order to enhance teaching, research and scholarship. Leaves of absence are among the most important means by which a teacher's effectiveness can be increased, a scholar's opportunity for research, reflection, and writing enhanced, and ultimately a college's academic program strengthened and developed. A sound program of leaves is therefore of vital importance to the academic life of a college, and every faculty member should use available means of professional development, including leaves, to increase professional competence. Thus, the college will endeavor to fund at least two awards per year as resources permit.

2. Eligibility for Leaves with Pay

After full-time service at LaGrange College for at least seven years, all members of the faculty are eligible for a leave with pay. The application for the leave may be made during the seventh year. Upon completing the leave, a faculty member ordinarily must serve the College another seven years before becoming eligible again for a paid leave.

No more than one faculty member per department may receive a sabbatical during the same semester. When an eligible member of the faculty with a sound proposal agrees to delay application for the leave by a semester or more in consideration of a departmental colleague's request to have a leave at the same time and when the department advises the postponement, the duration of that postponement shall be counted toward eligibility for subsequent leaves. The departmental chair shall keep a written record of the postponement and make a copy of the record for the Dean and the faculty member. A faculty member may not receive a summer research grant from LaGrange College either the summer before or the summer after the year during which he/she is on leave.

A faculty member may apply for an academic leave and a summer stipend during the same academic year, but no more than one award will be recommended for funding. Before making any award recommendation, the faculty member will be consulted as to her or his choice.

3. Duration and Compensation

Academic leaves may be granted either for one semester or for a full academic year. The recipient of a one-semester leave will receive full salary and employee benefits for that semester. A faculty member on leave for the full academic year will receive fifty percent of salary and full employee benefits. However, it should be noted that payments to the retirement program are based on actual salary received from the College. Individuals taking a full year sabbatical at half-pay may wish to make extra contributions to their retirement program at their own expense. All faculty members taking a sabbatical leave must contact the Business Office to discuss their benefit coverage. Support for non-salary items, such as travel for research, can be requested through traditional methods, such as from the Learned Society funds.

4. Requests for Leaves

Formal request for a leave must be made in writing to the department chair in April preceding the academic year in which application for the leave is to be made. The request should be accompanied by a brief provisional description of the project to be carried out during the leave. A full written proposal must
be submitted to the department chair by September 1 preceding the academic year in which the sabbatical is to be taken. This proposal will serve as the basis for departmental recommendation and review by the Development and Evaluation Committee (DEC) and administration. The complete proposal must explain in adequate detail the purpose of the project and the work to be done. However, inasmuch as the department chair will be apprised of each faculty member's eligibility and intention to apply for a leave well in advance of the formal application, the project proposal for the leave should be available for informal departmental consideration and comment as early as practicable. If there are situations requiring clarification, the DEC should be consulted. The sabbatical leave application form is available in Appendix F of this Handbook.

Timeline for Sabbatical Application and Review

<table>
<thead>
<tr>
<th>Short application submitted to dept. chair</th>
<th>Complete application submitted to dept. chair</th>
<th>Dept. chair sends application packet with his/her recommendation to DEC</th>
<th>DEC completes review and forwards its recommendation to the Academic Dean</th>
<th>Dean’s recommendation is reviewed by President and Board of Trustees</th>
<th>Sabbatical Period</th>
<th>Faculty member submits a post-sabbatical report to dept. &amp; division chairs and Dean</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td>Sept. 1</td>
<td>Sept. 15</td>
<td>Nov. 1</td>
<td>Nov. – April</td>
<td>Sept. – May</td>
<td>Oct. 1</td>
</tr>
<tr>
<td>By last class day</td>
<td></td>
<td></td>
<td></td>
<td>All members should evaluate proposals at this level.</td>
<td>Could be only one semester</td>
<td></td>
</tr>
</tbody>
</table>

For example, a person applying for a 2010-2011 sabbatical would need to begin the process by submitting the short application in April, 2009. The complete application would be reviewed during the academic year of 2009-2010.

5. Departmental Responsibilities

Each department shall maintain a schedule of eligibility showing the proposed leaves of its faculty over a period of three years and a course offering plan for the same duration to verify that these leaves can be accommodated. The primary responsibility for critical evaluation of a leave proposal resides with the members of the applicant's department. All members should evaluate proposals at this level. There should be at least three evaluators of each proposal. If a department has less than three members to serve as evaluators, then the division chair will serve as an additional reviewer for the department and/or appoint other faculty members with expertise in the area to serve as evaluators. The chair will administer the department's review process, using the evaluation guidelines in section g, and forward its recommendations to the DEC by September 15 preceding the academic year in which a leave is to be taken. If the department cannot support a proposal, the department chair should advise the applicant to withdraw the proposal or otherwise write a letter of non-support. In any case, the chair shall summarize the members' reasons for recommending or not recommending a proposal, making explicit reference to the evaluation guidelines listed in section g.

It shall be the policy of the department to advise and assist its members to prepare proposals that clearly articulate how the projects will meet the College's expectation of high professional achievement and that meet the evaluation guidelines listed in section g. Accordingly, the department shall encourage its
members to prepare leave proposals well in advance of the deadline for submission in order to facilitate an early, informal review of the projects.

6. Responsibility of the DEC

The DEC shall be substantively involved in the academic leave process. The DEC will critically evaluate the proposal. They will review the applicant's proposal for completeness and feasibility. Should the DEC have questions or suggestions about a proposal, they will communicate with the department in a timely manner so that the department and the applicant may address the questions before the DEC forwards the proposals to the office of the Dean and Vice President for Academic Affairs. Applications that are complete and feasible will then be forwarded to the Dean's office by November 1.

7. Responsibility of the Vice President for Academic Affairs and Dean

The spirit of the review at this level is to determine that high standards are maintained in the leave program across disciplines and divisions of the College. Therefore, the Dean, after determining whether these high standards have been met in the proposals, as assured by the recommending departments and DEC, will submit a recommendation to the President who will then submit a recommendation to the Board of Trustees. The Dean will make the judgment according to the stated criteria by which leave proposals are to be evaluated. The Dean should also make an independent judgment on whether the department can meet its curricular obligations in the absence of the person on leave.

The Dean will report an assessment to the President in writing, making specific evaluative comments and concluding with 1) recommended; 2) not recommended; or 3) recommended with reservations. Final notification will be made by the Dean pending the Board's decision.

8. Evaluation Guidelines

Evaluation of academic leave proposals will be according to the following criteria:

The proposal is expected to be prepared in clear and concise language that can be easily understood by reviewers from other disciplines;

The merits of the proposal (originality and advancement of knowledge);

The potential of the proposed project to enhance the creative, scholarly, or teaching competence of the faculty member (likelihood of significant publication or performance, enhancement of professional skills, acquisition of new areas of teaching expertise);

The probability of achieving the objectives specified during the leave;

The appropriateness of the methods and techniques for meeting the stated objectives; and

The qualifications of the candidate relevant to achieving the goals of the proposal.

Should there be more qualified applicants than spaces available, the following additional criteria could be used:

i. Seniority in terms of the number of years of full-time service to the College.

ii. History of academic leave awards at LaGrange College (past leaves and successful completion of projects).
iii. Service to the College.
iv. Departmental representation with preference being given to the faculty member whose department is not the most recent recipient of a sabbatical.

9. Requirements

The recipient of a paid leave is required to devote full time to the project for which the leave was granted. Teaching and other similar professional activities may be pursued only with explicit approval of the Dean. Following the leave, the recipient shall submit a report to the department chair, the division chair and the Dean on the results of the leave by October 1 (or the Friday preceding if that date falls on a weekend), indicating how the results compare with objectives anticipated in the proposal.

A recipient must return to full employment at the College for at least one academic year following the leave or reimburse the College for the amount of compensation paid during the leave.

V. Tenure Policies

A. Tenure Regulations for Faculty Subject to the 1977 Tenure Policy

This policy applies to those faculty members whose continuing appointments began prior to the fall, 1999. Faculty members subject to the 1977 tenure policy may waive their options under this policy in favor of the 1999 policy if they so choose.

See the separate and attached document, *LaGrange College Tenure Regulations*. Steps implementing the tenure procedure detailed in *LaGrange College Tenure Regulations*: By April 15 of any given year, the Vice President for Academic Affairs and Dean schedules a meeting of the Tenure Committee. The Tenure Committee member with the senior election date will chair the meeting. At that meeting the Tenure Committee and the Dean will review the names of faculty members who are completing four years of service with the College or who, for other reasons, may not have been considered for tenure at another time. Those faculty members who are identified for consideration will be so notified by the Dean and asked to supply, by August 15 of that year, the following:

1. A statement and any supporting materials that demonstrate that they meet the criteria as broadly expressed in 4c of Attachment B of the *LaGrange College Tenure Regulations*.
2. Evidence of an adequate and satisfactory physical examination as prescribed in 4d of Attachment B of the *LaGrange College Tenure Regulations*.

Before the beginning of the fall term, the Dean will call a second meeting of the Tenure Committee to review these materials submitted by candidates for tenure. The faculty member who chairs the Tenure Committee will transmit, in writing, to the President of the College, its recommendations concerning the granting of tenure. The Dean will also transmit, in writing, his recommendation to the President. The President will have the recommendation of the Tenure Committee two weeks prior to the fall meeting of the Board of Trustees.

No part of these steps should be interpreted in any way as limiting or changing the *LaGrange College Tenure Regulations*. (Approved by the Tenure Committee of the Faculty, 21 May 1991).

Faculty members on temporary appointment may be invited to continue on a year-by-year basis. The extensions of such temporary appointments in no way constitute a tenure appointment to the faculty nor grounds for anticipating such.
B. Tenure Regulations for Faculty Subject to the 1999 Tenure Policy

This policy applies to those faculty members whose continuing appointments began in the fall, 1999, or who have otherwise waived their options under the 1977 tenure policy.

1. Preamble

Tenure is granted by the LaGrange College Board of Trustees and supports the mission of the College by underscoring its commitment to academic freedom.

Tenure is defined as an assurance to an experienced faculty member that he or she may expect continued employment at the College unless adequate cause for dismissal or termination is demonstrated in a fair hearing.

The tenure policy outlined hereinafter applies only to continuing faculty hired beginning with the academic year 1999-2000. Continuing Faculty hired before academic year 1999-2000 are covered under Attachment A or B of the 1977 Tenure Settlement. However, a faculty member under the 1977 Tenure Settlement may deem it desirable to waive his or her rights under the 1977 Tenure Settlement in favor of the 1999-2000 Tenure Policy.

Should a faculty member, hired under the 1977 Tenure Settlement choose to apply for tenure or multi-year contract under the 1999-2000 Tenure Policy, he or she would be allowed to complete the application process under the 1999-2000 Tenure Policy (see 5.1 and 5.2) and to be informed of the Board of Trustees' decision, before waiving his or her rights under the 1977 Tenure Settlement.

2. Purpose

To challenge and inspire students in the discerning of their calling and improving of their creative, critical and communicative abilities, the Board of Trustees of LaGrange College affirms its belief in tenure as a means to foster and promote academic freedom and academic excellence, and to ensure the commitment of LaGrange College to a highly qualified faculty.

Tenure is not automatically acquired. It is granted only to highly qualified faculty members who have demonstrated an ability to contribute significantly to the Mission of the College. While the College does not maintain a fixed quota on tenured positions, it does recognize the need to retain some flexibility in staffing and thus cannot permit the percentage of faculty holding tenure to rise to levels that would unreasonably restrict its development and growth. For that reason the total tenure rate will usually not exceed two-thirds of full-time, teaching faculty, including those faculty members awarded tenure under Attachments A and B of the 1977 tenure policy.

3. Faculty Appointments

All appointments to the faculty of the College are made by the President upon the recommendation of the Vice President for Academic Affairs and Dean. The Vice President recommends appropriate rank and contractual terms for the candidate to the President, and a letter of appointment is forwarded to the candidate. This letter of appointment is considered part of the contract between the college and the member of the faculty.
3.1 Full-Time Term Contracts

Faculty members serving in full-time positions which are explicitly designated not to be tenure-track positions may be offered the following contract options:

A one-year contract is offered to non-tenure track faculty and is considered terminal by its nature. Thus, the College is not required to issue any notice of the expiration of the contract.

Multi-year contracts may be offered by the College in those circumstances dictating a need for additional full-time faculty who are not appointed to a tenure-track position. The probationary period for a candidate on a multi-year contract track is three years. The candidate is on a year-to-year contract during the probationary period and subject to the same evaluation and mentoring process, Year One through Year Three, as a tenure-track candidate. If he or she is successful, the candidate is offered a three-year contract. Successive contracts are for five and then seven years. (See 4. ORGANIZATION AND PROCESS).

3.2 Tenure Track Contracts

A tenure-track contract may be offered by the College. Such a contract shall be subject to the following provisions:

A faculty member is eligible for appointment to tenure following the completion of six years of full-time teaching at the College. According to American Association of University Professors’ (AAUP) interpretation, this constitutes a probationary period of seven years since a faculty member may remain on the faculty for one year following a decision not to grant tenure. Full-time teaching at an accredited college or university prior to employment at LaGrange College may be counted toward the probationary period, usually with no more than two years credit granted. In calculating length of service, time spent on sabbatical leave or other leaves for postgraduate study shall routinely be included. The precise terms of any credit for previous teaching or other experience shall be stated in the initial letter of appointment. Tenure will usually be granted only to persons holding an earned doctorate or appropriate terminal degree (as determined by institutional accreditation agencies and/or discipline-specific accreditation bodies).

Faculty members serving in part-time, adjunct, or visiting positions are not eligible for tenure. Librarians with appropriate credentials have faculty status and are eligible for multi-year contracts but not for tenure.

4. Organization and Process

4.1 Organization

The Promotion and Tenure Committee consists of five tenured members, all elected by tenured faculty for a staggered three-year term. There will be one member elected from each academic division and one member at large. Department chairs or division chairs may serve on the committee but must excuse themselves when members of their own department or division are being considered by the committee. The Vice-President for Academic Affairs and Dean serves as a non-voting member. The terms of office will begin in May and members will serve staggered terms.

This committee advises the President and the Vice-President for Academic Affairs and Dean on matters of multi-year contracts, tenure, evaluation, development, and promotion of members of the faculty subject to the terms of this tenure policy.
4.2 Process

4.2.1 New Faculty Appointments

Before a new faculty member is hired, the Promotion and Tenure Committee is consulted about the initial rank and any credit, if more than two years, toward tenure to be given for prior teaching experience. For faculty given credit toward tenure, the committee will establish the schedule of evaluations and review based on the schedule described below.

The rank, the year in which the new faculty member may be eligible to apply for tenure (or multi-year contract), and other conditions such as terminal degree completion are indicated in the initial contract.

During the first semester of employment, the tenure candidate meets with the committee to review the tenure process and to clarify any special conditions such as degree completion. The committee appoints a mentor to assist the new professor with the tenure and evaluation process. The mentor must be a tenured professor from another department or division who is involved in the review processes without taking part in the tenure or multi-year decisions.

Any decision not to renew a contract during the probationary period shall be made solely by the College and will follow the schedule outlined below.

4.2.2 Evaluation and Development

The process leading to tenure or multi-year contract for a faculty member on a probationary contract is as follows:

Year One: The committee appoints a mentor to assist the new professor with the evaluation process. The candidate is evaluated by the division chair, the department chair, and students as prescribed by the faculty evaluation policy. The candidate meets with the department chair, division chair, and Vice-President for Academic Affairs and Dean and a summary letter is written by the division chair to the Vice-President for Academic Affairs and Dean for the candidate's file by February 15. For the librarians the Director of the Library will perform these duties. The candidate is informed no later than March 1 if not renewed.

Year Two: The candidate is evaluated according to the procedures used for all faculty members. The candidate is informed no later than December 15 if not renewed.

Year Three or Mid-Point of the Probationary Period: At the mid-point of the probationary period, candidates for tenure and multi-year contracts will undergo a review by a peer team. The team will be selected by February 10 and will consist of:

- a tenured faculty member selected by the faculty member being reviewed;
- a tenured faculty member selected by the division chair after consultation with the department chair (if the division chair is the candidate for tenure or a multi-year contract, the tenured members of the Academic Council will make the selection); and
- a tenured faculty member selected by the Vice President for Academic Affairs and Dean.

The candidate, the division chair (or the tenured members of the Academic Council), and the Vice-President for Academic Affairs and Dean will each submit a list of at least three potential members of the
peer review team to the Promotion and Tenure Committee by February 1. By February 10, the Promotion and Tenure Committee will contact the persons on each list until the Peer Review Team is selected. If all persons on a list cannot serve, the Promotion and Tenure Committee will ask for additional names to be submitted, until the entire Peer Review Team is selected.

Note: No faculty member shall serve on more than one Mid-Tenure Peer Review Team per academic year.

The following items describe the responsibilities and time lines for all parties involved in the Peer Review Process.

