

*Wabash College, while exempted from Subpart C of Title IX
regulation with respect to its admissions
and recruitment activities,
admits students and gives equal access to its
scholarships, programs, and facilities
without regard to race, color,
sexual orientation, national or ethnic origin,
or physical or other disabilities.*

*

*It is the College's policy that, as required by law,
equal employment opportunities be available to all persons without regard
to race, sex, age, color, religion, national origin, citizenship
status, or disability. This policy applies to all employees and applicants for
employment and to all phases of employment including hiring,
promotion, demotion, treatment during employment, rates of pay or other
forms of compensation, and termination of employment.*

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**WABASH COLLEGE
HANDBOOK FOR FACULTY 2009-2010**

INTRODUCTION

Wabash College has been guided over the years by a common law tradition. Many of the practices which guide the faculty and administration in day-to-day operations are unwritten, to be understood only by living and working within the community. Since we hope Wabash may continue (within this framework) to provide a relatively free and unstructured environment in which a faculty member may teach and learn and in which informality grounded in mutual trust may continue to prevail, this handbook is not an attempt to codify all the rules and practices which govern the operation of the College.

Rather, it is an attempt to bring together the kind of information that was once available only in scattered documents or by word of mouth. Details of the College curriculum and rules governing progress toward the bachelor's degree are found in the *Academic Bulletin* and are not reproduced here.

ADMINISTRATIVE STRUCTURE AND FUNCTIONS

Under the charter of the College, legal responsibility for the establishment of policy is vested in the Board of Trustees that in turn appoints the President. Reporting directly to the President are the Dean of the College, the Dean of Students, the Director of Admissions, the Dean for College Advancement, and the Chief Financial Officer. The academic departments of the College are grouped in three divisions--each with its own Division Chair. It is the responsibility of the Division Chair to supervise departmental programs within the division and to act as advisor in academic, personnel, and budgetary matters to the Dean of the College and the President. Department Chairs work closely with the Division Chairs and the Dean of the College concerning curricular, personnel, and budgetary matters.

DIVISION CHAIR RESPONSIBILITIES AND GOVERNANCE

The Division Chairs are advocates of the faculty and Division as well as evaluators of teaching and college programs. They work with Department Chairs on personnel and curricular matters and review initiatives in program development. In regular monthly meetings with the Department Chairs, the Division Chairs, in support of the mission of the College, lead discussions of shared concerns--ranging from teaching evaluation, Independent Study practices, common budgetary issues, assessment plans, departmental co-operation, faculty and support staff recruitment, to the role of the Divisions' curricula in a Liberal Education. The Division and Department Chairs set the agenda for the monthly Division meetings, called and presided over by the Division Chair. On the advice of Department Chairs or the Division at large, the Division Chair brings concerns to the College administration or the faculty as a whole for discussion, response, and action. Each Division Chair, with appropriate Department Chairs, schedules and reviews the work of the secretarial and other support staff.

The Division Chairs serve with the Dean of the College as members of the academic personnel committee that conducts tenure and promotion reviews of faculty members, the annual review of faculty salaries, and a continuing study of teaching needs and responsibilities. Their recommendations on these matters are reported to the President for consideration and approval. The Division Chairs work closely with Department Chairs in hiring faculty, from reviewing the job description to concurring in the department and Dean's decision. They serve on the Academic Policy Committee, the Faculty Development Committee, the Honorary Degree Committee, and the Trustee Committee on Academic Affairs. They meet weekly with the Dean of the College to consider college concerns and needs.

DEPARTMENT CHAIR RESPONSIBILITIES AND GOVERNANCE

Department Chairs are responsible for preparing the departmental teaching schedule and assigning the teaching responsibilities, for assessment of programs, for continuing development and mentoring of departmental faculty, and for preparing their department members for reviews. They are expected to serve both as advocates for and evaluators of the department's faculty members. Based on the College's procedures, they make salary, promotion, and tenure recommendations to the Dean of the College and the Division Chairs. Department Chairs work closely with Division Chairs to conduct searches to fill faculty positions. All searches start after consultation with the Dean of the College and the appropriate Division Chair. Department Chairs meet monthly to discuss issues relating to management of departments and to make recommendations concerning these issues to the administration and faculty. The Department Chairs elect a moderator of this group.

FACULTY RESPONSIBILITIES AND GOVERNANCE

RESPONSIBILITIES

The education of undergraduate men, from the acquisition of knowledge and skills to the development of qualities of mind and character, is central to the mission of the College. The maintenance of an excellent faculty is crucial to that mission. For Wabash College, a community of teacher-scholars sustains excellence. Effective teacher-scholars support the mission of the College through excellent and innovative teaching, continued scholarship and creative work, and leadership in the life of the community.

First and foremost, faculty continuously achieve excellence in teaching in all its forms and settings, whether in lectures, in small group or individual discussions, in laboratory or studio work, or in office conferences. Wabash faculty are reflective about the processes of teaching and learning, annually assessing student outcomes, and improving their effectiveness as teachers. While faculty focus primarily on their own disciplines, their interests and abilities extend beyond a particular field, leading to involvement in all-college courses, co-curricular and extra-curricular activities, and the broader intellectual life of the College.

Wabash faculty share a commitment to sustained intellectual growth through continued scholarly or creative work. While the nature of this work varies by discipline, and may change during the course of a career, a common feature is that at least some of it will extend beyond the institution such that it contributes to the world of scholarship or fine arts outside the College. Research and creative activity should not compete with or detract from excellence in teaching. Rather, they enhance and complement teaching by engaging students, directly or indirectly, in the search for new knowledge and understanding, synthesis, and application.

For Wabash to thrive as a community of scholars, it must rely on faculty commitment to the overall welfare of the College beyond individual courses or research and creative projects. Faculty leadership is essential in much of the College's planning and operation within individual departments, within the wider context of College community, and within the broader scholarly, artistic, or civic communities to which each faculty member belongs.

Wabash College, as a community of teacher-scholars, is characterized by frequent conversations among colleagues, in both formal and informal settings, about the work and mission of the College. Similar conversations occur between faculty and students. This teaching and learning, occurring outside the traditional classroom setting, is integral to the mission of the College. The Wabash faculty understands that a student's education also occurs outside the classroom in many different places, in co and extracurricular events, and they support the attainment of a liberal arts education on these occasions.

As members of the Wabash community who are concerned about the College's continued good health, faculty members are expected to support initiatives in admissions and alumni relations. In addition to regularly scheduled classroom responsibilities, faculty members are expected to act as advisors. It has long been the policy that faculty members are assigned student advisees that may consult with them regarding academic or personal matters. The College believes this advising function is important and has a significant impact on the student's satisfaction with and profit from his educational experience.

The "teaching year" begins shortly before freshman orientation in the fall and ends after all grades have been turned in to the Registrar following Commencement in the spring. (The "academic year" coincides with the College's fiscal year--July 1 through June 30.)

The College recognizes no specific rule with regard to cutting of classes by students, although students are excused from class for College-sponsored activities or for reasons of health and personal obligation without penalty to their academic standing in courses. Faculty members honor excuses from the Dean of Students or the College Physician. In discussion with students, faculty members determine appropriate ways to make up the work missed, including examinations. Faculty members are free to set their own rules and to deal with disciplinary questions, as they believe right and sensible. In the event of serious misconduct, the Dean of Students and the student's advisor should be notified at once.

A faculty member identifying a student to be in serious academic or personal difficulty should consult with the student's advisor or the Dean of Students. At mid-semester, all students making grades of D or F or otherwise doing unsatisfactory work will be reported to the Registrar and thence to the Dean of Students.

For all freshmen, mid-semester grades in all courses are to be reported to the Registrar in the first semester of each year. For all first-semester freshmen, the College sends a complete mid-semester report to the student at their home address.

Offices hours conveniently posted are helpful to the student body.

It is a faculty rule that "all scheduled classes are to be met on the days just preceding and just following any vacation period."