4.2.3 Outline of Steps in Peer Review Process

1. By February 1 of Peer Review Year, PTC (or representative) meets with Candidate, Dean, and Division Chair to discuss peer review process

2. By February 1, list of potential PRT members submitted to PTC (during meeting in (1)) by:
   (i) Candidate
   (ii) Dean
   (iii) Division Chair

3. PTC works to contact potential PRT members; PRT constituted by February 10

4. By February 15, PTC (or representative) and Dean meet with PRT to charge PRT with responsibilities

5. By April 1, PRT
   (i) Meets with candidate; receives list of advisees; classroom visitations arranged; receives completed classroom visitation forms from candidate (Appendix E)
   (ii) Contacts advisees and fills out advising forms (Appendix E)
   (iii) Visits classes and fills out visitation forms (Appendix E)

6. By March 1, candidate submits two copies of the portfolio to department chair (or division chair, where appropriate) including all required materials as listed in Appendix D.

7. By March 15, Department Chair
   (i) Reviews portfolio
   (ii) Writes “progress” report--adds to portfolios
   (iii) Submits augmented portfolios to division chair (where appropriate)
   (iv) Includes classroom visitation--use Classroom Visitation Form in Appendix E

8. By April 1, Division Chair
   (i) Reviews portfolio
   (ii) Writes “progress” report--adds to portfolios
   (iii) Submits augmented portfolios to Dean’s Office
   (iv) Includes classroom visitation--use Classroom Visitation Form in Appendix E

Note: One copy of the portfolio will remain on file in the Dean’s office during the Peer Review Process, while members of the PTC and PRT may check out the other copy.
9. By May 15, PRT
   (i) Reviews portfolio
   (ii) Discusses findings as a group--Writes report
   (iii) Submits report, including
         a. all individual forms from Appendix E, to PTC
         b. recommendation concerning candidate’s progress toward tenure/multi-year contract

10. PTC
   (i) By May 15, receives reports (individual and consensus) from all PRTs
   (ii) During “pre-school” period in August reviews portfolios submitted by candidates from previous year.
       At this point, the PTC may request additional materials from the candidates, if appropriate.
   (iii) By Sept 15, meets and determines any deficiencies

11. By October 1, PTC or its representative meets with candidate to discuss any deficiencies

12. By October 15, Candidate submits report to PTC outlining plan to correct deficiencies

13. By November 1, PTC
   (i) meets and discusses candidate’s plan
   (ii) formulates report to Dean (with a copy to Candidate) concerning candidate’s progress toward tenure or, multi-year contract

14. By January 15, candidate submits Self-Report and Evaluation Form to Department Chair

15. By February 1, Department Chair receives Self-Report and writes annual evaluation-- submits to Dean

16. By Feb. 1, Dean receives Candidate’s Self-Report, and Department Chair’s annual evaluation in time to use in contractual process--new contracts issued by March 1-15

Note: A personal classroom visit by the Dean may be included. Non-reappointment dates appear in section 5.5 of the Handbook.

4.3 Responsibilities of the Promotion and Tenure Committee

1. By February 1 of the Review Year, the Promotion and Tenure Committee (or its representative) will arrange a meeting with the candidate, the Vice-President for Academic Affairs and Dean, and the candidate’s division chair (or a representative from the tenured members of the Academic Council, if the candidate is the division chair). The purpose of this meeting is to make sure that the candidate understands the process, and to charge the candidate, the Dean, and the candidate’s division chair (or tenured members of the Academic Council) with

2. During this meeting, the Promotion and Tenure Committee will receive lists of potential members of the candidate's PRT from the candidate, the candidate's division chair (or the representative from the tenured members of the Academic Council), and the Vice-President for Academic Affairs and Dean. The Committee will then contact the faculty members on each list, in order, until the PRT is constituted by February 10.

3. By February 15, the Promotion and Tenure Committee (or its representative) will meet with the Peer Review Team and the Vice-President for Academic Affairs and Dean to charge the PRT and to clarify its role in the process.

4. By May 15, the Promotion and Tenure Committee will receive the report from the candidate’s PRT.
5. During the “pre-school” period in August, the Promotion and Tenure Committee will review the candidate’s portfolio. Additional materials may be requested from the candidate at this point.

6. By September 15, the PTC will meet to discuss its findings concerning the candidate’s progress toward tenure.

7. By October 1, the PTC (or its representative) will meet with the candidate to review his or her progress toward tenure and to discuss any deficiencies.

8. By October 15, the Promotion and Tenure Committee will receive the candidate’s written response, which outlines a plan to correct any deficiencies noted, if needed.

9. By November 1, the Promotion and Tenure Committee will
   (i) meet and discuss candidate’s written response
   (ii) prepare a report for the Vice-President for Academic Affairs and Dean, including a ruling concerning the candidate’s progress toward tenure or multi-year contract. A copy of this report will be given to the candidate.
   (iii) share the candidate’s plan to correct any deficiencies with his/her immediate supervisor.

4.4 Responsibilities of the Candidate

1. By February 1 of the Review Year, the Promotion and Tenure Committee (or its representative) will arrange a meeting with the candidate, the Vice-President for Academic Affairs and Dean, and the candidate’s division chair (or a representative from the tenured members of the Academic Council, if the candidate is the division chair). The purpose of this meeting is to make sure that the candidate understands the process, and to charge the candidate, the Dean, and the candidate’s division chair (or the selecting the candidate’s Peer Review Team).

2. At this meeting, the candidate will provide the Promotion and Tenure Committee with a list of at least three tenured faculty members that would be potential members of the candidate’s PRT.

3. By March 1, the candidate submits two copies of his/her portfolio to his/her department chair.

4. By April 1, the candidate will meet with the PRT to:
   (i) assure that he/she understands the process;
   (ii) arrange dates for Team observations of classes and submission of the “Pre-Observation Form: Peer Review” to Team members.
   (iii) provide the Team with a complete list of advisees, including telephone numbers and e-mail addresses.

   Note: Some of the above may be accomplished via e-mail.

5. By October 1, the candidate will meet with the Promotion and Tenure Committee (or its representative) to review his or her progress toward tenure and to discuss any deficiencies.

6. By October 15, prepare a written response to the Promotion and Tenure Committee, which outlines a plan to correct any deficiencies noted.

7. By November 1, the candidate meets with the Promotion and Tenure Committee to discuss his/her plan to correct any deficiencies, if needed. This plan is then shared with the candidate’s immediate supervisor, for the purpose of ensuring that satisfactory progress is being made in subsequent annual evaluations.

8. By January 15, the candidate submits his/her annual Self-Report and Evaluation Form to the Chair, which will be included in the candidate’s portfolio, along with the Chair’s annual evaluation.
4.5 Responsibilities of the Peer Review Team (PRT)

1. Between February 1 and 15, the Peer Review Team will meet with the Vice-President for Academic Affairs and Dean and the Promotion and Tenure Committee (or its representative) to receive its charge and to clarify its role in the process.

2. By April 1, the PRT will meet with the candidate to:
   (i) assure that the candidate understands the process
   (ii) arrange dates for Team observations of classes.
   (iii) request that the candidate complete the “Pre-Observation Form: Peer Review” and return it to the Team members.
   (iv) request that the candidate provide the Team with a complete list of advisees, including telephone numbers and e-mail addresses
   (v) each member of the PRT will contact at least two advisees and interview them. During each interview, the PRT member will complete the “Midterm Review Advising Evaluation” form.
   (vi) each member of the PRT will confirm dates and times for classroom evaluations with the candidate, observe the class selected, and complete the second page (“Observations”) of the “Pre-observation Form.”

3. By May 15, the PRT will
   (i) review the candidate’s portfolio
   (ii) discuss findings as a group
   (iii) write and submit a report to the Promotion and Tenure Committee, including its ruling as to whether or not the candidate is making progress toward tenure.

   Note: In addition to the original “Midterm Review Advising Evaluation” forms, this report should include a summary of the results of these forms (without the advisees’ names).

4.6 Responsibilities of the Candidate’s Division Chair

1. By February 1 of the Review Year, the Promotion and Tenure Committee (or its representative) will arrange a meeting with the candidate, the Vice-President for Academic Affairs and Dean, and the candidate’s division chair (or a representative from the tenured members of the Academic Council, if the candidate is the division chair). The purpose of this meeting is to make sure that the candidate understands the process, and to charge the candidate, the Dean, and the candidate’s division chair (or tenured members of the Academic Council) with selecting the candidate’s Peer Review Team.

2. At this meeting, the division chair will provide the Promotion and Tenure Committee with a list of at least three tenured faculty members that would be potential members of the candidate's PRT.

3. By March 15, the division chair receives the candidate’s augmented portfolios from the department chair.

4. By April 1, the division chair will conduct a classroom visitation, complete the Classroom Visitation Form, write the progress report, include copies in both portfolios, and submit both augmented portfolios to the Dean’s Office.
4.7 Responsibilities of the Candidate’s Department Chair

1. By March 1, the department chair will receive both copies of the candidate’s portfolio from the candidate.
2. By March 15, the department chair will conduct a classroom visitation, complete the Classroom Visitation Form, write the progress report, include copies in both portfolios, and submit both augmented portfolios to the division chair.
3. By February 1, the department chair will submit his/her annual evaluation of the candidate to the Dean.

   Note: If the Promotion and Tenure Committee has requested that the candidate outline a plan for correcting any noted deficiencies, then this plan will be shared with the candidate’s immediate supervisor, for the purpose of ensuring that satisfactory progress is being made in subsequent annual evaluations.

4.8 Responsibilities of the Vice-President for Academic Affairs and Dean

1. By February 1 of the Review Year, the Promotion and Tenure Committee (or its representative) will arrange a meeting with the candidate, the Vice-President for Academic Affairs and Dean, and the candidate’s division chair (or a representative from the tenured members of the Academic Council, if the candidate is the division chair). The purpose of this meeting is to make sure that the candidate understands the process, and to charge the candidate, the Dean, and the candidate’s division chair (or tenured members of the Academic Council) with selecting the candidate’s Peer Review Team.
2. At this meeting, the Dean will provide the Promotion and Tenure Committee with a list of at least three tenured faculty members that would be potential members of the candidate's PRT.
3. By February 15, the Vice-President for Academic Affairs and Dean will meet with the Promotion and Tenure Committee (or its representative) and the PRT to charge the PRT and to clarify its role in the process.
4. By April 1, the Dean will receive the candidate’s augmented portfolios from the Division Chair.

   Note: One copy of the portfolio will remain on file in the Dean’s office during the Peer Review Process, while members of the PTC and PRT may check out the other copy.

5. By November 1, the Dean will receive the final report from the Promotion and Tenure Committee concerning the candidate’s progress toward tenure or a multi-year contract.
6. By February 1, the Dean will receive the candidate’s Self-Report and Evaluation form and department chair’s annual evaluation of the candidate in time to use in the contractual process. New contracts are issued between March 1 and 15.
7. The Dean will assure that original documents from the candidate’s self-evaluation, progress reports from the department and division chairs, Dean’s evaluation, and all reports from the Peer Review Team and the Promotion and Tenure Committee be retained in the candidate’s personnel file in the office of the Vice President for Academic Affairs and Dean.

   Note: The exception to this is that the summary of the candidate’s “Midterm Review Advising Evaluation” forms will be included in the personnel file, while the original “Midterm Review Advising Evaluation” forms will be destroyed.

8. The Dean will assure that the remainder of the candidate’s portfolios are returned to the candidate.
Note: Should the College determine that the candidate is making progress toward tenure, this is not to be construed as an assurance that tenure will be granted at the end of the probationary period.

Years Four and Five: A candidate deemed by the Promotion and Tenure Committee to be making progress towards tenure has no special evaluations in these years other than those to which all faculty members are subject. However, should a candidate so desire, additional evaluations may be conducted. By April 1, any candidate whose deficiencies were noted in the third year has his or her plan reviewed by the Promotion and Tenure Committee to determine whether the plan has been successful, needs adjustments, or has been unsuccessful. No later than some date that will give at least one year before the faculty member's present contract expires the Vice-President for Academic Affairs and Dean notifies a candidate whose efforts are judged unsuccessful that tenure is unlikely to be granted.

5. Tenure Application

5.1 Application

The application for tenure is submitted for consideration in the sixth year of the probationary period. The formal application begins with the candidate. It involves the gathering of detailed information on teaching, scholarship, professional activities, and service into a portfolio indexed according to content. Deadlines and procedures associated with tenure applications are indicated in the outline appearing in section 5.2, below.

5.2 Outline of Steps in Tenure Application Process

The following outline describes the tenure process:

1. By October 1, the candidate submits two (2) copies of portfolio to department chair. This includes:
   (i) A narrative statement from the candidate supporting the candidate's request for tenure.
   (ii) A curriculum vitae reporting educational background with degrees earned and dates conferred, teaching experience at LaGrange College and other institutions, years in rank, and a listing of scholarly activities or creative endeavors.
   (iii) All SRI II forms
   (iv) All grade distributions
   (v) All annual Self-Reports
   (vi) All annual department/division chair reports
   (vii) All annual Dean’s reports
   (viii) All required materials listed in Faculty handbook

   Note: Additional information may be requested by the Promotion and Tenure Committee or by the Vice President for Academic Affairs and Dean.

2. By October 15, the Department Chair
   (i) Reviews portfolio
   (ii) Writes report and recommendation
   (iii) Submits augmented portfolios to Division Chair

3. By November 1, the Division Chair
   (i) Reviews portfolio

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(ii) Writes report and recommendation
(iii) Submits augmented portfolios to PTC

4. By December 1, the Promotion and Tenure Committee (PTC)
   (i) Reviews portfolio
   (ii) Discusses findings as a group
   (iii) Writes report and recommendation
   (iv) Submits report and portfolios to Dean

5. The Vice President for Academic Affairs and Dean (“Dean”)
   (i) Reviews portfolio
   (ii) Submits recommendation to President*

6. The President
   (i) Reviews materials
   (ii) Submits recommendation to Board of Trustees
   (iii) Notifies candidate of recommendation and Board’s decision or asks the Vice President for Academic Affairs and Dean to provide this notification.

*NOTE: If the President intends to pursue an action other than that recommended by the Promotion and Tenure Committee, the President or the Vice President for Academic Affairs and Dean, acting on the President’s behalf, meets with the Promotion and Tenure Committee to discuss the difference. If the President and the Committee continue to disagree, the President may report the facts surrounding the disagreement to the Chair of the Academic Affairs Committee of the Board of Trustees. The Academic Affairs Committee of the Board of Trustees or the full Board may review the action of the President if either body deems such a review necessary.

5.3 Reapplying

In unusual circumstances, a faculty member on full-time, multi-term contract may be given the opportunity to apply for a tenure-track position. (For example, if a tenured position becomes available for which the faculty member is qualified to apply). Up to five years of full-time teaching may be counted as credit toward tenure.

5.4 Confidentiality

All recommendations are confidential until acted on by the President.

5.5 Notice of Non-Reappointment

Notice of non-reappointment or of intention not to recommend reappointment will be given, in writing, in accordance with the standards endorsed by the American Association of University Professors in 1964, viz.,

Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
At least twelve months before the expiration of an appointment after two or more years with the institution.

6. Termination for Cause

6.1 Dismissal

For purposes of this statement, termination refers to action taken by the College to dismiss a member of the faculty with tenure under this policy or to discontinue a probationary or special appointment before the end of a specified term. Adequate cause for a termination will be related to the fitness of the faculty member in terms of professional responsibilities. Termination procedures will not be used to restrain faculty members in the exercise of academic freedom or constitutional or statutory rights.

The following represent examples of adequate cause. These examples are not intended to exclude other causes relating to performance of professional responsibilities:

- Failure to perform professional responsibilities
- Ineffectiveness in the performance of professional responsibilities
- Incompetence
- Conviction for the commission of a felony
- Conduct which interferes with the performance of professional responsibilities or which involves moral turpitude

Termination of an appointment with tenure or special appointment before the end of a specified term, may be effected by the College only for adequate cause, except under the extraordinary circumstances of discontinuance or reduction of a program or Division or of financial exigencies of the College.

6.2 Procedure for Termination for Cause

6.2.1 Initiation

Initiation of the termination process may begin at the Division level, or by the President or the Vice-President for Academic Affairs and Dean. When the initial recommendation for consideration of termination occurs at the Division level, the Division Chair makes a recommendation, with supporting reasons and evidence, to the Vice-President for Academic Affairs and Dean. The President initiates the consideration of termination by making a recommendation, with supporting reasons and evidence, to the Vice-President for Academic Affairs and Dean. The Vice-President for Academic Affairs and Dean may initiate the proceedings based on his or her own reasons and evidence.

6.2.2 Vice-President for Academic Affairs and Dean

If the Vice-President for Academic Affairs and Dean determines sufficient reason to pursue the possible termination of a faculty member, his or her reasons are presented in writing to the Promotion and Tenure Committee for its advice and recommendations.

6.2.3 Promotion and Tenure Committee

Upon receiving a request from the Vice-President for Academic Affairs and Dean for advice and recommendations regarding the possible termination of a faculty member, the Promotion and Tenure
Committee inquires informally about the situation. The Committee may, at its discretion, inform and/or discuss the matter with the faculty member concerned, the Division Chair, the Vice-President for Academic Affairs and Dean, or other appropriate persons. The Committee keeps written minutes of its deliberations. The Committee gives advice and recommendations to the Vice-President for Academic Affairs and Dean, in writing, within 15 days, and if the recommendation is for implementing formal termination proceedings, provides a copy to the faculty member concerned.

6.2.4 Vice-President for Academic Affairs and Dean

The Vice-President for Academic Affairs and Dean reviews and duly considers the advice and recommendations of the Promotion and Tenure Committee and transmits those recommendations, in writing, along with any additional advice and recommendations, to the President.

6.2.5 President

After receiving the recommendations from the Vice-President for Academic Affairs and Dean, the President decides whether to commence formal termination proceedings. If the President determines formal proceedings should not begin, the matter ends at this point. If the President's decision is adverse to the recommendation of the Promotion and Tenure Committee, the President communicates that decision to the Committee and to the Academic Affairs Committee of the Board of Trustees. Following such communication, the Promotion and Tenure Committee is further allowed to transmit its views to the President and to the Academic Affairs Committee of the Board of Trustees. The Academic Affairs Committee of the Board of Trustees or the full Board may review the action of the President.

If the President decides that formal proceedings should begin, he or she writes a letter to the faculty member concerned, advising that formal termination proceedings are being instituted. The letter sets forth, with reasonable specificity, the proposed grounds for the termination. The President informs the faculty member that, if requested in writing within fifteen days, a faculty hearing committee will convene and determine whether sufficient cause for termination exists. The President also discusses the procedural rights to be accorded to the faculty member in the course of the hearing (see 6.2.7). The President's letter to the faculty is sent by certified mail with return receipt requested, or a written, dated receipt of the letter will be obtained if the letter is hand delivered. If a hearing is desired, the faculty member informs the President, in writing, within fifteen days of receipt of the President's notification letter. Failure to so notify the President of a request for a hearing within fifteen days constitutes a waiver of that right.

If the faculty member does not request a hearing, the President proceeds with such action as he or she deems appropriate. If the President decides to terminate the faculty member, the President notifies the faculty member, in writing, of the termination, the reasons for it, and the date the termination is effective. In the letter of termination, the President informs the faculty member that the President's decision may be appealed to the Academic Affairs Committee of the Board of Trustees. The President informs the faculty member that if an appeal to the Academic Affairs Committee of the Board of Trustees is desired, the faculty member must so inform the President, in writing, within fifteen days from receipt of the notification of termination. Failure to so notify the President, in writing, within fifteen days, constitutes a waiver of this privilege. The decision of the President is then considered final.

6.2.6 Suspension

The President may suspend the faculty member from duties during formal proceedings if the President has reasonable grounds to believe that continuation of the faculty member in these duties will cause
immediate harm to the faculty member, other persons, or the institution. Salary will continue during the period of suspension.

6.2.7 Hearing Committee

If the aggrieved faculty member requests a hearing in writing to the President within fifteen days of receiving notice of the right to such a hearing, the President or the Vice-President for Academic Affairs and Dean upon the request of the President, immediately requests the Academic Council to provide within seven days, a panel of seven tenured members of the faculty, at least four of whom hold the rank of Professor, who are able to serve on the hearing committee. From the list of seven faculty members, the faculty member concerned strikes two names and the President, or the President's representative, strikes two names so that three names remain. These three persons comprise the Faculty Hearing Committee. The process of striking is completed within ten days after receipt of the proposed names from the Academic Council by both the faculty member concerned and the President or the President's representative.

The President notifies the faculty member concerned that the Faculty Hearing Committee has been selected; the President also sets a date for the hearing to commence. The hearing date is not less than twenty nor more than thirty days from the notice date. So that the Committee may consider the matter prior to commencement of the hearing, the President may request that the faculty member submit a formal written reply to the proposed grounds for dismissal. The Faculty Hearing Committee appoints its own chair and determines its own rules of procedures; those rules include, but are not limited to, the following:

A. The Hearing Committee will not be bound by strict rules of legal evidence in considering the issues involved.
B. The Committee, in consultation with the President and the faculty member concerned, will exercise its judgment regarding whether the hearing should be public or private.
C. During the proceedings, both the faculty member concerned and the College shall have the privilege of being assisted by legal counsel during the course of the proceedings.
D. A verbatim record of the hearings will be taken. Such record may be kept by mechanical or electronic means as determined by the Hearing Committee.
E. The burden of proof that adequate cause exists rests with the College who must satisfy the Committee by the preponderance of the evidence.
F. The Hearing Committee may grant adjournments to enable either party to meet specific needs.
G. Whenever practical, the faculty member concerned and the College will have the right to confront and cross-examine witnesses. When witnesses cannot or will not appear, the Committee shall identify the witnesses, disclose their statements (if any) and, if possible, provide for interrogatories.
H. The findings of fact and the Hearing Committee's recommendations will be based solely on the hearing record.
I. The President and the Vice President for Academic Affairs shall have the privilege of attending all hearing sessions.
J. The Committee shall notify the President and the faculty member concerned, in writing, of its recommendation.
K. The College must provide the faculty member concerned a typewritten transcript of the proceedings of the Hearing Committee, upon request.

6.2.8 President

After receiving the recommendations of the Faculty Hearing Committee, and duly considering the same, the President's decision is made known to the faculty member concerned and the Hearing Committee. If
the President decides to terminate the faculty member, the faculty member will be notified, in writing, and will be given the date the termination is effective.

6.2.9 Terminal Salary

If the faculty member concerned is terminated, he or she receives salary as follows:
A. Three months' salary if the termination becomes effective on or before March 1 of a probationary faculty member's first year of service.
B. Six months' salary if the termination becomes effective on or before December 15 of a probationary faculty member's second year of service.
C. One academic year's salary if the termination becomes effective eighteen months after a probationary faculty member's initial appointment or if the faculty member has tenure.
D. These provisions for terminal salary do not apply in the event that the conduct, which justified termination, involved moral turpitude.

7. Grievance Procedure

7.1 Purpose

The College's grievance procedure is reserved for questions related to violations of College policies. Grievance procedures are only employed to question allegations of procedural violations in non-reappointment decisions, not to question judgment. If an aggrieved faculty member believes that a procedural irregularity has occurred in a decision not to reappoint, he or she may make use of the grievance procedure.

7.2 Initiation

If the faculty member concerned believes that a procedural irregularity occurred in the process of making the decision not to reappoint, then he or she has the right to request that a College Grievance Committee be appointed to hear the complaint and to make a formal recommendation to the President. Under no circumstances, however, shall this committee have any jurisdiction with regard to substantive issues or concerns regarding the non-reappointment decision.

7.3 Process

If the faculty member requests the appointment of a special College Grievance Committee, he or she notifies the President within fifteen days of receipt of the written notice of the President's decision. Upon receipt of the request for a special College Grievance Committee, the President, or the Vice-President for Academic Affairs and Dean at the President's request, asks the Academic Council to provide, within seven days, the names of seven faculty members with tenure who are able to serve on such a committee. From the list of seven, the faculty member concerned and the President, or the President's representative, strike two names each to form the special College Grievance Committee consisting of three faculty members. The Committee elects its own chair and determines its own rules and procedures. Its jurisdiction is limited to that stated above and does not extend to other matters.

Upon the request of a candidate for promotion, tenure, or non-reappointment, the Committee may inquire into the procedural aspects of that particular decision-making process. The Committee has the privilege of access to the evaluation portfolio of the faculty member concerned. The Committee may also discuss the procedural aspects of the faculty member's case with the appropriate Division Chair, the Promotion and Tenure Committee, and the Dean. The Committee does not, however, conduct a formal hearing. After the
Committee inquires into the procedural aspects of the case, it reports its opinions and recommendations, in writing, to the President and to the candidate.

If the Committee expresses the opinion that no procedural irregularity occurred and if the President agrees, the President declares the matter closed; that decision is final.

If the Committee expresses the opinion that a procedural irregularity occurred, the President makes a determination regarding the matter. If the President determines that a procedural irregularity occurred, he or she may direct that the process begin anew at any such step as the President may direct or other action may be taken, as deemed appropriate by the President. If the President disagrees with the opinion of the Committee, the Committee is so informed, and the matter is closed. In any event, the decision of the President is final, and further appeals to the Committee are not available.

8. Post-Tenure

8.1 Post-Tenure Review

The tenured faculty member becomes a leader of the college community by providing direction, expertise, and stability to the college's academic programs. Tenured faculty members must therefore maintain a level of professional competence that serves as a model for all faculty members and for members of the professional community.

8.2 Review Process

All tenured faculty will undergo annual evaluation, the structure and content of which are determined by the Development and Evaluation Committee acting in consultation with the Vice President for Academic Affairs and Dean. The post-tenure review process should not place an onerous burden on faculty to document their continuing competence but rather is designed to guide the faculty in maintaining a high level of professional competence and to recognize and reward faculty for outstanding achievement. In every aspect of post-tenure review, the principle of academic freedom and due process must be protected.

8.3 Dismissal of Tenured Faculty

See 6. Termination for Cause]

8.4 Grievance Procedure

[See 7. Grievance Procedure]

VI. Graduate Faculty

Selection of Graduate Faculty

The graduate faculty will be selected annually from the full-time undergraduate faculty by the chairs of the departments that are approved to offer graduate degrees in consultation with the Vice President for Academic Affairs and Dean. The criteria employed will be the current minimum standards as defined by the Southern Association of Colleges and Schools. The composition, duties, promotion procedures, evaluation, tenure and assurance of academic freedom are the same as those of the undergraduate faculty.
VII. Part-time Undergraduate and Graduate Faculty

A. Need and Procedure for Selection

From time-to-time circumstances dictate that the College employ part-time faculty members in order to implement the curriculum in an orderly way. The Vice President for Academic Affairs and Dean and the chair of the department where the need exists confer. Appropriate steps are taken to identify potential part-time faculty members.

Part-time faculty members can make valuable contributions to the College’s academic programs. Nonetheless, their part-time status suggests that they will not always offer full-time residential students the advising and accessibility typical of a full-time faculty member. For that reason, LaGrange College will not allow more than twenty percent of its day courses in any given term to be taught by part-time faculty members. This percentage applies to the graduate program as well.

Conversely, both the Evening College and LaGrange College at Albany are populated by working adults who do not require the same level of support typically needed by a full-time, traditional-age, residential student. Consequently, the percentage of adjuncts who are allowed to teach in these programs differs from the rates considered acceptable in the day program.

The unique scheduling and curriculum of the Albany program lend themselves to adjunct teaching rates of up to seventy-five percent. A full-time director and faculty member serves as advisor to the students in Albany and teaches many of the courses in the program. This arrangement ensures that students in Albany have access to a full-time faculty member.

Although the Evening College also serves working adults, its more traditional calendar and format suggest a need for more full-time faculty members. Consequently, not more than forty percent of the courses in the Evening College may be taught by adjunct faculty.

B. Qualifications

The minimum qualifications for part-time undergraduate faculty members and graduate faculty members are consistent with the Principles of Accreditation (2008 Edition) and other publications of the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4501)

C. Rank, Evaluation, Duties and Orientation

Part-time faculty members are employed without rank. The Department Chair evaluates part-time instructors’ performance through a variety of mechanisms, which may include classroom observation, conferences with the faculty member, and feedback from students. The Vice President for Academic Affairs and Dean and the department chair carefully describe the duties of part-time faculty members during the formal and informal orientation of part-time faculty members. Periodic reviews of policies and procedures are shared.

Adjunct faculty members are invited to participate in regularly scheduled assemblages of the College.
D. Miscellaneous

Part-time faculty members are not routinely offered office space. While part-time faculty members enjoy academic freedom, they are hired to instruct a particular course with a published course description, with a well-established syllabus and with previously determined course objectives. Benefits are not offered to part-time faculty members.

E. Albany Faculty

The relationship of adjunct faculty members at LaGrange College at Albany has been described in the section on full-time faculty members. The Director of LaGrange College at Albany orients adjunct faculty members in Albany to the College’s policies and procedures, particularly emphasizing those policies and procedures relevant to the Albany program. This orientation is arranged for each new adjunct faculty member prior to the time that he or she first teaches a course in the program. Adjunct faculty members teaching at LaGrange College at Albany are evaluated regularly by the Director of LaGrange College at Albany. The evaluations will include results of student evaluations and may include classroom visitations, if deemed appropriate by the Director. Any commendations or concerns are forwarded to the Vice President for Academic Affairs and Dean who takes appropriate action.

VIII. Institutional Policies and Procedures

A. Confidentiality of Records

In the keeping and use of student records, members of the faculty, administration and staff must comply with the Family Educational Rights and Privacy Act of 1974 and other pertinent laws.

B. Drug-Free Workplace

The College maintains a drug-free workplace as required by the Drug-Free Workplace Act of 1988. Employees who violate this prohibition shall be terminated, provided that for faculty members, tenured as of academic year 1977-78, the termination procedure shall be carried out as specified in attachment A 4.d of the LaGrange College Tenure Regulations, and that for faculty members tenured after academic year 1977-78 and all non-tenured faculty members, the termination procedure shall be carried out as stipulated in attachment B 4.g of the LaGrange College Tenure Regulations. Faculty members subject to the terms of the 1999 tenure policy shall be treated according to the procedures defined in the 1999 policy.

The termination process will be instituted by the College within 30 days after an employee is found guilty of a drug-related violation.

It is the responsibility of any employee convicted of a violation of this policy to notify the College no later than five days after such a conviction. Upon conviction and termination, the U.S. Department of Education will be notified concerning the conviction and the action taken by the College.

By accepting or continuing employment at LaGrange College, an employee agrees to abide by the terms of this policy.

C. Statement of Policy on Harassment

All members of the College community have the right to be free from discrimination in the form of harassment. Harassment may take two forms: (1) creating a hostile environment, and (2) quid pro quo.
A hostile, demeaning, or intimidating environment created by harassment interferes with an individual's full and free participation in the life of the College.

Quid pro quo occurs when a position of authority is used to threaten to impose a penalty or to withhold a benefit in return for sexual favors, whether or not the attempt is successful. Sexual harassment may involve behavior by a person of either gender against a person of the same or opposite gender. It should be noted that the potential of sexual harassment exists in any of the following relationships: student/student, faculty/student, student/faculty, and faculty/faculty. Here and subsequently "faculty" refers to faculty, staff, and administration. Because of the inherent differential in power between faculty and students, sexual relationships between faculty and students are prohibited.

Sexual harassment may result from many kinds of behavior. These behaviors may range from the most egregious forms, such as sexual assault, to more subtle forms. Explicit behaviors include but are not limited to requests for sexual favors, physical assaults of a sexual nature, sexually offensive remarks, and rubbing, touching or brushing against another’s body. More subtle behaviors may be experienced as intimidating or offensive, particularly when they recur or one person has authority over another. Such behaviors may include but are not limited to unwelcome hugs or touching, inappropriate staring, veiled suggestions of sexual activity, requests for meetings in non-academic settings, and risqué jokes, stories, or images.

Accusations of harassment which are made without good cause shall not be condoned. Such accusations are indeed grievous and can have damaging and far-reaching effects upon the careers and lives of individuals.

Any member of the College community having a complaint of harassment may raise the matter informally and/or file a formal complaint. The informal process is an attempt to mediate between the parties in order to effect a mutually agreeable solution without entering into the formal hearing process.

1. Informal Procedures
The following informal procedures may be followed:

Clearly say "no" to the person whose behavior is unwelcome.

Communicate either orally or in writing with the person whose behavior is unwelcome. The most effective communication will have three elements:

a factual description of the incident(s) including the time, place, date, and specific behavior.

a description of the complainant's feelings, including any consequences of the incident

a request that the conduct cease

Speak with a department chair, dean, director, counselor, or chaplain who may speak to the person whose behavior is unwelcome. The name of the complainant need not be disclosed. The purpose of such conversation is the cessation of the unwelcome behavior.

In the case of harassment of a student, it may be appropriate first to seek the advice of his or her advisor.
2. Formal Procedures

To initiate a formal grievance procedure the complainant shall submit a written statement to the President of the College. The President, after such consultation as is deemed appropriate, will appoint a three-member Review Committee from among the membership of the Institutional Planning Council, the Academic Council, or other College committees as the President deems appropriate. Members of the Review Committee will then meet to discuss the complaint. Unless the Committee concludes that the complaint is without merit, the parties to the dispute will be invited to appear before the Committee and to confront any adverse witnesses. The Committee may conduct its own inquiry, call witnesses, and gather whatever information it deems necessary to assist in reaching a determination as to the merits of the accusation. Once a determination has been reached, the Committee shall report its findings to the President of the College.

Possible outcomes of the investigation are (1) that the allegation is not warranted and cannot be substantiated, (2) a negotiated settlement of the complaint, or (3) that the allegation is substantiated requiring a recommendation to the President that disciplinary action be taken.