The faculty supports the extracurricular programs of the College. Except for Colloquium and Education 6, classes should not meet on a regular schedule during Chapel hours or after 4:10 P.M. When educational needs demand an arranged meeting time outside regularly scheduled class hours, faculty and students will carefully consider extracurricular and academic responsibilities and will consult with the Registrar's Office to schedule a meeting time and place. They should be aware of extracurricular and co-curricular programs and should avoid scheduling class events that conflict with them.

Exams during term should not exceed the regularly scheduled class period.

The faculty has agreed that no exams will be given and no papers will be due the Wednesday to Sunday of the week prior to finals. No papers will be due during finals week unless there is not a final exam in the course, in which case the paper will be due no later than the end of the regularly scheduled exam time for that course.

The Registrar prepares the final examination schedule for each semester, and faculty is required to give final examinations in the period assigned during the examination week.

Spring semester senior grades are due at the Registry on Monday following the final exam week. The Registrar announces other deadlines for grades.

All incidents of either cheating or plagiarism are to be reported immediately to the Dean of Students. If it is the student's first offense, the faculty member determines the consequences within the context of the course. If it is a second offense, the Dean of Students will dismiss the offender from the College. Student appeals of determinations of academic dishonesty or plagiarism may be made, at any point in the process, to the President of the College. The following statement from the Dean of Students appears in the *Academic Bulletin* and is discussed each year during Freshman Orientation.

The Gentleman's Rule and Academic Dishonesty

As an intellectual community, Wabash requires the highest standards of academic honesty. Faculty report all cases of academic dishonesty to the Dean of Students. The penalty for a first offense is decided by the professor and reported to the Dean of Students. The penalty for the second offense is expulsion from the College. Student appeals of determinations of academic dishonesty may be made to the President of the College.

Acts of academic dishonesty may be divided into two broad categories: cheating and plagiarism. Cheating may extend to homework and lab assignments as well as to exams. Cheating is defined in three principal ways: copying from other students or from written electronic materials; providing or receiving unauthorized assistance to or from another student; and collaborating on take-home assignments without faculty authorization.

Plagiarism is the unacknowledged use of someone else's material. There are three common kinds of plagiarism. One is to use the exact language of a text without putting the quoted material in quotation marks and citing its source. A second kind of plagiarism occurs when a student presents as his own without proper citation, the sequence of ideas or the arrangement of material of someone else, even though he expresses it in his own words. The language may be his, but he is presenting and taking credit for another person's original work. Finally, and most blatantly, plagiarism occurs when a student submits a paper written by another, in whole or in part, as his own.

The overriding rule of conduct for students is: *"The Student is expected to conduct himself, at all times, both on and off the campus, as a gentleman and a responsible citizen."* For a more detailed discussion of the Gentleman's Rule and Academic Dishonesty, see the pamphlet of that name issued by the office of the Dean of Students.

Faculty should be aware of the College's

Policy Relating to Documentation and Accommodation for Students with Disabilities

Wabash College responds to the needs of students with disabilities as outlined in Section 504 of the Rehabilitation Act of 1973 (PL 93-616) and the Americans with Disabilities Act of 1990 (PL 101-336). The College will provide persons with disabilities an equal opportunity to participate in and benefit from programs

and services as afforded to other individuals. This is done in the most integrated settings appropriate to the needs of the individual with a disability.

Students with a disability are encouraged to inform Julia Rosenberg (6024), Director of Academic Support located in the Armory, of their disability. However, to respect the student's right to confidentiality, the student's instructor(s) and relevant college staff will be notified of the student's disability only after he has given written permission for this information to be shared.

Documentation of the disability must be on file with the Academic Support Services Office before an accommodation will be recommended.

- An individual with a physical disability will provide documentation from medical professional such as a physician, physical therapist, occupational therapist, ophthalmologist, optometrist, or audiologist.
- An individual with a condition affecting emotional or psychological functioning will provide documentation from an appropriately licensed psychologist or psychiatrist.
- An individual with a learning disability will provide documentation from a licensed psychologist, physician, or other specialist. The documentation will include a psycho-educational evaluation that has been administered within the last three years. Documentation must clearly state that a learning disability exists. As presently used in the literature, a "learning difference" or a "learning problem" does not constitute a learning disability.

Once appropriate documentation is received, necessary academic accommodation will be determined.

- The student has the responsibility of deciding whether he will request accommodation. If he chooses accommodation, then the instructor(s) for the course(s) for which accommodation is requested will be notified. The student is encouraged to communicate with his instructor(s) or relevant staff about his disability as early in the semester as possible.
- Each request for accommodation must be assessed individually, and the person with a disability must be an active participant in the assessment process.
- In the assessment process, any available diagnostic information, the student's past experiences, and recommendations from the student's instructors will be considered.
- Appropriate accommodations may include but are not limited to the following: relocating class to an accessible room, removing structural barriers, providing interpreters and note takers, using assistive technology such as closed

captioning and text-to-voice computers, providing text in large print, allowing lectures to be taped, extending testing time, using a different testing format, reducing course load, and providing alternative testing sites.

- If the requested accommodation is a course substitution/waiver for a requirement, the request will be forwarded to the Curriculum Appeals Committee.
- It is inappropriate for the instructor(s) to determine that no accommodation is needed without consultation with the Academic Support staff.

In the event that a student with a documented disability is not satisfied with a recommended accommodation, he is encouraged to work with the staff of Academic Support Services and his instructor to resolve the matter informally. However, if the student has remaining issues of concern, he may contact the Dean of Students.

GOVERNANCE

Faculty governance depends on active participation in faculty meetings and on faculty committees.

FACULTY MEETINGS

Faculty meetings are normally held on the first and third Tuesdays of the month. The President of the College presides. Notices of agenda, stating time and place of meeting--usually at 4:15 P.M. in the Goodrich Room of Lilly Library--are distributed in advance. The Standing Rule of the Faculty is to conclude its meetings at 5:30 P.M. Regardless of rank or tenure, faculty members are free to speak to issues under discussion or to raise questions of general concern and to vote on motions.

Student Visitor to the Faculty Meetings. Appointed by the Student Senate, the Visitor attends faculty meetings as an observer and reports to the Senate matters of particular concern.

Voting Eligibility in Faculty Meetings:

1. All members of the faculty with the rank of instructor or above.
2. The President, the Dean of the College, the Dean of Students, the Registrar, and the Director of Admissions.
3. Persons holding appointments with "associated faculty rank."
4. Members of the administrative staff whom, as teachers, have previously been entitled to vote, even though they no longer teach.
5. Others granted voting eligibility by vote of the faculty.

Order of Business in Faculty Meetings:

Call to order and approval of minutes
Reports of committees
Reports of officers
Question period
Old business
New business
Adjournment

It is a rule of the faculty that proposals that would make a substantive change in the academic policy of the College will be tabled for two weeks (the usual time between regular faculty meetings) after their introduction. The rule has been interpreted to permit discussion at the time the proposal is introduced, but to preclude action, including amendment, until the next regular meeting of the faculty.

Although full legal responsibility for the establishment of institutional responsibility rests with the Board of Trustees, the faculty traditionally has exercised control over academic matters such as curriculum and requirements for admission and graduation.

COMMITTEES

There are three kinds of committees that support the governance of the College: Appointed Faculty Committees, Joint Administration or Trustee Committees (with Appointed or Elected Faculty Representation), and Ad Hoc Administrative Committees. The President and the Dean of the College are *ex officio* members of all committees.

The faculty approves faculty membership of all appointed committees. Faculty has an opportunity in the spring semester to indicate their preferences for appointment to committees. The Committee on Committees will seek an equitable distribution of committee work. To insure that faculty members may become acquainted with different aspects of the College, a faculty member who has served on a particular committee for several years will ordinarily be assigned to a different committee.

Faculty elections are held each spring (as needed) for APC (At-Large), Budget Committee, Committee on Committees, Faculty Development Committee, Faculty Visitor to the Board of Trustees, Financial Aid Committee, Representatives to the GLCA Academic Council, and Trustee Committee on College Life.

When student membership is not prescribed for a committee, the committee may upon its own volition seek student members.

When committee work is not appropriate for assignment to one of the standing committees, an *ad hoc* committee will be appointed and disbanded when its service is completed.