3. Faculty

In the case of a faculty member subject to the provisions of the Parts A or B of the 1977 tenure settlement, the Tenure Committee will be involved. Discipline or dismissal of a faculty member will follow the procedure outlined in the LaGrange College Tenure Regulations.

For those faculty members subject to the provisions of the 1999 tenure policy, the Promotion and Tenure Committee will be involved according to the procedures defined in the 1999 tenure policy.

4. Appeals

Faculty, staff, administration, and students can appeal a final decision regarding a complaint to the Executive Committee of the Board of Trustees.

5. Special Circumstances

If the President of the College is the accused, the case is referred to the Executive Committee of the Board of Trustees.

If the chairperson of the Review Committee is the accused, the complaint shall be submitted to the President of the College. If any member of the Review Committee is the accused or for reason of prejudice must be recused, the President of the College shall appoint another member.

6. Confidentiality

The right to confidentiality of all members of the College community will be respected in both formal and informal procedures insofar as possible.

LaGrange College is committed to preventing harassment. To that end, this policy and these procedures will be printed in appropriate College publications. In addition, educational program will be conducted annually by the College to (1) inform students, faculty, staff, and administration about identifying harassment and the problems it causes; (2) advise members of the College community about their rights and responsibilities under this policy; (3) train personnel in the administration of this policy. The Harassment Policy and Procedures will be issued to all incoming students and personnel.
D. The Americans with Disabilities Act

The Americans with Disabilities Act provides certain rights to employees and certain obligations by employers for specific disabilities. The College will meet its obligations under this act. There are certain necessary steps that an employee with an included disability must take: the providing of medical documentation to the supervisor concerning the nature and extent of the disability, and the initiation of an open and meaningful dialog regarding feasible and effective ways to address the disability. That documentation should be provided to and that dialog initiated with the Executive Vice President for Administration or the Vice President for Academic Affairs and Dean.

E. Honor Code

Students at LaGrange College sign the Honor Code, which states,

As a member of the student body of LaGrange College, I confirm my commitment to the ideals of civility, diversity, service, and excellence. Recognizing the significance of personal integrity in establishing these ideals within our community, I pledge that I will not lie, cheat, steal, nor tolerate these unethical behaviors in others.

The Honor Council, composed of ten students, deals with students accused of violating the Honor Code. The Honor Council is selected each spring by the outgoing Chair of the Honor Council, The Dean of Students, and the Vice President for Academic Affairs and Dean. A member of the faculty serves as advisor. In endorsing the Honor Code, the faculty agreed to report any suspected violation of the Honor Code to the Honor Council, either through the Vice President for Academic Affairs and Dean or the Chair of the Honor Council. Members of the faculty are therefore expected to report all suspected violations of the Honor Code. The Honor Code assumes that any student witnessing or otherwise having knowledge of an Honor Code violation will report the violation to the course instructor, the Chair of the Honor Council, or the Vice President for Academic Affairs and Dean. (For a complete description of the Honor Code, please see the Student Handbook.)

The following are violations of the Honor Code:
1. Lying in any academic matter.
2. Cheating by either giving aid to or receiving aid from a student or other source without the consent of the faculty member or plagiarizing (using another person's words or ideas without documenting them properly).
4. Failure to appear before the Honor Council as requested by written notice.
5. Failure to maintain confidentiality regarding an Honor Council case.

Sanctions include: lowering the final grade in the course by one letter or assigning a grade of zero to the related academic work (assignments, tests, case study, etc.); a grade of “F” in the course; suspension for one academic term; or dismissal from the College.

An investigation and hearing shall be confidential and those within the bounds of confidentiality shall not divulge anything that is said or done with regard to these proceedings to anyone outside the bounds of confidentiality. Should anyone outside the bounds of confidentiality receive information which is considered to be confidential, he or she will automatically be bound by confidentiality. Those within the bounds of confidentiality include Council members, the faculty advisor to the Council, the Vice President for Academic Affairs and Dean, the President, accusers, the accused, witnesses, persons interviewed
during the investigation, victims, and the College's attorney. In addition, the accused may include within the bounds of confidentiality his or her parents, faculty, staff, minister, personal or legal counsel.

All tests at the College are conducted under the Honor Code. Accordingly, instructors may leave the room during the examination and students are on their honor to do their own work. The Honor Code should be abbreviated on the outside of the test and signed by the student before handing in the examination. The student should leave all books and materials not pertaining to the test either in the hall outside the classroom, or next to the wall in front of the classroom. Students should take the test in the designated classroom, except under extenuating circumstances or by prior arrangement.

Work prepared out of class should be that of the individual. Any assistance from fellow students, books, periodicals, or other materials should be carefully acknowledged. Instructors should give specific guidance regarding what constitutes a violation of the Honor Code. If any doubts about plagiarism arise, a question should be raised by the instructor.

A student should never copy a section of an old term paper and submit it as his or her own, and the student should be guided in the use of these materials by the wishes of the instructor. The instructor should provide specific written and/or verbal guidelines regarding the use of these materials.

As early as possible in the term, the instructor should make clear to his or her classes how the specifications of the Honor Code apply to class requirements. For example, what constitutes a legitimate use of source material, especially material on the Internet, should be made clear. With all their devotion to declared ideals, students are still subject to the pressures of academic competition. They deserve the protection and encouragement of the faculty.

F. Social Code

LaGrange College, as a church-related college, is committed to an honorable standard of conduct, and is concerned not only with the formal in-class education of its students, but also with each student’s welfare and growth into mature men and women who conduct themselves responsibly as citizens. As such, the College has adopted a Social Code, which is the responsibility of every student, faculty and staff member at LaGrange College.

For more details concerning the Social Code, please see the Panther Planner.

G. College Publications

Since they are among the most effective means of creating and shaping the image of the institution, College publications must reflect high standards in writing, photography and design. The Communications and Marketing Office maintains a Style Guide (written communication) and Visual Identity Program (official marks) to help accomplish that goal. They can be found online at www.lagrange.edu/communications. Approved guidelines must be followed when using any of the College’s official marks.

Institutional publications and recruitment materials must accurately reflect the College’s mission and purpose and be truthful and responsible in reporting descriptions of the institution and its offerings. They also must follow the Standards of Institutional Advertising, Student Recruitment and Representation of Accredited Status Guidelines established by the Commission on Colleges of the Southern Association of
Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404- 679-4501) and the Standards of the National Association of College Admission Counselors' Statement of Principles of Good Practice.

The College Print Center is the only approved source for College stationery, business cards, name tags and shipping labels. Other printed items to be mailed or given to an external audience must be approved by Communications and Marketing before printing. All official publications of the College, such as admission materials, bulletins, advancement materials and similar items must be reviewed prior to publication by the Director of Communications and Marketing for consistency in design and appearance.

H. Jury Duty

Regular employees will receive regular earnings during absences for jury duty. For details, please refer to the Personnel Policy Manual, which is found under the Human Resources portion of the College’s web site (http://panther.lagrange.edu/default.shtml).

I. Sick and Bereavement Leave

Shared Sick Leave

In the event of a prolonged or catastrophic, medically-certified illness or injury, or an extended absence due to illness of a family member, eligible employees who accrue sick leave and who have exhausted their leave balances may have sick leave donated to them by other eligible College employees. Contact the Human Resources office for more information.

Sick Leave

Sick leave is provided for sickness or accident to the regular employee, or to be with ill or injured members of the immediate family. One day of sick leave is earned during each month of employment, up to a maximum of 90 days. Earned sick days cannot be used for any reason other than the illness of the employee and his/her child(ren) or for scheduled and approved medical/dental appointments, and in the event of a serious health condition of a spouse, immediate family member, and/or parent as defined under the Family and Medical Leave Act (FMLA). Sick leave used during the period for which a paycheck is issued is reported on the LaGrange College Faculty Time Report accompanying that paycheck or online.

Bereavement Leave

In the event of the death of an immediate family member, regular employees are entitled to up to three consecutive days of bereavement leave. Regular employees may be absent one regularly scheduled working day in the case of the death of other family members outside the immediate family. Time off for other deaths will be charged against accrued vacation or leave without pay.

J. Budget and Inventories

1. Budget Preparation

In December of each year, the Executive Vice President for Administration distributes budget preparation guidelines to all directors, department chairs, division heads, vice presidents, and any other members of the campus community responsible for budget development. Budget requests are typically due to the
individual’s immediate supervisor in mid to late January. The supervisor reviews the request and makes any appropriate changes before submitting the request to the Executive Vice President for Administration, who, in turn, compiles the requests and advises the other vice presidents and the President about any adjustments that should be made to the requests. The Vice Presidents meet with their staffs and revise their requests to accord with the overall funding level projected for the College budget.

The Vice Presidents and the President then convene for the purpose of developing the final budget recommendation to the Budget and Finance Committee of the Board of Trustees. The Budget and Finance Committee of the Board of Trustees reviews and approves the budget with such modifications as it may deem necessary. The Budget and Finance Committee then submits the budget to the Executive Committee of the Board of Trustees, which shall review and approve the budget with such modification as it may deem necessary. The budget receives final approval from the full Board of Trustees at its fall board meeting.

Upon initial approval by the full Board of Trustees, the President shall return the approved budget to the Executive Vice President for Administration. The Executive Vice President for Administration notifies the Vice President for Academic Affairs and Dean of specific allotments. The latter, in turn, notifies the division chairs, department chairs, and individual members of the faculty of that part of the academic budget which concerns them.

The Finance Committee of the Board of Trustees regularly evaluates the budget planning process.

2. Inventories

An inventory of all non-expendable properties belonging to LaGrange College shall be maintained by the Assistant Vice President for Administration and Controller.

K. Campus Mail

Postal services are provided for members of the administration, faculty, staff, and students through assigned post office boxes. Hours of operation are 8 a.m. until 5 p.m. with the last mail leaving campus at 4 p.m.

L. Maintenance

The maintenance and housekeeping operations of the College are privately contracted and fall under the supervision of the LaGrange College Executive Vice President for Administration.

M. Pitts Dining Hall

LaGrange College’s Margaret Adger Pitts Dining is operated by Aramark Food Service. The LaGrange College Executive Vice President for Administration represents the College in relations with the catering service.

Members of the administration, faculty, and staff and their families may dine in the College Dining Hall on a cash basis.
N. Bookstore

The LaGrange College Bookstore operates under the supervision of the Executive Vice President for Administration.

Book orders are placed with the Bookstore manager by individual faculty members, who are notified in advance of the deadline for book orders.

Employees receive a discount at the facility.

O. Non-Discrimination Statement

LaGrange College is an equal opportunity employer and does not discriminate on the basis of race, sex, color, age, disability, or national origin.

P. Smoking Policy

With the exception of designated areas in the dormitories, smoking is not permitted in any building on the LaGrange College campus.

Q. Lewis Library Collection Development Policy

1. Introduction

The Lewis Library operates with written selection policies in order to continue to build a quality collection. The purpose of this collection development policy is to state clearly the guidelines governing the process of selecting materials. It is intended both to provide consistency among those who have responsibility for developing the collection and to communicate the library’s policies to faculty, students, and the college community as a whole. While the faculty and academic departments are primarily responsible for developing the academic programs, it is the responsibility of the librarians to ensure that the information needs of these programs and the college community are met within the constraints of the budget.

The policy covers print, non-print media, and electronic resources. This policy encompasses all undergraduate and graduate programs, the Division of Evening College, and LaGrange College at Albany. Final authority for selection rests with the Library Director and those to whom he or she delegates such authority.

2. Mission of the Library

The Frank & Laura Lewis Library seeks to support the educational mission of LaGrange College by providing quality information resources and services in a manner that is fitting for one of the pre-eminent liberal arts college libraries in the State of Georgia.

3. Selection Criteria

- Materials should fall within the scope of the educational, research and public service programs of the college.
- Materials should be of contemporary significance and/or permanent value.
Current selection tools for evaluating intellectual content and appropriate format should be applied.

Materials should normally be selected at the undergraduate study level.

Materials supporting graduate programs at the college are selected which go substantially beyond those for baccalaureate programs.

Materials written for the graduate audience will not normally be purchased for disciplines not having graduate programs.

4. Types of Materials

Books: Textbooks and duplicate copies are not normally purchased. When there exists a substantial price difference between paper and cloth bindings, the paper edition may be purchased to maximize available library resources.

Serials: Because serials represent an ongoing commitment, budgeting and selection considerations differ from those involved in purchasing monographs. Criteria emphasized in serial selection are relevance, accessibility, available indexing, and inclusion in accepted selection tools.

Non-print media: The library must have equipment in house to use non-print media requested. Selection emphasis is placed on student use of these media. Videos, etc. that are needed only for classroom presentations should normally be purchased with departmental funds.

Electronic resources: Materials in electronic formats such as databases, journals, and reference sources will be considered for purchase when their format makes the content more readily accessible through indexing or searching options, or more widely available to their intended users. Other criteria that will be considered are the archival policies of the publisher; time, space or labor saving potential; and availability of the appropriate equipment to make the materials readily available.

5. Procedures

Flexibility in the selection process is provided through approved lists, such as Choice and other selection announcements from professional journals and publishers. Choice reviews are reviewed by librarians serving as liaisons to the various departments and initial selections may be made to ensure coverage supporting the curriculum. Choice reviews may be transmitted to department chairs whose responsibility it is to share the reviews with others in their department.

Non-print materials are selected from related sources. The faculty member ordering non-print materials is responsible for previewing and reviewing the collection.

The Library Director is responsible for funds allocated for departmental purchases. Departmental library budgets may be established based on credit hours generated, growing or declining curriculum, average cost of materials, and research support needed.

Department chairs may be given notification at the beginning of the academic year of their departmental allocations from their departmental liaisons. Librarians (serving as liaisons to the respective departments) are charged with informing department heads of the availability or unavailability of funds for the purchase of library resources supporting those departmental course offerings. Funds allocated for departmental purchases not expended or encumbered by April 1st are normally reallocated for general purposes at the discretion of the Library Director.
Department chairs are asked to review current serial subscriptions and their costs during spring semester.

Recommendations for additions or deletions to the subscription list should be made at this time. The departmental liaison provides the department chair with information on use of subscriptions and requests from users (based on interlibrary loan information) for potential new serial titles. New serial subscriptions normally begin in January.

Requests for materials from faculty are made through the library liaison assigned to the department by the Director. The liaison determines the appropriateness of the requests in consultation with faculty and the Director.

Acquisition forms are provided to faculty to facilitate efficient ordering of materials. Requests for materials submitted on acquisition forms or on Choice reviews in print or electronic format will receive priority. Submission of complete bibliographic information (including the ISBN number) and review source will expedite the process.

Normally, faculty in the various departments initial Choice cards indicating the desire for the library to acquire the item and returns them to their assigned librarian liaison who submits the order through the acquisitions assistant. Due to the interdisciplinary nature of the curriculum, some library accounts may be set up to serve courses or programs (such as Humanities I & II, The American Experience and January term courses) instead of academic departments. Requests for library materials needed to support these courses may be made directly to the Director or his/her appointee.

6. Gifts

Gifts of books and other media are accepted by the library. The Library Director, or his or her appointee, is free to dispose of unwanted gifts if they are not suitable for or needed by the library. Gift acknowledgments may be supplied upon request.

7. Intellectual Freedom

The library supports the American Library Association’s Intellectual Freedom Statement. The library makes every effort to represent various sides of controversial issues by selecting materials that honestly represent different viewpoints on controversial issues.

8. Collection Evaluation and Maintenance

Weeding is an important aspect of collection development in a college library. The primary aims of the weeding program are to increase library circulation, aid in the growth of the library collection, and maintain a strong core collection.

Responsibility for weeding is shared by the departmental and library faculty. The library faculty is responsible for removing multiple copies, multiple editions, and materials in poor physical condition from the collection as appropriate. Faculty members are requested to assist in weeding circulating materials in their areas of expertise based on content. To supplement faculty weeding, library liaison faculty use Books for College Libraries and other standard bibliographic measurement tools to determine the usefulness of older titles in the collection. Withdrawal decisions are based on circulation history, subject area, listings in Books for College Libraries and other standard bibliographies, prominence of author,
availability of other books on the subject, etc. Liaison librarians are responsible for ordering new titles to replace items withdrawn because of age or condition if necessary.

Items missing from the collection (either reported missing or unreturned) are reported to the Technical and Public Services Librarian on an annual basis. (Refer to Information Notebook for procedures.) Decisions to delete lost items from the collection or to replace them are made by the Technical and Public Services Librarian in consultation with the liaison librarians.

The Library Director, or his or her designee, is a member of the Academic Policies Committee, which approves new courses and programs of study. The departmental liaison will report to the Academic Policies Committee via the Library Director on the current collection’s ability to support proposed courses and recommend additional areas of purchase if needed.

The Reference Librarian, in consultation with departmental liaisons, is responsible for evaluating and maintaining the reference collection as appropriate.

Library materials in need of expert preservation are housed at the Troup County Archives.

9. Review of Policy

This policy is reviewed annually by the library staff. Changes are made in consultation with the faculty Academic Support Committee.

R. Policy on Use of Human Participants in Research

LaGrange College employs a strict policy concerning the use of human participants in research. In accordance with federal guidelines, the College utilizes an Institutional Review Board to consider all proposals for research on human subjects. This policy on the use of human participants in research applies to any activity deemed to be research at LaGrange College. Research is defined as a systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalized knowledge.

The applicability of this policy is to all entities of the College: faculty, administration, staff, students, and contracted consultants. This policy applies to any research activity using human participants that is directly or indirectly supported by the College. A full copy of the policy is available from the Office of the Vice President for Academic Affairs and Dean.

S. LaGrange College Safety Plan

Please contact the Office of the Executive Vice President for Administration for more information.

T. Publications Policy

All official publications of the College, such as admission materials, bulletins, advancement materials, and similar items, will be reviewed prior to publication by the Director of Marketing and Communications for consistency in design and appearance. The accuracy of any content relating to academic policies will be ensured by the Assistant Dean for Academic Affairs with the Director of Marketing and Communications reviewing publications’ compliance with the College’s design standards.
U. Externally Funded Grants and Contracts

LaGrange College actively encourages members of the faculty to pursue grants and contracts related to their teaching and research interests. The College reserves the right, however, to review all grants and contracts to ensure that the institutional purposes and goals of the College are not compromised by the grants and contracts. Faculty members should be able to demonstrate how their pursuit of a grant or contract project will further their professional development as a teacher and faculty member.

Depending on the terms of the grant and the needs of the College, faculty members may receive summer salaries administered by the College. The salaries of faculty members may also be supplemented by external grants or contracts during the regular academic year if the terms for receiving that supplement do not conflict with the faculty member's teaching, advising, and service duties to the College. Fees for consulting services are subject to the same restrictions. The College retains the right to approve expenditures from the grant to ensure compliance with the aims of the grant. Expenditures are subject to the approval of the Vice President for Academic Affairs and Dean or the Executive Vice President for Administration, as appropriate. Grant recipients will work with the Assistant Vice President for Administration and Controller to ensure compliance with the granting agency’s reporting requirements.

V. Retention and Disposal of Student Records

The Registrar is the administrative officer responsible for the upkeep, storage, and safe maintenance of Academic records. Student academic files are maintained on paper in fireproof file cabinets in the Registrar's Office. The office has a separate key-code entry system, distinct from the rest of campus buildings, prohibiting access by unauthorized personnel. Academic records are kept as hard copy for a period of five years after the last date of attendance of any student. After five years have passed, and there has been no enrollment by the student, the academic record is processed for storage on either microfilm or CD.

A current academic record consists of any documents that reflect the academic history of the students and may include the following:

1. Application for admission and acceptance letters;
2. Official high school and college transcripts and evaluations of transfer credit;
3. Standardized test scores;
4. Copies of correspondence with the student that may pertain to academic progress or difficulty, disciplinary actions, etc.; and
5. Documentation pertaining to completion of graduation requirements.

The transcript is a document generated from the student database, and is not in the permanent record as a hard copy document. Student records are also maintained in the college's student database. Here is where the courses, grades, and academic averages of the students are kept. The student database is backed up nightly and the backup copy is stored in a fireproof safe in the Information Services Department.

After a five-year period has passed and there has been no activity in a student's record, the file is processed for storage and purged of all documents that do not pertain to the student's academic record. Documents kept for storage include:

1. Student application for admission and acceptance letter;
2. Official transcripts from high schools and colleges;
3. Standardized test results; and
4. Documentation pertaining to graduation.

In the past, student academic records were stored on microfilm. In the future, these records will be stored on CD. Two copies of the stored documents are made and one copy is stored in a safe deposit box at Flag Bank of LaGrange. The other copy is kept in the Registrar's Office for immediate access.

It is the policy of the Registrar's Office that the only satisfactory means of disposal of documents that include student academic information such as transcripts, degree-audits, probation letters, etc., is shredding. All advisors are instructed to bring out-dated documents that contain academic information about their advisees to the Registrar's Office and our staff will see that the documents are shredded and never discarded whole into trash receptacles.

W. Procedure for the Awarding of Honorary Degrees

The conferring of honorary degrees by LaGrange College is a matter to which careful and thoughtful consideration is always given. Such degrees reflect honor on the College in conferring them and upon the recipients in receiving them. They serve to recognize outstanding achievements in fields of worthwhile endeavor and contributions made to the general advancement of humankind. Honorary degrees are awarded sparingly.

With the above principles in mind, the following procedure is proposed:

1. The Chair of the Education Committee of the Board of Trustees, in early fall, shall inform all members of the college community of their privilege to submit nominations of persons to be awarded honorary degrees by LaGrange College at the Annual Commencement Exercises of the College or at other times that the Board deems appropriate.

2. Any nomination for the awarding of an honorary degree shall be made in writing, addressed to the Chair of the Board of Trustees or the President of the College. The nomination shall be accompanied by a detailed and complete dossier of the nominee. Material accompanying nominations shall not be returned unless requested at the time of submission. Sponsors of nominees are generally not advised of action taken upon their nominations at any stage in their consideration, nor shall reasons for such actions ever be given. Acknowledgment of receipt of all nominations shall be made immediately by the Chair or President.

3. Any nominations received shall be forwarded, along with accompanying material, to the Education Committee. The Education Committee shall meet in late fall and may also be called to meet at other times by the Chair of the Board.

4. Assisting the Education Committee in its deliberations shall be the President, the Vice President for Academic Affairs and Dean, and the President of the Faculty serving as ex officio members.

5. Each year the faculty shall determine if they wish to recommend a candidate of unusual accomplishment and distinction, normally from academe. While a majority vote of the faculty will not guarantee approval of the candidate, the recommendation will carry great weight in the deliberations of the Education Committee.

6. The Education Committee shall carefully review all nominations and conduct further investigations of the nominees as deemed appropriate. The committee will then prepare a summary of the credentials of
each person it wishes to recommend to the Board of Trustees for receipt of an honorary degree. This summary shall include the person’s name, a brief outline of his/her accomplishments, and the type of degree proposed for conferral.

7. Upon finalization of its list of recommended candidates, the Education Committee shall submit its recommendation at the next regular meeting of the Board. At that meeting the members of the Board shall vote on conferring the honorary degree(s) on the candidate(s) recommended by the Education Committee.

8. Upon final approval of a nominee for the receipt of an honorary degree, the President shall notify the nominee and arrange for the degree to be conferred at the Commencement Exercises or another occasion when appropriate.

9. Honorary degree diplomas shall read that the degree is conferred by the Board of Trustees and the faculty.

X. Cell Phone and Pager Policy

The carrying and use of Cell Phones, Pagers and other electronic communications devices are allowed on the LaGrange College campus. Users of these devices, however, must be attentive to needs and sensibilities of other members of the College community. Furthermore, the use of these devices must not disrupt the functions of the College.

Devices must be off or ringers silenced in classes, laboratories, the library, study spaces and other academic settings and during events such as plays, speakers and College ceremonies. The term ‘Laboratories’ explicitly includes computer laboratory spaces. Answering or operating the device during classes, laboratories, meetings or events is only appropriate in case of emergency. If the device must be answered, the user must move to a location where the class, laboratory, library patrons, etc. will not be disrupted before making use of the device.

Y. Academic Calendar

LaGrange College operates according to a 4-1-4 academic calendar.

The Evening College Program at LaGrange College operates on a quarter system utilizing nine-week terms in the fall, winter and spring. In addition to these terms, the Evening College Program offers courses during the summer session.

LaGrange College at Albany operates on a year-long instructional calendar with breaks at Easter, the Fourth of July, Thanksgiving and Christmas.

Z. The Interim Term

The Interim is that class term held during the month of January for approximately four weeks. Courses offered in the Interim are designed to encourage students to explore course content outside of their majors. All students who enter as first years must successfully complete three of the four Interim terms offered during a typical four-year course of study. For students who transfer to LaGrange College, reductions are made in this requirement based on the academic standing of the student at entry.

Due to the exploratory nature of the Interim term, departments are discouraged from offering courses required in the major or courses that are restricted to certain small groups of students. With this intent,
students can be exposed to opportunities of study, thought, and expression that are not available during the other semesters of the academic year. No more than one course taught during the Interim may be required for the major.

Proposed courses should be ones that are substantially different from those offered during the regular terms. Courses need to be distinctive and academically rigorous. Generally proposed courses should fall into one of the following categories: on-campus courses that are unique and not offered in the regular terms, domestic and international travel projects, local/national/international service learning projects, individualized study/research contracts, internship, or senior projects. Course proposals are submitted for approval to department and division chairs, the Interim director, the Vice President for Academic Affairs and Dean, the Academic Policies Committee, and then to the faculty. Dates for submission are listed on the academic calendar.

Each Interim course carries 3 semester hours of credit. All Interim courses require a minimum of 120 hours per term of student involvement. Grading of Interim courses is based on the A-F scale or Pass/No Credit. Instructors may allow students to choose between these options.

At the first class meeting in early January, the instructor will provide additional guidelines for successful completion of the course as well as a schedule of class meetings, assignments, and other necessary information.

During the Interim Term, LaGrange College offers several opportunities for off-campus study which require travel, some of which include travel to other states or travel beyond the United States. Instructors who lead these courses are expected to plan and budget carefully for these trips to insure that all costs are covered by student funds. Additionally, instructors are expected to consider the safety and well-being of the student travelers as the highest priority.

AA. Budget Cycle

October
Review audit from PFY, fall enrollment for CFY and develop parameters for tentative budget for next FY.

November
Communicate budget parameters for tentative budget for next FY to campus community and solicit input.

January
Compile budget requests for first draft review of tentative budget by Cabinet.

February
Revise based on Cabinet review and forward to IPC. Revise based on IPC and forward to Executive Committee for salary approvals and tuition rates.

April
Revise based on current information and review tentative budget with Board.

June
Release tentative operating budgets to campus community.
September
Revise tentative budget based on actual fall enrollment.

October
Present revised budget to Board for approval as official budget. Release official budgets to campus community.

The Finance Committee of the Board of Trustees regularly evaluates the budget planning process.

AB. Conflicts of Interest

Employees are not permitted to accept extraordinary gifts, entertainment or any other personal favors from any individual or firm that supplies or seeks to supply any materials or services to the College.

AC. Copy Center

Copying and bulk mailing services are available through the Center. The Center owns all copiers on campus and provides all supplies, including paper, for the machines. Charges for copies and mailings are assessed to individual departments, as the services are used.

AD. Emergencies or Crimes on Campus

All emergency situations involving a medical emergency, a fire, or a crime in progress should be reported immediately to 911. Be prepared to identify yourself, state your location and the nature of the call.

In the event of an emergency, students, faculty, and staff who have registered with e2Campus (a self-service, web-based, mass notification system) will be alerted automatically by cell phone, email, pager, and/or web page.

AE. Employee Identification Cards

All employees can obtain identification cards through the Office of Student Development. The cards may be required for admission to certain College facilities, bookstore discounts and library services.

AF. Facilities Scheduling

Campus Services is responsible for coordinating room and set-up requests, including food requests, for both on-campus and off-campus groups for all campus facilities.

AG. Fund Raising Activities

All solicitation of gifts must be conducted by or coordinated through the Development Office. All donations to the College must be received by, and all charitable gift receipts must be issued through the Advancement Office.

AH. Keys

An employee is responsible for safekeeping for any key(s) issued for College facilities or equipment. The employee must return the key(s) upon termination or request by the College.
AI. Leave of Absence

Under extreme circumstances and when the leave is in the best interest of the faculty member and the College, an unpaid leave of absence, with the length of the leave to be determined by the College, may be granted. All earned sick and vacation leaves must be exhausted before taking unpaid leave. Requests for leave, outlining the reason for and duration of the leave, should be submitted in writing to the faculty member’s Division Chair. (In the event that the faculty member is a Division Chair, then the request should be submitted to the Vice President for Academic Affairs and Dean.) The Vice President for Academic Affairs and Dean and the Executive Vice President for Administration will review the request and make a determination. The leave will run concurrently with any FMLA leave.

AJ. Library

Regular employees are encouraged to use the materials, services and facilities of the Library. Books and other appropriate resources may be checked out with an employee ID card.

AK. Maternity/Paternity Leave

An employee of the College may qualify for maternity/paternity leave of 12 weeks or 60 days under the provisions of FMLA. Regular employees who do not qualify for FMLA leave may be granted up to 6 weeks of maternity/paternity leave at the discretion of the College. Maternity/paternity leave may be paid or unpaid based on the employee’s available sick and vacation leave. The employee must exhaust sick and vacation leaves before taking unpaid leave. Employees who are on maternity leave, have exhausted their sick and vacation leaves, and have medically certified need for additional sick leave may apply for shared sick leave under the current College policy. Any FMLA leave runs concurrently with paid leave. See also Family Medical Leave.

AL. Military Leave

For either annual military or emergency duty leave, a regular employee will be relieved of College responsibilities to serve without loss of regular compensation or vacation leave for a period not to exceed ten working days in any calendar year. The employee’s benefits will be continued during this period.

AM. Natatorium

A natatorium membership is available for all employees. Contact the Pool Operations Manager for further information.

AN. Office Supplies

Office supplies are available through the Bookstore and a variety of vendors. Contact the Business Office for further information.

AO. Other Employment

An employee’s outside employment shall not conflict with hours of scheduled work, including requested overtime. Nor shall it conflict with the employee’s job responsibilities or affect the employee’s ability to perform satisfactorily. Outside employment shall not cause the employee to arrive late or leave early. An
employee cannot directly or indirectly maintain or engage in an outside business or financial interest that conflicts with the interests or principles of the College.

AP. Personal Use of Telephones, Computers, Copiers, Etc.

College equipment, including but not limited to, telephones, copiers, computers and fax machines are to be used to conduct the work of the College and any use that interferes with this purpose is prohibited. Employees are expected to use good judgment in limiting the number of personal copies and personal telephone calls made or received. Any long-distance calls or personal copies made using College equipment will be at the personal expense of the employee.

AQ. Posting and Promotion

Flyers and posters must not detract from the College’s mission or purpose and must be posted on bulletin boards located around the campus. Use of sidewalk chalk is prohibited on covered surfaces, on buildings or on the fountain. Questions regarding signage should be directed to the Director of Student Activities.

AR. Security

The LaGrange City Police Department provides security for the College campus. Routine patrols and building checks are a part of their duties. Employees needing police assistance should dial 911.

AS. Weight Rooms

Weight rooms located on campus are available for employees’ use. Policies for use of the rooms are posted in the rooms.

AT. Weapons

No dangerous weapons (operational or decorative), firearms, explosives or any other potentially harmful devices are permitted anywhere on campus.

AU. Workers' Compensation

All employees of the College are covered by workers' compensation insurance while performing their job duties and responsibilities. All work-related injuries must be reported immediately to the employee’s supervisor who will fill out an accident report and submit it to the Human Resources Office.

AV. Workplace Safety

The College is committed to maintaining a safe, hazard-free workplace. It is the responsibility of each employee to maintain safe working habits on the job. Unsafe working conditions and work-related accidents should be reported immediately to a supervisor.

AW. Callaway Gardens

The College provides all regular employees with an annual corporate membership to Callaway Gardens.
AX. LaGrange College Policy on Copyright (pending approval by the Board of Trustees at its meeting on April 17, 2009)

It is the policy of LaGrange College that all faculty, staff, students and patrons of the Library shall adhere to U.S. copyright law, which can be found at 17 U.S.C § 101 et seq., when using College resources. Any usage that violates U.S. copyright law is expressly forbidden, and the College will not assume any liability for such violations. Faculty, staff, students and patrons who willfully disregard this policy and/or applicable copyright law do so at their own risk and assume liability.

In order to facilitate the College community’s compliance with U.S. copyright law and this policy, the Library provides the following guide. Please note that the Library has endeavored to summarize an extremely complex area of the law and to provide general guidelines that should allow the College community to comply with the law. Should further questions or the need for clarification arise, please consult the Director of the Library for additional information. If usage questions still remain after consultation with Director of the Library, a user of copyrighted material is advised to seek the author’s permission for use of the material.

For further information, please see the LaGrange College Policy and Guide on Copyright in Appendix J.
Appendix A: Procedures for Conducting Faculty Searches

When a vacancy occurs, the Vice President for Academic Affairs and Dean coordinates examination of overall instructional need to determine if that vacancy should be filled. If the determination is made by the Vice President for Academic Affairs and Dean and the President to fill the vacancy, the Vice President for Academic Affairs and Dean consults with the division chair, the chair of the department, and others in the department to develop the appropriate job description.