First-year faculty are not usually asked to serve on committees.

At the conclusion of the spring semester, the committee's chair should file with the Dean's Office a brief report of the committee's activities and ensure that its records are in good order.

In the spring of 1998, the faculty approved the following guidelines regarding committees:

1. Except for the Teacher Education Committee, the Pre-Health Professions Committee, and the Academic Policy Committee, committees shall be held to a maximum of three faculty participants, exclusive of coaches and *ex officio* members.
2. Terms of office for appointed faculty committees should normally be two years.
3. All elected and appointed faculty committees shall report to the faculty annually before the last regular faculty meeting. This report shall include an outline of their activities and accomplishments. The reports should be sent to the secretary of the faculty and e-mailed to all faculty. At the faculty meeting after the report is submitted members of the committee should be prepared to answer questions that may arise from the report.

In the discussion of the guidelines, it was noted that there might be other committees with mandated representation for which the limit of three faculty would be inappropriate and for which the term of office would exceed two years.

ELECTION AND APPOINTMENT TO COMMITTEES

The faculty adopted the following procedures for faculty elections November 17, 1969:

1. At the faculty meeting immediately preceding any election, the President will announce the election for the next meeting. At the time of the announcement the President will describe briefly the position to be filled and invite the faculty to make nominations in writing to the Secretary.
2. Secretary's regular announcement of the pending meeting will include the names of all nominees received. Further nominations in writing will be in order up to the time of the faculty meeting and the right to make nominations from the floor will be preserved.

At the same time the faculty provided for a three-member committee, elected by the faculty, to consult with the administration in the appointment of faculty members to committees. The Dean of the College serves as chair. Members serve for three years and one member is replaced each year.

APPOINTED FACULTY COMMITTEES

These are committees appointed by the Committee on Committees and confirmed by vote of the faculty at an early fall meeting. Unless otherwise noted, appointments are for two years.

Admissions Committee. The committee serves as an advisory resource for the Office of Admissions in studying and formulating admissions policy and strategy for the College. Additionally, the Admissions Committee will be consulted on marginal applications and on the competition for international scholarships. The Committee is co-chaired by the Director of

Admissions and a member of the Faculty, meets monthly during the academic year, and makes regular reports to the Faculty.

Athletics Committee. This committee reviews the College's policies with respect to intercollegiate athletics. It is responsible for maintaining the standards of conduct required by the National Collegiate Athletic Association (NCAA). The committee makes recommendations on written petitions concerning questions of compliance with rules and regulations and submits them to the President of the College for his approval.

Gender Issues Committee. This committee's general objectives are to enrich the curriculum and the quality of life at Wabash College by encouraging perspectives that recognize and actively address issues of gender. It also oversees areas of concentration.

Graduate Fellowships Committee. This committee serves students as a source of information and advice about scholarships and fellowships, including the Danforth, Fulbright, Marshall, Rhodes, and Truman, for which the local selection committee makes nominations.

Lecture Planning Committee and Implementation Committee. These committees make arrangements to bring outside lecturers to the campus. Committee members serve first on "Planning" then on "Implementation."

Multicultural Concerns Committee. This committee considers the impact on minority students of such matters as curriculum, student recruitment and financial aid, community and student life, academic support, faculty and staff recruitment, and alumni relations. It also oversees areas of concentration. The committee meets regularly and welcomes recommendations of appropriate topics from any member of the Wabash community.

Off-Campus Study Committee. This committee supervises and evaluates all off-campus study programs available to Wabash students. It receives and approves applications from students who propose to study off-campus and approves applications for internships during the academic year.

Pre-Engineering Committee and Pre-Health Sciences Committee. The committees supervise the programs and advise pre-engineering and pre-health science students. The Pre-Health Sciences Committee also provides recommendations for the professional schools.

Pre-Law Committee. This committee advises students about preparation for a career in the law.

Teacher Education Committee. This committee, in cooperation with the Director of the program, supervises and reviews teacher training in the College and advises the faculty concerning the needs of the program. The committee also makes decisions about student admission to and retention in the program, reviews the standards required, and, in general, oversees this area of concentration.

Teaching and Learning Committee. This committee seeks to enhance the teaching-learning process by providing information and organizing workshops.

**JOINT ADMINISTRATION OR TRUSTEE COMMITTEES
(WITH ELECTED FACULTY REPRESENTATION)**

Academic Policy Committee. This committee reviews all proposals that directly affect the curriculum of the College. It is responsible for a continuing self-study of the academic program. The committee recommends to the full faculty changes in academic policy and the curriculum. Committee membership includes seven faculty members and three students; the Dean of the College (chair), the Dean of Students, and the Division Chairs serve *ex officio*. Six faculty members are elected from and by Divisions and one is elected at-large for two-year terms. The Student Senate appoints the students for two-year terms.

Agenda Committee. This committee is a subcommittee of the Academic Policy Committee responsible for agenda items originating from any source--student, faculty, or administration. It is comprised of four members: the APC secretary *ex officio* and two other faculty members of APC so that each division is represented, and one student member of APC. The chair of APC, in consultation with APC and the Agenda Committee, fills vacancies. The Agenda Committee meets at least once a semester to plan APC activities for the term and to set the larger program for the entire year. As new proposals arise, the chair of the Agenda Committee distributes them to committee members, with meetings called as necessary.

Budget Committee. The committee, chaired by the Chief Financial Officer of the College and including the President of the College, the Dean of the College, and two faculty members elected by the faculty for three-year terms, reviews, establishes priorities, and recommends to the President of the College the Current Operating and Capital Budget for the coming fiscal year.

Curriculum Appeals and Final Honors Committee. This committee is a sub-committee of the Academic Policy Committee and, together with the Registrar, sits as a court of equity to act on student petitions for exceptions to curricular requirements. It reviews periodically the requirements for final honors in the College and recommends revisions when they seem to be in order. It also acts as the screening committee for the John Maurice Butler Prize and the Lewis S. Salter Prize, receiving nominations, collecting supporting materials, and making recommendations to the faculty.

Committee on Committees. This committee each year asks the faculty to express a preference for committee service and, during the summer, draws up a proposed membership list for the appointed faculty committees. This list is submitted to the faculty at the first regular faculty meeting in the fall for its confirmation. Committee membership: the Dean of the College, who serves as chair, and three-elected faculty members, one from each Division.

Faculty Development Committee. This committee administers all faculty development funds, including those derived from the John J. Coss Memorial Fund. (See p. 42 for a description of the funds and guidelines.) The committee consists of three faculty members, representing each Division and elected to three-year terms, the three Division Chairs, and the Dean of the College. The Dean appoints the committee chair from among the faculty members.

Financial Aid Committee. This committee meets regularly to formulate, review, and revise financial aid and scholarship policies. The committee also considers appeals of financial aid decisions affecting individual students. Membership includes the President, the Dean of the

College, the Treasurer of the College, the Dean of Admissions, the Dean of Students, Director of Financial Aid, and one faculty member elected by the faculty for a term of three years.

Trustee Committee on College Life. A committee consisting of members of the Board of Trustees, faculty, and students meets three times a year at the same time as the Board of Trustee meetings. The committee discusses issues that affect the quality of student life and makes recommendations to the Board of Trustees. The two faculty members are elected to two-year terms by the faculty.

JOINT ADMINISTRATION OR TRUSTEE COMMITTEES (WITH APPOINTED FACULTY REPRESENTATION)

Academic Personnel Committee. This committee conducts tenure and promotion reviews of faculty members, the annual review of faculty salaries, and a continuous study of teaching needs and responsibilities. This committee consists of the Dean of the College and the Division Chairs.

Business Area of Concentration Committee. This committee oversees business areas of concentration, as well as counseling students on preparation for careers in business, including courses to take, activities to be involved in, and choices of business schools and degrees in business. In addition, the committee regularly reviews the curriculum of the College and notifies faculty advisors and students of appropriate courses. The committee should include the Director of Career Services, a member of the Economics Department, and a member of the Admissions Office.