This appendix defines the procedures for conducting faculty searches, although the timing of the occurrence of the vacancy may dictate the modification of the recruiting and interviewing. The President and the Vice President for Academic Affairs and Dean must authorize the filling of a vacancy prior to the beginning of a search. The President, Vice President for Academic Affairs and Dean, and the Academic Council are charged with determining institutional fit. Otherwise, the steps in the recruiting process are defined below.

Steps in the Recruiting Process.

1. Once a search has been authorized, the Vice President for Academic Affairs and Dean will appoint a chair for the search committee as well as determine search committee membership, which normally includes at least two full-time, continuing faculty members from the department faculty plus one full-time faculty member from another division. Others may be appointed to the search committee as appropriate. The Dean will serve as an *ex officio* member of the search committee.

2. In consultation with the division chair and the Vice President for Academic Affairs and Dean, the members of the search committee will determine the position’s required academic credentials, degree requirements, track (one-year appointment, multi-year contract, or tenure), and rank (see Tenure and Promotion Policy). These individuals will also decide the closing date for applications (date or “until filled”) as well as an evaluation time line, which will include: the screening of all applicants; the selection of 5-6 finalists, background checks and telephone interviews; and the selection of 2-3 candidates for on-campus visits. Whenever feasible, the chair of the search committee or another member of the committee will make arrangements to attend an employment clearing house at a national or regional professional meeting for the purpose of meeting applicants and educating applicants about the mission and purpose of the College. Information about the candidates interviewed at these meetings can be helpful in determining who will be invited for on-campus interviews.

3. The search committee will write the position description and announcement and recommend placement and placement date. These materials will be submitted to the Office of the Vice President for Academic Affairs and Dean for submission to the appropriate journals and publications.

4. Working with the appropriate administrative assistant, the search committee chair will keep a detailed log of all applicants, acknowledging receipt of each application promptly.

5. The College is committed to increasing the diversity within the faculty. As a consequence of that commitment, LaGrange College maintains membership in the National Minority Faculty Identification Program, a service of Southwestern University at Georgetown, Texas. The NMFIP is the largest program of its kind in the United States. As a routine part of faculty searches at LaGrange College, search committee chairs review the minority faculty database maintained by the National Minority Faculty Identification Program in an effort to identify potential minority candidates who may be qualified for the position. If candidates are identified, the Search Committee chair requests copies of the candidates’ curriculum vitae for evaluation. The National Minority Faculty Database is accessible at
http://www.southwestern.edu/academic/minority-fac. Contact the Office of the Vice President for Academic Affairs and Dean for the password to the database.

6. The search committee chair circulates the applications among search committee members. Ordinarily, all members of the search committee will review all the applications; however, in cases where an unusually large number of applications is received, the chair of the search committee may divide the applications among the members of the committee. If all members of the committee agree, the committee members from the department for which the position is being sought may complete the first round of reviews and eliminate those candidates whose credentials and/or experience do not qualify them for the position. All members of the committee may then review the remaining applications.

7. When all applicants have been reviewed by all members (and no later than the date set for finalist selection), the committee must meet to select the finalists.

8. Members of the committee make calls to references using a jointly developed check list.

9. The search committee will meet at least once more to review the finalists, aided by the information obtained from the contact with references. At this point, the Committee determines the two to three individuals to be invited to the campus for an interview.

Arranging the Campus Visit

1. Find out when the candidate is available. Several days of availability are helpful when trying to work around other schedules of parties involved in the interviewing process.

2. Determine the availability of the President and the Vice President for Academic Affairs and Dean to see if they will be available and what their schedule will allow for the particular visiting days. Follow up with the candidate after making sure of the President and Vice President for Academic Affairs and Dean's schedule. After the date has been set, confirm the date and time for the visit with the President and the Vice President for Academic Affairs and Dean.

3. Make arrangements for the visitor by booking the room and, if necessary, making travel arrangements. If booking airline reservations, start early to insure purchasing at a lower price. Send tickets to the candidate as soon as they are ready for pick-up or notify the candidate about how to use electronic tickets.

4. Set interviews with the faculty of the department and schedule the presentation segment of the visit. All candidates must conduct a presentation to the members of the department and the search committee. Students and other members of the campus community will ordinarily be invited to the presentation. Check with Academic Council members and arrange a time for their interviews. (Certain Academic Council members have been assigned to interview for designated departments.)

5. Book conference rooms if needed. Reserve projectors, etc. for candidate's use.

6. Arrange lunches if necessary.

7. Prepare an agenda of the daily schedule and distribute to everyone involved for his/her approval along with a copy of the candidate’s vitae or a short biographical sketch. This step helps everyone involved prepare for the interview. After everything has been approved by all involved, send the candidate a copy of the agenda. If any changes prove necessary, be sure everyone knows of the changes.

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8. When the agenda has been finalized, give everyone involved in the interviewing process a copy with his/her particular items highlighted. This is helpful in that it allows the interviewer to see where the interview will be and serves as a reminder of the time for the interview.

9. Keep in contact with the candidate by e-mail or phone to ensure everything is proceeding smoothly and that the candidate has everything necessary for a pleasant visit.

10. The day of the visit, try to be early to all appointments in the event something needs to be done at the last moment. Ask faculty if there are any last minute changes or concerns. Also ensure that someone from the search committee will escort the candidate from one appointment to the next.

The Department Chair, the Division Chair, the Promotion and Tenure Committee, and the Vice President for Academic Affairs and Dean will confer about any credit for promotion and/or tenure prior to the time that an offer of employment is extended. This conference presumes that appropriate discussions along these lines will have taken place with the candidate during the interview process.

Selecting the Successful Candidate

1. After all the candidates have completed their interviews, the members of the search committee will meet to rank their preferences. The chair of the search committee will forward the committee’s recommendation to the Vice President for Academic Affairs and Dean. The chair of the search committee will also ensure that the students who attended the presentations or visited with the candidate will have an opportunity to voice their preferences and to relay the students’ comments to the Vice President for Academic Affairs and Dean.

2. The Vice President for Academic Affairs and Dean will solicit recommendations from other campus constituents who interviewed the candidates, including the designated members of the Academic Council, the division chair, and other appropriate individuals.

3. Utilizing the information submitted from these search participants, the Vice President for Academic Affairs and Dean will next confer with the President about the order in which the candidates will be approached with an offer for the position. When that determination has been made, the Vice President for Academic Affairs and Dean will contact candidates until terms for the position have been negotiated successfully.

4. Once the terms of employment have been agreed upon, the Vice President for Academic Affairs and Dean will inform the chair of the search committee, the division chair, and other participants in the search. The search committee chair will contact all other applicants for the position to inform them that the search has been successfully concluded, thanking them for their time and their interest in LaGrange College.
January 17, 2008

RE: THE HIRING PROCESS OF FOREIGN NATIONALS AS COLLEGE AND UNIVERSITY TEACHERS

Dear Faculty members of LaGrange College:

We are Vazquez & Servi, a boutique immigration law firm in Atlanta, Georgia. We have helped the college successfully petition for a number of foreign nationals in both non-immigrant (H-1B) petitions and lawful permanent residence cases. In order to make the process easier in the future, we are providing this outline of what must be done during the recruitment process of the new professors who may be foreign nationals.

Principle: Through the process of the labor certification, the Department of Labor aims to ensure that the alien was truly the best candidate for the position and that no alien was unfairly hired over an equally qualified U.S. worker. During the recruitment process for a new professor, additional documentation must be maintained in order to comply with the regulations for a foreign professor who will seek lawful permanent residence.

Four Essential Points:

1. THE COLLEGE MUST RECRUIT FOR THE POSITION IN THE PRINT VERSION OF A NATIONAL PROFESSIONAL JOURNAL AND IN AT LEAST ONE OTHER SOURCE.

The original advertisement or printed web page of any other form of advertisement must be kept to document the recruitment.

2. ALL PHASES OF THE RECRUITMENT PROCESS MUST BE DOCUMENTED.

3. ALL THE RECORDS OF THE RECRUITMENT PROCESS MUST BE KEPT FOR FIVE YEARS AFTER THE FILING OF THE LABOR CERTIFICATION APPLICATION. (This includes the curriculum vitae of all the applicants for the position.)

4. ONCE THE SELECTION OF THE CANDIDATE IS MADE, THE ALIEN LABOR CERTIFICATION MUST BE FILED WITHIN 18 MONTHS.

Proper Documentation of the Recruitment Process

Key: You must be able to show that the recruitment was competitive; how you made the determination that the alien is more qualified than the U.S. applicants; that the proffered salary meets the prevailing wage determined by the Department of Labor (we will secure that determination) and that the college can afford to pay the salary.

1. Keep the original tear sheet, which is the entire page, of each advertisement for the job as placed in a national professional journal, showing the name and the date(s) of publication. The advertisement must state the job title, duties, and requirements. THE ELECTRONIC VERSION WITHOUT THE PRINT VERSION IS NOT ACCEPTABLE.
2. Keep originals of all other recruitment sources utilized. A recruitment source that is a web page should be a copy of the web page on the first day the listing was posted and a copy of the web page the last day the listing was posted.

3. Provide a statement signed by an official who has hiring authority outlining in detail the complete recruitment procedures which includes:

   The total number of applicants for the job opportunity.

   The specific lawful job-related reasons why the alien is more qualified than any of the U.S. applicants.

   This needs to be very detailed and cannot be impressionistic. The fact that you liked the alien better must be somehow qualified and quantified. A good way to proceed is to have a chart of all the criteria to be taken into consideration and a scale for each criterion. (See the Math Department’s spreadsheet).

4. Provide a final report of the faculty, student, and/or administrative body making the recommendation or selection of the alien.

5. Provide a written statement attesting to the degree of the alien’s educational or professional qualifications and academic achievements will be signed by the Dean or his appointee. *This statement will be a basic statement that the qualifications listed on the applicant’s curriculum vitae were verified and that the applicant is qualified for the position.*

POST THE NOTICE OF FILING

We will provide you with a notice of filing an application for Permanent Employment Certification which must be posted between 30 and 180 days before filing the application and must be posted in two ways for 10 consecutive business days:

   As a hard-copy, in a conspicuous location AND

   In any other format the college usually uses to communicate job opportunities to its employees (for instance, the website).

Please feel free to call us at 678-303-0018 or email me at ts@imlaw.us with any questions. I or one of my associates will usually respond by the end of the next business day. However, if there is a need let the receptionist know that you would like the call to be expedited to myself or an associate. Regards, Thad Servi, Esq.
Appendix B: Evaluation Guidelines

The following guidelines, which apply to all LaGrange College faculty, will be used to evaluate faculty members' performance in the areas of Teaching, Professional Growth, and Service.

1. Teaching
   A. Content Expertise
      Is competent in field(s) of instruction
      Has appropriate academic preparation for teaching courses
      Possesses appropriate skills for teaching courses
      Maintains current knowledge of trends or discoveries within field(s) of instruction
   B. Instructional Design
      Develops effective syllabi including office hours, objectives, policies and course outline
      Develops effective handouts, media presentations, or supporting course materials
      Develops well-designed course evaluation instruments
      Develops various pedagogical strategies
      Incorporates appropriate written assignments
      Incorporates interdisciplinary approaches
      Incorporates service learning goals
      Arranges necessary course facilities and resources
   C. Course Management
      Meets classes with regularity
      Is punctual for classes and appointments
      Observes office hours
      Returns tests, quizzes, and written assignments in timely fashion
      Uses student conferences to advise students on progress
      Creates appropriate learning environment
      Turns in comment reports and grade sheets on time
   D. Instructional Performance
      Speaks clearly and understandably
      Demonstrates enthusiasm for subject
      Holds students' interest and attention
      Uses a variety of appropriate pedagogical methods
      Uses technology and media appropriately
      Gives meaningful, clearly worded assignments
      Treats students with dignity and respect
      Challenges students to do their best
      Assists students who experience academic difficulty
      Monitors group activities, clinicals, independent study

2. Professional Growth and Scholarship / Creative Endeavors
   A. Professional Growth
      Remains current in one's discipline
      Maintains active participation in relevant professional associations
      Participates in discussion groups, poster sessions, seminars, or workshops sponsored by professional organizations
      Acquires teaching or research grants or fellowships
      Produces or publishes teaching materials
      Attends conferences, seminars, workshops related to one's discipline
      Takes advantage of faculty development opportunities
   B. Scholarship / Creative Endeavors
      Conducts research in one's discipline
Publishes a book in a scholarly press or reputable publishing house
Publishes a review, essay, monograph, bulletin, or article in a reputable journal, magazine, or newspaper
Referees journal articles or contributes to Citation Counts
Obtains teaching or research grants/fellowships for advanced study
Conducts independent research projects
Exhibits art works at important galleries, selection for these exhibitions being based on rigorous review and approval by juries of recognized artists or critics
Performs in prestigious recitals or productions, selection for these performances being based on stringent auditions and approval by appropriate judges
Produces or publishes teaching materials used by other faculty
Presents papers, workshops, panel presentations, or poster sessions at professional meetings
Exhibits paintings, sculpture, photography, or other art works
Composes original musical compositions, plays, short fiction, novels, or poetry
Serves as guest conductor or artistic director
Serves as guest director of a stage production

3. Service
A. Service to Students
   Advises students on programs of study
   Serves as Cornerstone advisor
   Teaches in general education curriculum
   Sponsors or advises student activities or organizations
   Directs or participates in summer orientation
   Participates in homecoming, parents' day, or visitation day activities
   Brings guest speakers / programs to campus
   Organizes or participates in college functions, cultural enrichment forums, sports events, religious services
   Judges scholarship or awards competitions
   Maintains high ethical standards in working with students
B. Service to Faculty / Administration
   Participates actively in standing committees, ad hoc committees, or task forces
   Participates actively in faculty governance assemblies
   Serves as an officer or chairs any of the above committees or organizations
   Serves on the Academic Council as a division chair or elected representative
   Serves on SACS review teams or professional standards committees
   Maintains high ethical standards in working with colleagues
C. Service to Profession
   Serves on standing committees or holds an office in a professional organization
   Serves as a consultant to others in the profession
   Receives awards in recognition of or for contributions to professional Organizations or the profession at large
   Judges or juries artistic competitions or performances
   Adjudicates academic or artistic competitions
D. Service to Community
   Participates in or conducts church-related activities
   Participates in or conducts philanthropic projects or organizations
   Supports or participates in cultural events in the community
   Supports or participates in community performance groups
   Supports or participates in civic organizations
Appendix C: Self Report and Evaluation

To be completed annually by all LaGrange College Faculty

SELF REPORT AND EVALUATION PLAN
(Completed by Faculty Member)

Name of Faculty:_______________________________________________________

Faculty Rank: Instructor_____ Assistant Professor_____Associate Professor______ Professor_______

Highest Degree Earned: MA____ MFA____ Ed.D.____ Ph.D.____ Other____

Date Appointed to Faculty:_______________________________

Tenure: Yes____ No____

Period on Which Evaluation Is Based: __________ - __________

From To

Activity Report: Appendix B in the Faculty Handbook may prove a helpful guide in completing this section of the report.

Teaching: Please summarize your teaching and advising responsibilities.

Courses Taught Number of Students New Preparations (add sheets, if necessary)
(Yes/No)

Advising Responsibilities

Professional Growth/Scholarship/Creative Endeavors: Please describe your scholarly and/or creative activities.

Service: Please recount your administrative duties, committee/task force work, and professional and community service.

1. Which objectives have you met during the current academic year? Which objectives remain uncompleted?
2. Other comments or supporting statements: (Use additional sheets if more space is needed.)

Faculty Member’s Signature _________________________________Date_________________

Department Chair’s Acknowledgment _______________________Date_________________

Evaluation Plan
(Completed by Faculty Member)

Name of Faculty:_______________________________________________________

Faculty Rank: Instructor_____ Assistant Professor_____Associate Professor______ Professor_______

Highest Degree Earned: MA____ MFA____ Ed.D.____ Ph.D.____

Date Appointed to Faculty:_______________________________

Tenure: Yes____ No____

Calendar Year: __________ - __________

From To

Briefly state your objectives in the areas of Teaching, Professional Growth, and Service in the coming year?

The minimum and maximum weights allowed in the evaluation system for teaching, service, and professional growth are as follows:

Minimum Role Maximum
60% Teaching 80%
10% Service 30%
10% Professional Growth 30%
Based upon your expectations as a faculty member for this academic year, select your percentage rating for each category:
Teaching (60-80%) _____
Service (10-30%) _____
Professional Growth (10-30%) _____
100%
Comments and supporting statements: (Use back of page if more space is needed.)
Faculty Member’s Signature ________________________ Date_________________
Department Chair’s Acknowledgment ______________________ Date_________________

Department /Division Chair Report
Faculty Member ______________________________________________________________________
Department / Division ___________________________________________________________________
Calendar Year ______________________________________________________________________

I. Teaching
Based upon the following rating scale, circle the number that best describes the faculty member’s performance in the area of Teaching.
1 2 3 4 5
Needs Needs Fine Unusually Truly
Much Some Competent Effective Outstanding
Improvement Improvement Performance Performance Performance

II. Professional Growth
Based upon the following rating scale, circle the number that best describes the faculty member’s performance in the area of Professional Growth.
1 2 3 4 5
Needs Needs Fine Unusually Truly
Much Some Competent Effective Outstanding
Improvement Improvement Performance Performance Performance

III. Service
Based upon the following rating scale, circle the number that best describes the faculty member’s performance in the area of Service.
1 2 3 4 5
Needs Needs Fine Unusually Truly
Much Some Competent Effective Outstanding
Improvement Improvement Performance Performance Performance

IV. Summary Rating
Teaching Professional Service
Growth
Total __________ __________
Weighted Total __________ __________
Overall Rating ________
Overall comments or supporting statements from reviewer: (Use the back of this page, if necessary.)
Division/Department Chair Signature Date
Faculty Member Signature Date
Appendix D: Outline for Portfolios

I. A narrative statement from the candidate supporting the candidate’s request (promotion, tenure, mid-tenure review, etc.).