Fine Arts Scholarships Selection Committee. Membership: two faculty members from each of the Art, English, Music, and Theater Departments, and the Division II Chair. The committee reviews applications to select candidates for campus interviews and performances, after which the committee chooses the Fine Arts Scholars. The Chair of Division II chairs the committee and confirms its membership.

Honorary Degrees Committee. It is the responsibility of this joint trustee/faculty committee to collect and keep a list of the names of all persons proposed for honorary degrees and to nominate annually to the Board of Trustees through its Honorary Degrees Committee, an appropriate slate of candidates to be recognized at Commencement and such other times as the Trustees may authorize. The committee includes two appointed faculty members and a faculty secretary, as well as the Division Chairs and the Dean of the College, *ex-officio*.

Lilly Scholarships Selection Committee. Each year Wabash offers Lilly Scholarships to entering freshmen based on their potential to be future leaders of society. The committee includes members of the Board of Trustees, alumni, and faculty, as well as the Dean of Students, the Associate Dean of Student Affairs, the Dean of the College, and the President. The committee reviews applications to select candidates for interviews. After the interviews, the committee chooses the Lilly Scholars. The Dean of the College is Chair of the committee and appoints the committee members for three-year terms.

ELECTED ASSIGNMENTS

Faculty Visitor to the Board of Trustees. Elected by the faculty, the Visitor serves a term of two years. The Faculty Visitor attends Board meetings as an observer to report to the faculty matters of particular interest

Representatives to the GLCA Academic Council. Two faculty members are elected by the faculty to represent Wabash at meetings of the GLCA Academic Council. The terms are for three years. The council provides faculty with information on consortial activities such as Off-Campus Programs, the Tuition Remission Exchange, Women's Studies, the Conference Schedule, and Faculty Development. The Academic Council also makes recommendations for improving GLCA programs and initiating new projects.

Secretary to the Faculty. Elected by the faculty for a five-year term, the Secretary notifies the faculty of the time and agenda of faculty meetings takes the minutes at the meetings and distributes them.

AD HOC ADMINISTRATIVE COMMITTEES

Animal Welfare Committee. In order to meet federal guidelines for the proper care of research animals, the Dean of the College appoints a committee including faculty, a veterinarian, and a lawyer to review research programs and animal facilities.

Community Service Committee. The committee provides Wabash students, faculty and staff with opportunities to learn about and participate in volunteer service opportunities in Crawfordsville, Montgomery County and beyond. It seeks to engage the Wabash community in an on-going discussion of the value of such service learning.

Film Series Committee. The Dean of the College appoints a committee of faculty members interested in the history and art of the film to prepare an annual program of films for the College community.

Fringe Benefits Committee. The committee periodically reviews the employee benefit programs and recommends possible program changes to the administration. The committee consists of two faculty members appointed by the Dean of the College, two bi-weekly staff members appointed by the administration, one member of the administrative staff, one retired employee, and the Chief Financial Officer, who serves as Chair. Members serve three-year terms.

Human Research Committee. The committee reviews research involving the use of human subjects. The committee makes judgments concerning questions of ethics arising in experiments. The Dean of the College appoints the committee.

Ides of August Committee. A committee of three faculty members, one from each of the College's Divisions, organizes the annual celebration of faculty development projects. The Dean of the College appoints each committee member for a three-year term.

International Studies Program Committee. The committee advises students who are beginning work in the International Studies Program, and oversees this area of concentration. The Dean of the College appoints the committee

McLain-McTurnan-Arnold Research Scholar Committee. The Dean of the College appoints a faculty committee to award the McLain-McTurnan-Arnold Research Scholar Fellowship. The appointment is for a three-year term. The committee consists of three members, one from each of the College's Divisions, who request and review applications for the award and select the winner.

Safety Committee. All matters of safety at the College are studied and reviewed by the committee. The Committee is responsible for the development and implementation of safety policy and practices, including proper disposal of chemical and biological wastes and performance of a blood-borne pathogen program and radiation safety. It includes members from the faculty who supervise laboratories, art studios, the theater shop; staff members from the Infirmary, Campus Services and Athletic Departments; the Chemical Hygiene Officer, and the Radiation Safety Officer. The Dean of the College appoints committee members.

Science Integrity Committee. To comply with federal guidelines, the committee will review allegations of misconduct in science (fabrication, falsification or plagiarism of results), and if cause exists, an investigation will be completed including the required reports to the Public Health Service. The Dean of the College appoints faculty members from the life sciences, the physical sciences, the behavioral sciences, and the humanities. An administrative staff member will chair the committee.

Student Insurance Committee. The committee that is appointed by the Dean of the College makes recommendations concerning student health insurance and athletic insurance.

Technology Advisory Committee. The committee, with representatives from the faculty, staff, and administration, advises the Dean of the College on technology issues. The Dean of the College appoints the committee members for three-year terms. A faculty member appointed by the Dean of the College chairs the committee.

Visiting Artist Planning and Implementation Committees. Artists are invited to the campus for performances, lectures, and workshops through the work of these two committees. The Chair of Division II, who serves on the committee ex officio, appoints the members for two-year terms. Committee members serve first on "Planning" then on "Implementation."

OTHER APPOINTED ASSIGNMENTS

Cultures & Traditions Co-Chairs. Cultures & Traditions, the sophomore required course, is administered by two members of the faculty. The Dean of the College appoints them for two-year terms; usually at least one is from the Departments of Philosophy and Religion and History. The Co-Chairs are responsible for designing the course curriculum, selecting texts and preparing the readings book, choosing faculty to teach the course, conducting course staff meetings, and setting examinations.

Director of Colloquium. The Dean of the College appoints the Director of Colloquium who handles administrative details associated with Senior Colloquium including text selection, student and faculty recruitment and recording grades.

Faculty Athletic Representative. The Faculty Athletics Representative to the NCAA represents the College at conference and NCAA meetings and is responsible for the College's compliance with NCAA Division III regulations.

Freshman Tutorial Co-Directors. The Dean of the College appoints the Co-Directors of the Freshman Tutorial Program for two-year terms. They are responsible for organizing the tutorials, selecting faculty to teach them, and conducting course staff meetings.

Off-Campus Program Liaisons. The Dean of the College appoints liaisons for GLCA/ACM programs and initiatives, including the following: Africa, The Borders Program, China, Japan, Latin America, the Newberry Library, the New York Arts, Oak Ridge National Laboratory, the Philadelphia Urban Program, Scotland, Russian Semester, and Women's Studies.

Advisors for National and International Fellowship Programs. The Dean of the College appoints advisors to share information with students and faculty concerning the Fulbright, Goldwater, Truman, Rhodes and other prestigious fellowships

**POLICIES ON ACADEMIC APPOINTMENTS,
TENURE, ACADEMIC FREEDOM,
AND RELATED MATTERS**

CONDITIONS OF APPOINTMENT

Wabash College is committed to full compliance with all provisions of Title IX of the Federal Education Amendments of 1972 and with Section 504 of The Rehabilitation Act of 1973, as amended, which are relevant to our educational and employment practices. As permitted by federal law, Wabash will continue to maintain its present admission policies and its status as a college for men.

However, the College remains committed to equal opportunity in employment. It is the College's policy that, as required by law, equal employment opportunities be available to all persons without regard to race, sex, age, color, religion, national origin, citizenship status, or disability. This policy applies to all employees and applicants for employment and to all phases of employment including hiring, promotion, demotion, and treatment during employment, rates of pay or other forms of compensation, and termination of employment.

APPOINTMENTS

The President, having received the recommendation of the Dean of the College, makes all faculty appointments. The terms and conditions of each appointment will be stated in writing and be in possession of both the College and the faculty member before the appointment begins.

Appointment to a tenure-track position means that the faculty member shows the qualities and potential that may lead to tenure. The standards for continuing appointments are measured against the reference points in the characteristics of the teacher-scholar described on page 3. It is the responsibility of the faculty member to demonstrate the qualities, continued growth, and potential that give confidence in sustained performance and development as an excellent and innovative teacher, a creative and productive scholar, and a valued member of the Wabash community. Renewal of contract is an expression of this confidence, based on educational judgment, not simply a reward for achievement. Successive reviews require higher levels of confidence from the evidence presented. The award of tenure reflects the Tenure Committee and the President's complete confidence in future performance based on the evidence from the candidate's record.

Faculty Reviews

Every review is an occasion for a Department to demonstrate its commitment to excellence, fully supporting the mission of Wabash College.

While all reviews are, by their nature, evaluative, each review has a distinct focus. The first year review is primarily advisory in nature. The second-year review is intended to be primarily developmental, emphasizing the faculty member's progress as a teacher and department member. The fourth-year review, which serves as a pre-tenure review, assesses the faculty member's accomplishments as an established teacher, a developing scholar, and a continuing colleague. The tenure review is an evaluation of the faculty member's demonstration of unusual merit and skills of special value to the curriculum of the College, as well as his or her promise of continuing excellence in the full range of qualities that characterize the teacher-scholar.

The Department Chair directs the first-year advisory review. The Dean directs the second- and fourth-year reviews. Faculty should understand that successful second and fourth-year reviews do not guarantee a successful tenure review.

The Dean of the College and the Division Chairs constitute the Tenure Committee, which directs the review and makes a recommendation to the President of the College, who has access to all review materials. All recommendations from the Dean and the Division Chairs are discussed with the President and are based on their educational judgment of the candidate's teaching, the quality of his or her creative or scholarly activity and publications, the range of intellectual interests, and participation in and leadership of the college community. The President makes the final decision in all reviews.

It is important for all tenure reviews that each candidate will have completed five years of teaching at the college level before a tenure review begins. Acceptance of tenure heightens the faculty member's commitment to continued excellence and performance and obligates him or her to participate in the affairs of the College with greater responsibility and effectiveness.

The term "tenure" means that the services of a faculty member with tenure will be terminated only for cause (for example, continuing to perform, despite written warning, at a level below that prescribed in this handbook) or due to the College's changing needs and circumstances. The College's situation (size and enrollment, department structure, financial conditions, or programmatic changes), as well as a faculty member's merits, provides the basis for judgments concerning tenure.

At the conclusion of each review, materials collected in the personnel review dossier will be available to the faculty member. These materials become a part of the review dossier for subsequent reviews. The dossier does not include any items specified below as 'confidential' and is on file in the Dean of the College's Office.

The faculty member may consult his or her review dossier at any point between reviews. Upon submitting the prescribed new materials for a review, the faculty member is encouraged to review all previous non-confidential material in the dossier. The faculty member should then discuss with the department chair the materials present in the portfolio, including new materials submitted by the faculty member. The chair may recommend additional materials to be added by the candidate. The candidate may ask that missing material be added. When this process is completed the chair and faculty member will prepare and sign a statement indicating that they have reviewed the contents of the file. From that time until the end of the review, the faculty member may submit no additional materials unless the Academic Personnel Committee requests it. However, the candidate may update the status of material in the portfolio. For example, if a publisher accepts a submitted manuscript this change in status may be documented.

The Chair and the Departmental Review Committee will read all accumulated materials in the dossier as a part of their deliberations during the next review. After they have submitted their letter of evaluation and all supporting materials, no additional materials may be added unless requested by the Academic Personnel Committee. The Division Chairs, the Dean of the College, and the President will also review these materials as a part of any review decision process.

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REVIEW PROCESSES FOR CONTINUING APPOINTMENTS

Timetables for Reviews

In the summer or semester preceding a review, the Dean of the College will set a timetable for the activities described in the following sections and distribute it to the faculty member being reviewed, his or her Department Chair, and the Division Chairs.

By the end of the spring semester of the first year, the Department Chair will provide an advisory review for new faculty on continuous appointment.

The Second-year and Tenure Reviews will be conducted in the Fall Semester and completed no later than December 15, except in compelling circumstances as determined by the Dean of the College. The Fourth-year Reviews will be conducted in the Spring Semester and completed no later than May 15, except in compelling circumstances as determined by the Dean of the College. The Dean will meet with the faculty member and his or her Department Chair early in the semester of the review to go over the process and the timetable of activities.

The faculty member should be aware of procedures and timelines for all reviews. He or she should communicate regularly with his or her department chair and the Dean of the College to ensure that the review proceeds in a timely fashion. However, it is understood that a missed deadline will not invalidate a review unless it can be shown that missing the deadline changed the review outcome.

Membership of Departmental Review Committees

For purposes of reviews, except the first-year advisory review, a departmental review committee will be constituted as follows:

- a) All tenured members of the department unless a tenured member is a spouse or a family member of the individual being reviewed;
- b) The department chair, even if he or she is not tenured, unless the department chair is the individual being reviewed;
- c) When deemed appropriate by the Academic Personnel Committee, other department members judged by the Dean of the College to have particular expertise, appropriate experience, and no discernable conflict of interest; and
- d) For small or largely untenured departments, the Academic Personnel Committee may select tenured faculty in a related department to expand the Departmental Review Committee.

First Year Advisory Review

The Department Chair will review the faculty member's performance with him or her, emphasizing teaching and learning, and discussing plans for research/creative works and service to the College community. This review follows earlier and regular conversations between the two throughout the first year.

Before the review, the Chair will consult with the faculty member regarding what materials should be assembled and how teaching will be assessed. (In small departments the faculty

member, the Department Chair, and the Dean of the College may agree to ask a tenured member in a related department to assist in the review.)

After the Department Chair has discussed the results of the review with the faculty member, the Department Chair discusses his or her report of this review with the appropriate Division Chair. A summary of both discussions and the report of the review, written by the Department Chair, will be sent to the Dean of the College and included in the review dossier.

Second-year Review

The steps in this review are:

1. A systematic gathering of student comments that assist in an assessment of the quality of teaching. If there are no current students who have taken an upper level class from the faculty, then the faculty may get permission from the Dean to include a graduate(s) in the list of students. This must include an approximately equal number of written comments from current students and individual interviews. The Department Chair and the appropriate Division Chair will share with approximate equality the gathering of student comments. Both the faculty member and the Dean's Office will assemble a list of students (the number to be specified by the Dean) whose comments on the candidate's effectiveness as a teacher will be solicited. These students should represent a broad range of teaching and learning experiences, including all-college courses. The Department and Division Chair will contact students for individual interviews. The Dean will write the students from whom written comments are requested. Those on the lists who do not respond initially to the request will be contacted again; if a representative number of those on either list do not respond, additional students will be identified and contacted. Summaries of students' written comments and interviews (with names and other identifying information removed) become a part of the review dossier and will be available to the Departmental Review Committee.
2. For the review dossier, the faculty member should prepare the following materials:
 - a) an up-to-date vita;
 - b) a statement describing and reflecting on:
 - i) his or her development as a teacher, including class materials developed or revised by the candidate, and evidence supporting the effectiveness of the candidate's teaching;
 - ii) his or her specific research and creative work, especially that which the Trippet funds supported, including copies of published materials or published reviews of the faculty member's work, if available;
 - iii) his or her responsibilities as a faculty advisor, and service to the Department and College, and
 - c) other materials specified by the Dean or mutually agreed on as acceptable.

The Department Chair will review these materials with the faculty member, asking for clarification, if necessary, and additional information, if needed. A summary of this discussion will be sent to the Dean immediately after the meeting and will be included in the review dossier.