II. Roles, Responsibilities, and Goals
A. Statement of Teaching Philosophy
B. Copies of Annual Self-Evaluations
C. Curriculum Vitae

III. Evaluations of Teaching
A. All SIR II Reports (or current teaching evaluations)
B. All Department Chair Reports
C. Grade Distributions for all courses taught at LaGrange College

IV. Representative Course Materials
A. Syllabi (at least two representative syllabi, one for a core course and one from a major course, if appropriate)
B. Activities Designed to Improve Instruction (list of assignments, handouts, group activities, field trips, Power Point presentations, videotaped class sessions, reports of classroom visitations)
C. Instruments Designed to Show the Extent of Student Learning (sample tests, quizzes, projects, lab reports, graded essays, taped conferences)

V. Contributions to Your Institution or Profession
A. Letters of Recommendation (written during the current academic year)
   1. From Department/Division Chair
   2. Letter of Recommendation from Professional Peer from an Outside Institution or Organization
   3. If you are a Cornerstone Instructor, include a letter of support from the Cornerstone Director
   4. If you teach any CORE classes, include a letter of support from the director of the CORE or the coordinator of the CORE course.
B. Evidence that You Remain Current in Your Scholarly Discipline
C. Evidence of Scholarly Research, Publication, Artistic Exhibitions, or Creative Performance

VI.Honors or Recognitions (received within the last 3-5 years)
Appendix E: Peer Review Forms

Pre-observation Form for Peer Review

Instructor: ____________________________ Number of students: ____________________________

Peer Observer: ________________________ Date of observation: ____________________________

Course: ______________________________ Topic: ______________________________

Location (Bldg./Room #):

1. What knowledge, skills, and attitudes do you expect from students?

2. Type of course and role in curriculum (circle appropriate descriptors)
   a. lecture/activity/seminar/laboratory/other
   b. required/general education/elective/personal interest
   c. developmental/lower division/upper division/graduate
   d. student population (e.g., number of students, mix, other)
   e. length of class/times per week

3. Role of instructor in course
   a. number of times course previously taught
   b. primary method/strategies of teaching
   c. special problems/constraints

4. Teaching Objectives
Classroom Observation of Peer Review Team Member

Signed: ___________________________ Date: ___________________________

Professor: ________________________ Peer reviewer: ________________________
Tenure: Midterm Review Advising Evaluation

Instructor: 
Peer Observer: 
Student Advisee: 
Date of Interview: 

Rate the following statements on a numerical scale between 1 and 5 (1 = strongly disagree, 2 = mildly disagree, 3 = neutral, 4 = mildly agree, 5 = strongly agree).

1) My advisor enabled me to make good decisions regarding my college career.
2) My advisor was available for counsel and registration.
3) I felt that I could speak candidly to my advisor.
4) My advisor was a great source of information regarding degree requirements.
5) My advisor provided much insight into opportunities in my respective field or profession.
6) I would strongly recommend my advisor to major students.

Comment on the following questions:

1) What are the strengths of my advisor?
2) What are the weaknesses of my advisor?
Appendix F: Application for Sabbatical Leave

Please attach your Curriculum Vitae to this request.

Before completing this form, please familiarize yourself with the guidelines in the Faculty Handbook concerning Sabbatical Applications.

1. Name:

2. Title/Rank:

3. Year(s)/Term(s) For Which You Are Applying:

4. Years(s)/Term(s) of Your Last Sabbatical:

5. Title/One-Sentence Description of Proposal

FULL DESCRIPTION OF PROPOSAL

6. Goals (What do you hope to achieve?):

7. Methodology (How do you plan to address your goals?):

8. Evaluation (How do you plan to evaluate the effectiveness of your sabbatical?):

9. Product (What are the anticipated results of your sabbatical?):

10. Does this proposal relate to creative and/or scholarly efforts that you have conducted in recent years? If so, how? If not, how did you become interested in this subject?

11. How will the project enhance your teaching, research or scholarship?

12. How will your course load be covered while you are on sabbatical?

13. Bibliography (if applicable):

14. Other than the information provided above, are there facets of your proposal that would help the Development Committee understand and support more completely the application?
Appendix G: Undergraduate Research Program Guidelines

LAGRANGE COLLEGE
UNDERGRADUATE RESEARCH PROGRAM
GUIDELINES

Research is an integral part of study in all disciplines. To encourage and support research by students, LaGrange College has established the Undergraduate Research Program. Eligible students may apply for funding to assist in defraying the costs of conducting research and disseminating its results to the scholarly community. Faculty may apply for funds to assist with the support of undergraduate research conferences on campus.

Participation in scholarly research takes time and lots of hard work, but it is as rewarding as the effort put into it. Before undertaking a project, students should carefully examine their work load and the strength of their commitment.

I. TYPES OF AWARDS AVAILABLE
The Academic Services Committee (ASC) provides three types of awards to encourage undergraduate students in their work at the College.

A. Research Grants of up to $500 – Available to support student research of all types.
B. Travel Grants of up to $300 – Available to allow students to travel to workshops, seminars, and conferences to present the results of research at professional conferences.
C. Conference grants up to $500 – available to faculty members to assist in supporting undergraduate research conferences held on the LaGrange College campus.

II. RESEARCH GRANTS (for Students)
A. Eligibility
   1. Any undergraduate student who has attained 54 semester hours is eligible to participate.
   2. Each applicant will need to have a faculty member who is willing to supervise his/her project.
   3. There is a limit of one application per student per year.
   4. If the application is for funding to continue a project previously funded by the Academic Services Committee, no award will be made unless the applicant submits a progress report relating the previous work done to the currently proposed stage of the project.
B. Items That May Be Funded
   1. Special equipment, materials and supplies (limited to those items not normally provided by the student’s major department).
   2. Charges for services not normally supplied by the Information Services of the College and the College library (e.g., special computer costs, literature searches).
   3. Limited photocopying (e.g. surveys to be distributed, limited copies needed for distribution). Photocopying will not be considered an alternative to note taking and must be specifically justified in the proposal.
   4. NOTE: Grants will not be awarded to fund tuition at other educational institutions, domestic or abroad.
C. Procedures
1. Applications for an Undergraduate Research Grant must be typed or legibly printed on a form provided for that purpose. The form may be obtained from the Academic Services Committee (ASC) or from department secretaries. There is a fall semester and spring semester deadline for accepting applications. Please refer to the application form for current deadlines.

2. Applications must be accompanied by a letter of endorsement by a supervising faculty member.

3. Grants to support research will normally not exceed $500. Larger grants may be considered depending on the quality of the proposed research and the availability of funds. However, a compelling argument must be made in order to justify the need for a larger grant and the Committee may not fund the full amount requested.

4. An application may be submitted individually or jointly by two or more eligible students.

5. If a research proposal involves use of human subjects, approval of the Department Chair and/or IRB for protection of Human Subjects must be obtained before an award will be made. The approval of the IRB must be obtained before the research can begin.

6. Students must submit the application by email (to: mturner@lagrange.edu) and one paper copy of their application by campus mail (including accompanying faculty letter) to Dr. Mitchell Turner, Music Department.

7. Applications are evaluated by the Academic Services Committee (ASC), and the chair of the ASC will notify applicants in writing of the Committee’s decision concerning their application.

8. At the time a grant is made, an expiration date will be established consistent with the projected timetable contained in the application. Extensions beyond the original expiration date may be granted by the Committee upon petition by the recipient. To receive consideration, such petitions must be endorsed by the supervising faculty member.

9. Sometimes the Committee will feel that a project appears worthy of funding, but will have specific questions regarding the design of the project or particular aspects of the application. In that case, the student will be asked to submit a new application, which addresses the Committee’s questions or concerns.

10. As a condition of receiving a grant, a student must agree to present his or her research findings at the Undergraduate Research Contact Program held in the Spring of each year. Although this is an obligation connected with the grant, it is also an opportunity for the student to receive due recognition for the work.

11. A copy of each proposal approved by the committee will be placed on file with the Business Office.

D. Disbursement
1. Upon notification by the Chair of the ASC, the Business Office will establish an account in the name of the recipient for the amount of the grant and notify the recipient of the account number. Any deviation in items of expense as stated in the application and approved by the Committee must have the approval of the Chair before purchase is made.

2. Direct payment to providers of goods and services can be made by the Business Office upon submission of the provider’s invoice accompanied by the grant recipient’s written request to make payment.
3. Advances for expenditures may be obtained by submitting a LaGrange College Request form to the Business Office. **For expenditures for which an advance is made, appropriate vouchers and receipts must be sent to the Business Office within one week following delivery of goods and services.**

4. Funds will not be available for student use beyond the expiration date established at the time of the award. All funds remaining in the student’s research account will revert to the College upon the expiration date.

5. All requests for disbursement of funds must be made in writing to the Business Office and endorsed by the faculty member supervising the project.

E. Conditions

1. An applicant may not be reimbursed for an expense before an application is approved.
2. Special equipment and materials and unused supplies become the property of LaGrange College at the conclusion of the research project and should be included in the regular inventory of the department concerned.
3. A recipient of a grant who leaves LaGrange College or is dropped from a program must return all unexpended funds to the College.
4. Any publication resulting from a project supported by a grant shall include an appropriate acknowledgement of assistance from LaGrange College and a copy of the publication shall be forwarded to the Committee.
5. Grant recipients must agree to submit to the Chair of the ASC a final report containing: (1) a summary of what was accomplished on the project during the period of the grant, and (2) an itemized list of expenditures. **The report is due no later than thirty days after the end of the period for which the grant was given.** If a publication or a presentation at a professional meeting resulted from the Grant, the report shall be accompanied by a copy of the publication or the program listing the presentation.

F. Evaluation Criteria

1. The quality and clarity of proposed research will be evaluated.
2. Does the researcher have the support of a faculty member?
3. The capability of the student to complete the project will be evaluated. Relevant evidence includes:
   a. prior research experience
   b. GPA
   c. Prior courses in research methods and statistics (please list grades received)
4. Evaluation of the potential impact of the project will be done, including probability of:
   a. publication
   b. presentation at professional meeting
5. Priority will be given to applicants who have not received an award previously as project leader and to new research projects.

III. TRAVEL GRANTS (For Students)

A. Eligibility

1. Any undergraduate student is eligible to participate who has been accepted to present the results of research funded by the College at professional conferences.
B. Items That May Be Funded
   1. Costs that may be covered include transportation, lodging, meals, and registration fees. Application for this should be made separately from the application for research funding and only after a student’s paper or project has been accepted for presentation. A copy of the acceptance letter should be included in the application.
   2. Travel awards will typically not exceed $300.

C. Procedures
   1. Applications for a Travel Grant must be made on a special travel grant application form provided for that purpose. The form may be obtained from the Chair of the Academic Services Committee or from department secretaries.
   2. Applications must be accompanied by a letter of endorsement by a supervising faculty member.
   3. Students must submit the application by email (to: mturner@lagrange.edu) and one paper copy of their application by campus mail (including accompanying faculty letter) to Dr. Mitchell Turner, Music Department.
   4. Travel grant requests will be accepted on a continual basis and will be considered when submitted. Please allow at least six weeks for an application to be evaluated, processed, and the Business Office notified.
   5. Applications are evaluated by the Academic Services Committee. The Chair will notify applicants in writing of the Committee’s decision concerning their application.
   6. At the time a grant is made, an expiration date will be established and consistent with the projected timetable contained in the application. All expenses should be submitted by that time.
   7. A copy of each proposal approved by the committee will be placed on file with the Business Office.

D. Disbursement
   1. All requests for disbursement of funds must be made in writing to the Business Office and endorsed by the faculty member supervising the project.
   2. Advances for travel may be obtained by submitting a request form to the Business Office. Within one week following completion of travel for which an advance is made, appropriate vouchers and receipts with a travel expense statement must be furnished to the Business Office.
   3. Reimbursement for travel expenses incurred when no advance is involved may be obtained by submitting to the Business Office a statement of travel expense accompanied by appropriate vouchers and receipts.
   4. Funds will not be available for student use beyond the expiration date established at the time of the award. All travel funds remaining in the student’s travel fund will revert to the College upon the expiration date.

E. Conditions
   1. If granted and budget constraints allow, applicants will generally receive no more than two days of lodging costs and three days of meal costs.
2. Travel grant recipients must agree to submit to the Chair of the ASC a final report containing a summary of the manner in which the grant was expended including an itemized list of expenditures. **The report is due no later than thirty days after the end of the period for which the grant was given.** If a publication or a presentation at a professional meeting was given, the report shall be accompanied by a copy of the publication or the program listing the presentation.

IV CONFERENCE GRANTS (for Faculty Sponsors of on-campus Student Conferences)

A. Eligibility
   1. Any faculty member or academic department sponsoring an undergraduate research conference on the LaGrange College campus is eligible to apply.
   2. The conference must include both LaGrange College undergraduates and undergraduate students from other colleges and universities as participants. The primary purpose of the conference must be for the presentation of undergraduate research.

B. Items That May Be Funded
   1. Funds may be used for administrative support of a conference. Costs that may be covered include but are not limited to advertising the conference, printing of programs or other information for attendees, or set up. Costs not normally paid from other college accounts are eligible.
   2. Funds may not be used for food or lodging for LaGrange College students or for students from other campuses.

C. Procedures
   1. Applications for funding should be typed on LaGrange College letterhead and signed by the faculty member organizing the conference.
   2. The application must specify the dates and the nature of the conference, the approximate numbers of both LaGrange College students and visiting students expected to attend, and the specific costs to be covered by undergraduate research funds.
   3. **The faculty member submit the request to Dr. Mitchell Turner, Music Department. Please submit application by email (to: mturner@lagrange.edu) and one paper copy of their application** by campus mail (including supporting documents) to Dr. Mitchell Turner, Music Department.

D. Disbursement
   1. Upon notification by the chair of the Academic Services Committee, the business office will establish an account in the name of the recipient for the amount of the grant.
   2. Direct payment to providers of goods and services can be made by the business office upon submission of the provider’s invoice accompanied by the grant recipients request for payment.
   3. Funds not expended by one month following the close of the conference will revert to LaGrange College.
E. Conditions
   1. Expenses included before the application is approved will not be reimbursed from the grant.
   2. Any publication of conference proceedings supported by the grant will include an appropriate acknowledgement of assistance from LaGrange College and a copy of the publication will be forwarded to the committee.
   3. Grant recipients must agree to submit to the committee a final report containing (1) a summary of the conference including a report of the number of participants (2) an itemized list of expenditures paid for from the grant. The report is due no later than two months following the closing date of the conference.

Please adhere to the following organization in writing your proposal:

Part 1. Aims (One page max.) Please note: If you have received previous funding for an aspect of this project, you must provide a progress report and explain how your current proposal related to the work previously funded.

As concisely as you can, state the aims of your project. What are the specific questions you seek to answer? Please keep in mind that most members of the Committee are not experts in your field. In this section and in the rest of the application, make every effort to write your proposal for an educated, but not an expert, audience.

Part 2. Project Design and Methods (Two pages max.).

Describe the design of your project, and explain how the methods and design of your project will answer the questions you pose. If your work requires human subjects, do you have approval from the chair of your department and/or from the IRB? If not, please explain what steps you will take to receive the required approval.

Part 3. Budget

Provide a detailed budget to the nearest whole dollar and justify your expenses. Awards are for $500 or less, and the Committee may trim your budget if it appears excessive.
LAGRANGE COLLEGE
UNDERGRADUATE RESEARCH GRANT APPLICATION
[Must be typed or neatly printed]

Deadlines __________________________ Date of Application ______________________

Name: ____________________________________________________________

Student ID No.: ___________ Name as it appears on ID card: ______________________

Present Address ________________________________________________________

Street City State Zip

Present Telephone No.: ________________________________________________

Permanent Address ______________________________________________________

Street City State Zip

Major(s) _________________________________ Minor(s) ____________________________

GPA cumulative ______________ GPA Major ____________________________

Hours Completed: ______________ Expected Date of Graduation: ______________

Title of Project: __________________________________________________________

____________________________________________________________________

Department(s) in which project is to be performed: ____________________________

Supervising Faculty Member: __________________________ Total Amount Requested: __________

Period for which grant is sought:

Starting Date: ______________ Termination Date: __________________________

Courses you have had or in which you are currently enrolled that are relevant to the proposed project.