3. The Department Chair, with assistance from the Departmental Review Committee, will add to the review dossier:
 - a) summaries of previously documented conversations with the faculty member about teaching and learning and research.
 - b) an assessment of the faculty member's teaching and learning, with supporting documents generated by the Department. With the Dean's approval, the Department Chair may use multiple means of assessment, such as a series of class visits by the Department Chair and/or an outside faculty member, or a review of the faculty member's responses to evaluation forms he or she has developed and used in courses;
 - c) an in-house review and evaluation of the candidate's research or creative work; and
 - d) a summary and evaluation of the candidate's contributions to the Department and the College.
4. All members of the Departmental Review Committee will read and discuss these materials, as well as those in the permanent review dossier. After these discussions, the Chair will send a written evaluation of strengths and weaknesses and recommendation to the Dean of the College, with a copy to the appropriate Division Chair. All supporting materials (described in items 2 and 3) will accompany the letter to the Dean. The letter should be signed by all members of the review committee and will be included in the review dossier. Minority opinion, dissents, or any other additional comments should be cited in this letter.
5. Before the Dean and Division Chairs begin their deliberations, the Dean will ask the faculty member to check the list of all the documents assembled for the review and to confirm that all steps in the process have been taken. If everything is not in order, the review is halted until missing materials have been included and the process is completed.
6. The appropriate Division Chair and Dean will discuss all materials, including the departmental evaluation and recommendation.
7. If the Dean determines that clarification or additional information is necessary, he or she will consult the Department Chair. A record of this consultation will be included in the review dossier.
8. The Dean will recommend renewal or termination of contract to the President, who has access to all review materials.
9. The President makes the final decision.
10. After the Dean notifies the faculty member of the President's decision, the Department Chair and the appropriate Division Chair will discuss the results of the review with the faculty member, identifying strengths and weaknesses, and, in the case of renewal, discussing

faculty development support from the Department and the College. A memo of this discussion, written by the Division Chair, will become a part of the review dossier.

Fourth-year Review

The steps in this review are:

1. A systematic gathering of student comments that assist in an assessment of the quality of teaching. If there are no current students who have taken an upper level class from the faculty, then the faculty may get permission from the Dean to include a graduate(s) in the list of students. This must include an approximately equal number of written comments from current students and individual interviews. The Department Chair and the Division Chairs will share with approximate equality the gathering of student comments. Both the faculty member and the Dean's Office will assemble a list of students (the number to be specified by the Dean) whose comments on the candidate's effectiveness as a teacher will be solicited (students shall be selected from among those who have had meaningful contact with a faculty member since the beginning of his/her last review). These students should represent a broad range of teaching and learning experiences, including all-college courses. The Department and Division Chairs will contact students for individual interviews. The Dean will write the students from whom written comments are requested. Those on the lists who do not respond initially to the request will be contacted again; if a representative number of those on either list do not respond, additional students will be identified and contacted. Summaries of students' written comments and interviews (with names and other identifying information removed) become a part of the review dossier and will be available to the Departmental Review Committee.
2. For the review dossier, the faculty member should prepare the following materials:
 - a) an up-to-date vita;
 - b) a statement describing and reflecting on:
 - i) his or her development as a teacher, including class materials developed or revised by the candidate, and evidence supporting the effectiveness of the candidate's teaching;
 - ii) his or her specific research and creative work, including that which the Trippet funds supported, including copies of published materials or published reviews of the faculty member's work, if available;
 - iii) his or her responsibilities as a faculty advisor, and service to the Department and College;
 - c) a multiple year projection of teaching and learning plans and research/creative work; and
 - d) other materials specified by the Dean or mutually agreed on as acceptable.

The Department Chair will review these materials with the faculty member, asking for clarification, if necessary, and additional information, if needed. A summary of this discussion will be sent to the Dean immediately after the meeting and will be included in the review dossier.

3. The Department Chair, with assistance from the Departmental Review Committee, will add to the review dossier:
 - a) summaries of previously documented conversations with the faculty member about teaching and learning and research.
 - b) an assessment of the faculty member's teaching and learning, with supporting documents generated by the Department. With the Dean's approval, the Department Chair may use multiple means of assessment, such as a series of class visits by the Department Chair and/or an outside faculty member, or a review of the faculty member's responses to evaluation forms he or she has developed and used in courses;
 - c) an in-house review and evaluation of the candidate's research or creative work; and
 - d) a summary and evaluation of the candidate's contributions to the Department and the College.
4. All tenured members of the Departmental Review Committee will read and discuss these materials, as well as those in the permanent review dossier. After these discussions, the Chair will send a written evaluation of strengths and weaknesses and recommendation to the Dean of the College, with a copy to the appropriate Division Chair. The letter to the Dean will be accompanied by all supporting materials (described in items 2 and 3). The letter should be signed by all members of the review committee and will be included in the review dossier. Minority opinion, dissents, or any additional comments should be cited in this letter.
5. The Dean of the College will invite the faculty member's colleagues in the Wabash community to write individual letters of comment for the review dossier. The Dean will also solicit comments from particular colleagues and students (e.g., chairs of all-college courses, chairs of committees, advisees, colleagues who have taught with the candidate and people involved in co-curricular activities of the candidate). If confidentiality is requested, a summary by the Dean of their substantive comments may be made a part of the review dossier. These materials will be available to the Departmental Review Committee.
6. Before the Dean and Division Chairs begin their deliberations, the Dean will ask the faculty member to check the list of all the documents assembled for the review and to confirm that all steps in the process have been taken. If everything is not in order, the review is halted until missing materials have been included and the process is completed.
7. If the Dean determines that clarification or additional information is necessary, the Dean and the Division Chairs will consult the Department Chair. A record of this consultation will be included in the review dossier.
8. The Division Chairs and Dean will recommend renewal or termination of contract to the President, who has access to all review materials.

9. The President makes the final decision.
10. After the Dean notifies the faculty member of the President's decision, the Dean and appropriate Division Chair will discuss the results of the review with the faculty member. A memo of this discussion, written by the Division Chair, will become a part of the review dossier.

Tenure Review

The steps in this review are:

1. A systematic gathering of student comments that assist in an assessment of the quality of teaching. This must include an approximately equal number of written comments from current students and individual interviews. The Division Chairs and the Dean will share with approximate equality in the gathering of student comments. Both the faculty member and the Dean's Office will assemble a list of students (the number to be specified by the Dean) whose comments on the candidate's effectiveness as a teacher will be solicited (students shall be selected from among those who have had meaningful contact with a faculty member since the beginning of his/her last review). These students should represent a broad range of teaching and learning experiences, including all-college courses. The Division Chairs will contact students for individual interviews. The Dean will write the students from whom written comments are requested. Those on the lists who do not respond initially to the request will be contacted again; if a representative number of those on either list do not respond, additional students will be identified and contacted. The written comments and interview summaries (with names and other identifying information removed) become a part of the review dossier and will be available to the Departmental Review Committee.
2. The Dean will send letters to alumni who have graduated in the last five years and request extensive comments on the faculty member as a teacher and a member of the Wabash community. A copy of the text of the Dean's letter will be placed in the review dossier, but not the alumni names. The Dean will specify the number of alumni; approximately half of those written will come from the faculty member's list. If confidentiality is requested, a summary by the Dean of their substantive comments may be made a part of the review dossier.
3. The faculty member will identify four outside evaluators of his or her research or creative work. The Dean of the College, after consultation with the Department Chair and the appropriate Division Chair, will select two evaluators. In addition to copies of the candidate's research or creative work, the Dean will send the evaluators the passages from the Faculty Handbook describing faculty responsibilities and a letter emphasizing that the College seeks an assessment of the quality, originality, and significance of the faculty member's research or creative work. (A copy of the Dean's letter will be included in the review dossier.) The evaluators' reports are confidential, although their contents will be summarized in the discussion with the faculty member after the review is completed.
4. For the review dossier, the faculty member should prepare the following materials, which should reflect his or her development over the years at the College:
 - a) an up-to-date vita;

- b) a statement describing and reflecting on:
 - i) his or her development as a teacher, including class materials developed or revised by the candidate, and evidence supporting the effectiveness of the candidate's teaching;
 - ii) his or her specific research and creative work, including copies of published materials or published reviews of the faculty member's work, if available;
 - iii) his or her responsibilities as a faculty advisor, and service to the Department and College;
- c) a multi-year projection of teaching and learning plans and research/creative work that is of such nature that it can be reviewed and updated in later years; the projection should include an outline of a sabbatical leave proposal (for which the faculty member is eligible in the year immediately following successful Tenure Review); and
- d) other materials specified by the Dean or mutually agreed on as acceptable.

The Department Chair will review these materials with the faculty member, asking for clarification, if necessary, and additional information, if needed. Immediately afterwards, a summary of this conversation will be sent to the Dean and will be included in the review dossier.

5. The Department Chair, with assistance from the Departmental Review Committee, will add to the review dossier:
 - a) summaries of previously documented conversations with the faculty member about teaching and learning and research.
 - b) an assessment of the faculty member's teaching and learning, with supporting documents generated by the Department. With the Dean's approval, the Department Chair may use multiple means of assessment, such as a series of class visits by the Department Chair and/or an outside faculty member, or a review of the faculty member's responses to evaluation forms he or she has developed and used in courses;
 - c) an in-house review and evaluation of the candidate's research or creative work; and
 - d) a summary and evaluation of the candidate's contributions to the Department and the College
6. All members of the Departmental Review Committee will read and discuss these materials, as well as those in the permanent review dossier. After these discussions, the Chair will send a written evaluation of strengths and weaknesses and recommendation to the Dean, with a copy to the appropriate Division Chair. The departmental letter to the Dean will be accompanied by all supporting materials (described in items 4 and 5). The letter should be signed by all members of the review committee and will be included in the review dossier. Minority opinion, dissents, or additional comments should be cited in this letter.

7. The Dean of the College will invite the faculty member's colleagues in the Wabash community to write individual letters of comment. The Dean will also solicit comments from particular colleagues and students (e.g., chairs of all-college courses, chairs of committees, advisees, colleagues who have taught with the candidate and people involved in co-curricular activities of the candidate). If confidentiality is requested, a summary by the Dean of their substantive comments may be made a part of the review dossier. These materials will be available to the Departmental Review Committee.
8. Before the Dean and Division Chairs begin their deliberations, the Dean will ask the faculty member to check the list of all the documents assembled for the review and to confirm that all steps in the process have been taken. If everything is not in order, the review is halted until missing materials have been included and the process is completed.
9. Once the Tenure Committee begins deliberations, if the Dean determines that clarification or additional information is necessary, the Dean and the three Division Chairs will consult the Department Chair. A record of this consultation will be included in the review dossier.
10. If either step 8 or 9 means a delay beyond the decision deadline, the Dean will notify all parties of a postponement.
11. The Division Chairs and Dean make their recommendation to the President, who has access to all review materials.
12. The President will make the final decision.
13. After the President reports to the faculty member the College's decision, the Dean and appropriate Division Chair discuss the results of the review with the faculty member. A memo of this discussion, written by the Dean, is included in the review dossier.

PROMOTION

Promotion recommendations are the responsibility of the Dean of the College and the Division Chairs, with appropriate consultation with Department Chairs. The President makes the final decision on promotions.

Promotion to Associate Professor. Following a successful tenure review, an assistant professor will be tenured and promoted to associate professor effective at the beginning of the next academic year (July 1). Promotion to Associate Professor not only acknowledges that the faculty member has demonstrated unusual merit and skills of special value to the curriculum of the College, but also expresses the College's confidence in the faculty member's promise of continuing excellence in the full range of qualities that characterize the teacher-scholar.

Promotion to Professor. The education of undergraduate men, from the acquisition of knowledge and skills to the development of qualities of mind and character, is central to the mission of the College. Thus, the first consideration in promotion shall be excellence in teaching. In addition, the general requirements for promotion include participation in scholarly or creative work that extends beyond the College and allows the faculty member to test his or her ideas against the standards of the discipline. This testing process may take place in a variety of forms including published writings, creative activity in the arts, presentations before professional

societies, etc. Also important for promotion are the breadth and power of the faculty member's intellectual interests and his or her citizenship within the college community. The faculty member may suggest other criteria he or she feels particularly pertinent to the evaluation. Promotion to Professor acknowledges a faculty member's distinguished record of sustained excellence since tenure as a teacher, scholar, and leader. It also expresses the College's confidence in this individual's future sustained commitment to continued excellence in these areas, as well as to the mission of Wabash College.

The process for promotion from Associate Professor to Professor may be initiated at any time by the faculty member or by the appropriate Department Chair or Division Chair (if the candidate is a Department Chair). An initial step in the process is a discussion between the faculty member and the appropriate Chair. The Chair will then submit to the Dean of the College a letter of recommendation (copy to the faculty member). In addition, the faculty member will submit to the Dean of the College a portfolio including a reflective statement about his or her accomplishments in teaching, research or creative work, and college service since tenure; an up-to-date Curriculum Vita; evidence of teaching excellence, such as the results of the Department or Division Chair's review of teaching and/or testimonials from students and alumni; copies of publications and professional presentations since tenure; a statement of plans for teaching, professional development, and service to the College and Department; and other relevant materials selected by the faculty member. The Chair's letter and the faculty member's supporting materials should be given to the Dean of the College by the end of January. While no specific time guidelines exist for promotion to Professor, rarely is an Associate Professor promoted with less than eight years in rank.

Promotions to Professor will usually be announced at the time of the annual salary letters and will be effective July 1 of the next academic year.

Review of Associated Faculty

Associated faculty reviews will be modeled after the procedures for regular faculty. Specific modifications for associated faculty in athletics and in the library are available from the athletic director or the head librarian. The principal difference is that associated faculty does not receive tenure. Instead periodic reviews continue during the course of employment. Initial reviews are normally during the second and fourth year. The timing of subsequent reviews is stipulated in writing at the completion of a successful review. However, an individual's chair, director, or unit head may request a review in any year if deemed appropriate. The results of all reviews will be reported according to the following timetable:

1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that academic year.
2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that academic year.
3. At least 12 months before the expiration of an appointment after two or more consecutive academic years of service to the College.

APPOINTMENT OF DEPARTMENT AND DIVISION CHAIRS

At the beginning of each academic year, Department and Division Chairs whose appointments are due for review are notified by the Dean of the College that the review will take place. The Dean and the Chair will then discuss whose opinions and judgments will be sought, the schedule for the review, and other details. It is the usual practice of the Dean of the College to visit with at least each member of the appropriate department or division, the Division Chair (if the person being reviewed is a Department Chair), as well as other members of the faculty and staff who have a working relationship with the department or division. The Chair is also invited to recommend other members of the faculty for conversations with the Dean. When these interviews are completed, the Dean of the College discusses the results of the review with the Division Chairs and the President of the College in order to reach an appointment decision. A letter summarizing the review may also be prepared. The Dean then announces to the entire college community the new appointments. A copy is placed in the personnel file of new department or division chair.

Appointments and re-appointments are usually made for three to five years with review for renewal in the spring semester of the concluding year.

TERMINATION OF APPOINTMENT OR DISMISSAL

The Dean of the College, the President, or, if necessary, the Board of Trustees may terminate for cause a tenured professor or dismiss for cause a faculty member prior to the expiration of a term appointment.

STATEMENT ON OUTSIDE EMPLOYMENT

It is assumed that full-time teaching faculty will not undertake other employment. Any one contemplating temporary employment or more than occasional consulting work outside the College should obtain the approval of the Dean of the College.

GRIEVANCE PROCEDURE FOR FACULTY AND PERSONS WITH ASSOCIATED RANK

All informal procedures will be exhausted before these formal procedures are used, i.e., conversations with Department Chairs, Division Chairs, the Dean of the College.

I. Definitions of Grievance

A. A grievance is an action that is judged by a faculty member (or group of faculty members) to have constituted discrimination on the basis of sex and which affects directly and adversely the faculty member's academic freedom, professional standing, or economic position.

OR

B. A grievance is an action that is judged by a faculty member (or group of faculty members) to affect directly and adversely the faculty member's academic freedom, professional standing, or economic position.

II. Principles for Handling Grievance Investigations and Settlements

A. Assurance of justice and understanding to the allegedly injured party or parties.

- B. An attempt for prompt and final settlement of the case.
- C. Promotion of an atmosphere of mutual confidence in the College community.

III. Membership

The Grievance Committee shall consist of five members, drawn from the tenured faculty and those with associated faculty rank of associate professor or higher (hereafter referred to as faculty), exclusive of Division Chairs. Of these, two shall be appointed for the case at issue, one by the President of the College, the other by the principal in the grievance proceedings. The three additional members shall be elected at a special meeting of the entire faculty under the chairmanship of the secretary.