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99
Skills, knowledge, etc., pertinent to project:

_____________________________________________________________________________________

_____________________________________________________________________________________

_____________________________________________________________________________________

Please submit the original and three copies to the Chair of the Academic Services Committee.
LAGRANGE COLLEGE
UNDERGRADUATE RESEARCH PROGRAM
TRAVEL GRANT APPLICATION
[Must be typed or neatly printed]

Date of application ____________________

Name _____________________________________________________________________________

College ID No. ________________________________

Present Address ___________________________________________________________________

Street City State Zip

Present Telephone No.: ________________________________

Major(s) _________________________________ Minor (s) ________________________________

GPA cumulative _____________________ GPA Major _________________________________

Hours Completed: _____________________ Expected Date of Graduation:_________________

Period for which grant is sought:

Starting Date: _____________________ Termination Date: _____________________

Destination ________________________________ AMOUNT REQUESTED

Mode of travel ___________________________ Travel $ __________________

Duration of trip ___________________________ Meals $ __________________

Meals per day $ ___________________________ Lodging $ __________________

Lodging per day $ ___________________________ Fees $ __________________

Other Expenses (specify purpose) $ __________________

Please describe below the reason for your proposed travel and how it will contribute to your educational goals. Continue on an extra sheet if necessary. Attach an abstract of the paper to be delivered of the project to be presented.

Please submit the original and three copies to the Chair of the Academic Services Committee. Remember that you must submit a letter of support from your faculty supervisor.
Appendix H: Procedures and Form for Approval of New Courses

1. Faculty members should fill out Academic Policies Committee Form for Course Proposal, then submit form + syllabus to the liaison librarian for his/her department (allowing at least 2 weeks of time for an analysis of library resources to be completed).

2. After the form is returned with library director’s signature, the form is then taken to department and division chairs for signatures.

3. The form must then be submitted to the Academic Dean’s office with sufficient time for approval by the Academic Policies Committee (which normally meets bi-weekly) and for approval by the faculty, at the monthly faculty meetings.

4. The Academic Dean’s office will send the course proposal form, with signatures, electronically to the chair of the Academic Policies Committee at least 2 days before a scheduled committee meeting.

5. The Academic Policies Committee will then plan to present the approved courses at the next scheduled faculty meeting. Courses must be approved by the Academic Policies Committee at least 5 days before the faculty meeting in order to allow enough time for faculty study before the vote at the faculty meeting.

6. Course proposal forms will remain on file in the Dean’s office as a permanent record.
Academic Policies Committee Form for Course Proposal

Proposed name of course: ___________________________________________

Proposed course number: ____________________________________________

Credit Hours: ________ _____________________________________________

Proposed Instructor: ___________________ __________________________

Date for initial offering of the course: ____ __ ___________________________

Projected frequency: _________________________________________________

Prerequisites: _______________________________________________________

Catalog Copy:
Please attach a complete syllabus that includes a statement of basic topics to be considered, textbooks to be used, laboratory projects, field trips, if appropriate, and methods of evaluation.

Please answer yes or no to the following:

_________ 1. Are additional staff members required?

_________ 2. Are facilities (ex: laboratories) sufficient?

_________ 3. Will this course in any way duplicate an existing course?

_________ 4. Will there be a catalog deletion of any existing course to prevent possible proliferation? If so, please specify which course.

_________ 5. Does this course have the approval of a majority of the members of the department in which it is to be offered?

___________________________________ Date:___________________________

Course Sponsor

___________________________________ Date:___________________________

Library Director (Signature affirms that thorough analysis of library’s collections by liaison librarian has been completed)

___________________________________ Date:___________________________

Department Chair

___________________________________ Date:___________________________

Division Chair

___________________________________ Date:___________________________

Vice President for Academic Affairs and Dean
INSTRUCTIONS FOR ASSESSING LIBRARY RESOURCES

The person submitting a course for approval should complete the information required on the first page of this form, plus the section on faculty recommendations on this page. After consultation with the faculty member and perusal of the syllabus, the librarian who serves as the liaison to the department will conduct an analysis of resources in the library.

REFERENCE SOURCES CURRENTLY AVAILABLE

APPROPRIATE DATABASES & INDICES AVAILABLE

JOURNAL TITLES TO WHICH LIBRARY SUBSCRIBES OR HAS ACCESS

NON-PRINT MEDIA

CIRCULATING COLLECTION

FACULTY RECOMMENDATIONS FOR LIBRARY PURCHASE

Librarian’s analysis of current resources available and recommendations concerning additional resources that are needed:

Additional Funds Needed? yes ____ no ____

Estimated collection development funds required for this course:

_________________________________________ Date: ________________
Signature, Library Liaison
Appendix I: Non-Terminal Degrees that Give Eligibility to Apply for Promotion to Associate Professor Under the 1999 Promotion and Tenure Policy.

Master of Nursing
Master of Science in Nursing
Master of Business Administration
Master of Accountancy
Master of Professional Accountancy
Master of Economics
Master of Finance
Master of Information Systems
Master of International Business
Master of Marketing
Master of Operations Management
Master of Taxation
Master of Social Work
Master of Divinity
Doctor of Ministry
Doctor of Psychology
Appendix J: LaGrange College Policy and Guide on Copyright

LaGRANGE COLLEGE POLICY AND GUIDE ON COPYRIGHT
(pending approval by the Board of Trustees at its meeting on April 17, 2009)

Policy
It is the policy of LaGrange College that all faculty, staff, students and patrons of the Library shall adhere to U.S. copyright law, which can be found at 17 U.S.C § 101 et seq., when using College resources. Any usage that violates U.S. copyright law is expressly forbidden, and the College will not assume any liability for such violations. Faculty, staff, students and patrons who willfully disregard this policy and/or applicable copyright law do so at their own risk and assume liability.

In order to facilitate the College community’s compliance with U.S. copyright law and this policy, the Library provides the following guide. Please note that the Library has endeavored to summarize an extremely complex area of the law and to provide general guidelines that should allow the College community to comply with the law. Should further questions or the need for clarification arise, please consult the Director of the Library for additional information. If usage questions still remain after consultation with Director of the Library, a user of copyrighted material is advised to seek the author’s permission for use of the material.

Guide

What is a copyright?
A copyright is legal protection given to an author for “original works of authorship.” 17 U.S.C. § 102. In other words, an author gets a copyright in a work when he/she creates an original expression. Originality is key to obtaining a copyright. Please note that an author can only copyright expression – in the form of a writing, recording, performance, or display; an author cannot copyright an idea itself.

What rights does a copyright give?
A copyright gives the author the exclusive right to:
- Reproduce copies of the work (electronic or paper);
- Create derivative works based on the copyright;
- Distribute (Sell!) copies of the work;
- Publicly perform the work; and
- Publicly display the work.

What can be copyrighted?
Any “original work of authorship” can be copyrighted. Commonly copyrighted items include books, articles, music, plays, poetry, paintings, photographs, sculpture, and movies. Items other than those can be copyrighted so long as they are original works of authorship.

What is not protected?
Any work that lacks originality, is a fact, is in the “public domain,” or is a US Government document can be used without violation. A work is in the public domain if it was published before 1922. There are also several other complex exceptions to this rule. If you suspect that you may fall into an exception, please contact the Director of the Library to confirm your exception.
WHEN CAN I USE COPYRIGHTED MATERIAL?
There are two very important exceptions that allow use of copyrighted material: face-to-face classroom instruction and fair use.

Face-to-Face Classroom Instruction:
An instructor or students at a school may perform or display copyrighted material in the classroom during face-to-face classroom instruction. 17 U.S.C. § 110(1). This exception does not allow posting on the internet or WebCT/Mentor. It also does not allow distribution during class. It only allows performance or display, such as on a screen or overhead. There is a separate, narrower exception for distance learning in 17 U.S.C. § 110(2), but it is so narrow that using “fair use” standards explained below will probably allow greater flexibility.

Fair Use
The Fair Use exception may allow use of a copyrighted work without the author’s permission. Fair use requires a user to look at four factors and do a case-by-case analysis. The four factors are:

1. What is the character of the use? Uses that are personal, educational or nonprofit in nature are more likely to be considered fair use than uses for commercial gain.
2. What is the nature of the work being used? Original works that are fact-based and published (such as newspapers and magazines) are more likely to be considered fair use than uses of works that are creative (such as short stories or musical scores).
3. How much of the work is being used? Uses that comprise a small quote or scene from a larger work are more likely to be considered fair use than uses that comprise the majority of or the entire work.
4. What is the effect of the use upon the potential market of the work? If a use reduces the potential market for the work, then it is unlikely to be considered fair use.

If you wish to copy or distribute a copyrighted work in excess of the fair use, please seek permission from the author. The Copyright Clearance Center (http://www.copyright.com) provides a “fee per use permissions service.” The Director of the Library can provide you with guidance in seeking permission.

Please note that fair use does not permit the repeated use of the same portion of the work forever. If this is an excerpt from a work that an instructor uses every semester, a good guideline would be for the instructor to operate as if his/her fair use expired after 2 years. Continued use beyond that time should require permission.

WHAT FAIR USE GUIDELINES APPLY TO MUSIC?
Fair use copying of music should be limited to:

- sheet music for entire work only when there is insufficient time to procure purchased copies and provisions are made to acquire them soon thereafter;
- sheet music for performable units (such as movements) only if out of print;
- student performances should be recorded only for evaluation or a portfolio;
- sound recordings only single copies for classroom or library reserve usage.

In the event of copying music, please include the copyright notice on the original and a citations or attribution to the source from which the copy was made.

WHAT FAIR USE GUIDELINES APPLY TO PLACING MATERIAL ON RESERVE IN THE LIBRARY?
Materials placed on reserve at the library should be limited to single articles, single chapters, several illustrations, or other small parts of a work. These materials should comprise only a small part of the
materials required for the course, and they should be copies of materials that the faculty member or the library already possesses legally through purchase, license, or interlibrary loan. Materials on reserve must contain the original copyright notice on the original, a citation or attribution to the original work, and the material must contain a copy of the Library’s Copyright Notice. Access to reserve materials should be limited to students enrolled in the class and must terminate at the end of the semester. Please note that instructors using the same reserve materials under the fair use exception will be required to obtain permission for the usage if the materials are used for more than two years.

**DOES THE LIBRARY ITSELF HAVE ANY SPECIAL RIGHTS?**
Libraries are allowed special rights other than fair use under 17 U.S.C. § 108. The library’s special rights include archiving lost, stolen or deteriorating works, making copies for library patrons, and making copies for other libraries’ patron, such as through interlibrary loan.

**NOTE**
The policy of the College is the College's attempt to adhere to all State and Federal copyright laws. The actions of those who avail themselves of material protected by copyright law are responsible for those actions and College policy is not considered legal advice.”
LA GRANGE COLLEGE LIBRARY RESERVE FORM

Professor __________________________ Course Number and Name________________________
Semester/Quarter_____________________ Year_________________________________________

COPYRIGHT POLICY It is the policy of LaGrange College that all faculty, staff, students and patrons of
the Library shall adhere to U.S. copyright law, which can be found at 17 U.S.C § 101 et seq, when using
College resources. Any usage that violates U.S. copyright law is expressly forbidden, and the College
will not assume any liability for such violations. Faculty, staff, students and patrons who willfully
disregard this policy and/or applicable copyright law do so at their own risk and assume liability.

FAIR USE
The Fair Use exception may allow use of a copyrighted work without the author’s permission. Fair use
requires a user to look at four factors and do a case-by-case analysis. The four factors are:
1. What is the character of the use? Uses that are personal, educational or nonprofit in nature
   are more likely to be considered fair use than uses for commercial gain.
2. What is the nature of the work being used? Original works that are fact-based and published
   (such as newspapers and magazines) are more likely to be considered fair use than uses of
   works that are creative (such as short stories or musical scores).
3. How much of the work is being used? Uses that comprise a small quote or scene from a
   larger work are more likely to be considered fair use than uses that comprise the of majority
   of or the entire work.
4. What is the effect of the use upon the potential market of the work? If a use reduces the
   potential market for the work, then it is unlikely to be considered fair use.

If you wish to copy a copyrighted work in excess of the fair use, please seek permission. The Copyright
Clearance Center (http://www.copyright.com) offers a “fee for use permissions service.”

WHAT FAIR USE GUIDELINES APPLY TO PLACING MATERIAL ON RESERVE IN THE LIBRARY?

************Please initial on the following 8 lines indicating your assent.************

Materials placed on reserve at the Library under fair use must:
_____ Be limited to single articles or chapters, several illustrations, or other small parts of a work;
_____ Comprise only a small part of the total materials required for the course;
_____ Be a copy of materials that the faculty member or the Library already possesses legally
   through purchase, license, or interlibrary loan;
_____ Contain the original copyright notice on the original works;
_____ Contain citations or attributions to the original works;
_____ Contain a copy of the College’s Copyright Notice;
_____ Provide access only to students enrolled in the class and terminates at the end of the
   semester.
_____ Not have been placed on reserve more than 2 years without obtaining the copyright
   holder’s permission.

The library’s reserve policy does not preclude faculty placing books, issues of print journals, CDs, DVDs,
or other items owned by him/her or that are in the library’s collections.
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Appendix K: Advising Policy

It is the mission of the LaGrange College advising system to assist and support our students in formulating and sustaining learning strategies that stimulate their cognitive development, inspire their intellectual quest, and guide the formation of their personal as well as shared values. Consequently, all faculty members at the College are encouraged to participate in academic advising. Advising is a holistic process involving all the functions of the College. The objectives are manifold and complex. Student needs are not neatly categorized according to organizational functions but require a team effort. An effective team approach to advising requires extensive data sharing and frequent functional collaboration (between academic and counseling services and frequently including the assistance of financial aid, student accounts, the registrar’s office as well as athletics and other extracurricular areas of activity).

- Advising students is an integral part of teaching, service, and the Core Curriculum of LaGrange College.

- With the exception of first year faculty who are not Cornerstone Advisors, all full time teaching faculties will advise students. An advisee load will be determined by the Dean based on the number of faculty and students. Ideally, the load will be distributed equitably among the faculty. The Registrar’s Office will assign all advisees to advisors based on the advisor loads and recommendations from the departments.

- Part-time and adjunct faculty will, normally, not advise.

- Students who enter LaGrange College and have earned less than 30 semester hours will be assigned a Cornerstone advisor as their primary advisor and an area of interest advisor as their secondary advisor. The area of interest is determined on the basis of the student’s application for admission. The Cornerstone advisor will act as their first contact person. The area of interest advisor will act as a consultant in matters pertaining to major requirements.

- Since a student may declare a major at any time, the Cornerstone advisor will still remain as the student’s primary advisor and the major advisor will continue in the secondary advisor role for the entire first academic term and during the final registration period for the second term. Prior to the formal declaration of a major, the Cornerstone advisor will consult with the area of interest advisor, if needed, about major requirements in their area. It will be the responsibility of the Cornerstone advisor to insist that the student see the major advisor, once the major is formally declared, for class scheduling. To accomplish this, the major advisor should be the one who removes the Web Registration Hold after meeting with the student.

- During a student’s first year, advisors should encourage those students who have not identified an area of interest to seek guidance from the Career Counseling Center.

- After the drop-add period of their first Spring academic term and before pre-registration for the next summer and fall semester, the Cornerstone advisor will become the secondary advisor. The area of interest/major advisor will, at that time, assume the primary advisor role and become the
first contact person for the student for advising and class scheduling. The Cornerstone advisor is released from all advising responsibilities for this student and becomes a secondary contact person when needed.

- Students who have neither specified an area of interest nor declared a major will remain assigned temporarily to their Cornerstone advisors as their primary advisors. The Cornerstone advisor should encourage these students to either declare an area of interest or a major before or during the pre-registration period for the next summer and fall semesters. If the students still remains undecided, the Cornerstone advisor will advise the student for pre-registration for summer and fall semesters. At the end of the drop-add period for fall semester final registration and before pre-registration for the following spring semester, these students will be re-assigned to one of their fall semester instructors as their advisor and the Cornerstone advisor will become the secondary advisor of this student at that time.

- Summer advising will continue as it is presently structured. New first year students will normally attend a summer orientation session during which they will meet with a Summer Orientation Advisor for the purpose of selecting fall courses. New transfer students who are classified as sophomore or higher will be assisted with their course selections by the office of the Registrar.

- Each new first year student will receive the name of his/her advisor at the time he/she registers for courses based on the section of CORE1101 in which they choose to enroll. Transfer students who are classified as sophomore or higher will be assigned an advisor based on the major or area of interest they select when meeting with the Registrar.

- Faculty and staff are encouraged to notify advisors of students who are not attending class or who otherwise have problems. Faculty should continue to use the current midterm deficiency system.