Nominations for the committee shall be made by secret ballot. Three committee members shall be elected from the pool of nominees using the following method: each faculty member shall rank order his/her top three choices. Votes shall be tallied by assigning three points to first choices, two points to second choices, and one point to third choices. The three candidates with the highest number of points shall be elected. Although Department Chairs, the Director of Athletics, and the Librarian shall be eligible for membership, they shall not sit on cases involving members of their own departments.

IV. Procedures

- A. Faculty member who considers that he or she has a grievance, and who wishes his or her case to be considered by the Committee herein described shall notify the Dean of the College in writing. Grievances involving reviews must be filed within 90 days. Thereupon the Committee shall be convened within ten class days.
- B. The principal shall make his or her appointment to the Committee after the other members of the Committee have been elected and appointed.
- C. The principal in such proceedings shall provide the Committee with a written statement of the particulars of his or her grievance, and the administration shall submit a written explanation of its action. These papers shall be available to all principals in the hearing.
- D. The principal in such proceedings shall be given opportunity to present his or her case, through testimony, documents, or the testimony of witnesses he or she summons in his or her behalf.
- E. The elected members of the Committee shall work out other particulars of the procedures. Where questions of the grievance committee's procedure arise, appropriate AAUP recommendations should be consulted.

V. Disposition of Findings

- A. The Committee shall submit a written record of its findings and recommendations directly to the President of the College and to the principal in the hearing.
- B. The Committee's report shall be made part of the permanent record of the case.

VI Further Recourse

- A. Should the Committee find no basis for grievance, the principals may continue to promote their case through the appropriate legal channels.
- B. Should the President of the College reject a positive finding of grievance from the Committee, the principal may continue the case through the appropriate legal channels.

PROFESSIONAL CONDUCT POLICY AND PROHIBITION AGAINST HARASSMENT

Wabash College is proud of its professional and congenial work environment, and will take all necessary steps to ensure that the work environment remains pleasant for all that work here. All employees must treat each other with courtesy, consideration, and professionalism. The College will not tolerate harassment of any employee by any other employee or supervisor for any reasons. In addition, harassment for any discriminatory reason, such as race, sex, national origin, disability, sexual orientation, age, or religion, is prohibited by state and federal laws, which may subject the College and/or the individual harasser to liability for any such unlawful conduct. With this policy, the College prohibits not only unlawful harassment, but also other unprofessional and discourteous actions. Accordingly, derogatory racial, ethnic, religious, age, sexual orientation, sexual or other inappropriate remarks, slurs, or jokes will not be tolerated.

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, or any other visual, verbal, or physical conduct of a sexual nature when:

1. Submission to the conduct is made either implicitly or explicitly a condition of the individual's employment;
2. Submission to or rejection of the conduct is used as the basis for an employment decision affecting the harassed employee; or
3. The harassment has the purpose or effect of unreasonably interfering with the employee's work performance or creating an environment that is intimidating, hostile, or offensive to the employee.

Each employee must exercise his or her own good judgment to avoid engaging in conduct that may be perceived by others as harassment. Forms of harassment include, but are not limited to:

1. Verbal: repeated sexual innuendoes, racial or sexual epithets, derogatory slurs, off-color jokes, propositions, threats, or suggestive or insulting sounds.
2. Visual/Non-verbal: derogatory posters, cartoons, or drawings; suggestive objects or pictures; graphic commentaries; leering; or obscene gestures;
3. Physical: unwanted physical contact including touching, interference with an individual's normal work movement or assault; and
4. Other: making or threatening reprisals as a result of a negative response to harassment.

Any employee who believes that he/she is or may be subjected to objectionable conduct must report it immediately to the Director of Human Resources, Chief Financial Officer, and Dean of the College or appropriate faculty representatives. Do not allow an inappropriate situation to continue by not reporting it, regardless of who is creating that situation. No employee in this organization is exempt from this policy. In response to every complaint, the College will take

prompt investigatory actions, and corrective and preventative actions when necessary. An employee who brings such a complaint to the attention of the College in good faith will not be adversely affected as a result of reporting the harassment.

Any employee who engages in objectionable conduct is subject to discipline up to and including termination.

FACULTY STATEMENT ON HARASSMENT (SPRING 1990)

We, the Faculty of Wabash College, affirm that our community should embrace both diversity and freedom of speech. While in no way wishing to abridge the free exchange of ideas, we believe that comments, written or spoken, and actions that threaten or embarrass people because of their race, gender, religion, occupation, sexual orientation, national origin, physical disability, or ethnic group hurt all of us. Such insensitivity to any individual or group betrays the spirit of the liberal arts. We invite Students, Staff, and Administrators to join us in fostering an environment of mutual respect.

NOTICE TO THE COLLEGE COMMUNITY PURSUANT TO THE DRUG-FREE SCHOOLS AND COMMUNITIES ACT AND THE DRUG-FREE WORKPLACE ACT

Wabash College complies with the Drug-Free Schools and Communities Act and with the Drug-Free Workplace Act, as they apply to students and employees of the College.

The College expects of its employee's standards of conduct excluding the unlawful possession, use, or distribution of illicit drugs and alcohol on College property or as part of any College activity. Appropriate sanctions range up to and including termination of employment and referral for prosecution, depending upon the severity of the violation.

The College's policy on employee abuse of controlled substances and alcohol is as follows:

By law, the manufacture, use, possession, sale, dispensation, or distribution of certain drugs and other substances--called controlled substances--is restricted. Abuse of controlled substances and alcohol can present serious issues, even at the College. Substance abuse can affect an employee's productivity, safety, and behavior. This policy is implemented to address that issue.

All College employees should report to work free of the influence of alcohol, drugs, controlled substances, or the misuse of any medication. Employees are asked to abide by this policy personally and to come to the aid of other employees who require assistance in eliminating abuse. Employees also are requested to cooperate in the College's efforts to maintain this policy at the College as a workplace.

Any employee who voluntarily identifies himself or herself to the College as having a drug or alcohol problem will not be subject to discipline for volunteering that fact. Rather, the College will refer that employee to a rehabilitation program to permit the employee an opportunity to eliminate dependence on drugs or alcohol.

Employees who volunteer such information and participate in a rehabilitation program are

not relieved of their obligation to comply with this policy. Return from rehabilitation may also be conditional on the employee's compliance with individual responsibilities.

When Wabash College employees are working under grants from agencies of the United States government, the following paragraphs also apply.

Because faculty members at Wabash College from time to time receive grants from agencies of the United States government, and because the college administers these funds, we are subject to the Drug-Free Workplace Act of 1988 and its Final Rules published May 25, 1990. The College must certify to the government that it will provide a drug-free workplace. This Notice is given in compliance with the requirements of the Act.

The unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance at the College as a workplace is prohibited. Controlled substances are those identified in Schedules I through V of Section 202 of the Controlled Substances Act and in Regulation 21 C.F.R. Section 1308.11-15. Copies of these Schedules and Regulation may be obtained from the Chief Financial Officer of the College.

Violations of this provision may result in discipline up to and including termination of employment and/or a requirement that an employee satisfactorily participate in a drug abuse assistance or rehabilitation program approved by a federal, state, or local agency.

The College has established a drug-free awareness program designed to inform employees of (a) the dangers of drug abuse in the workplace, (b) our Policy on Abuse of Controlled Substances and Alcohol, (c) any available drug counseling, rehabilitation, or employee assistance programs, and (d) discipline that may be imposed upon employees for drug abuse.

If an employee is convicted of violating any criminal drug statute and that violation occurred in the workplace, he or she must notify the College of this fact no later than 5 days after the conviction. The College, in turn, must notify the government agency of the employee's conviction within 10 days after receiving this notice.

If an employee is convicted for a criminal drug statute violation that occurred in the workplace, within 30 days after receiving notice of that fact, the College must take appropriate personnel action against him or her up to and including discharge or may require satisfactory participation in a drug abuse assistance or rehabilitation program.

The College distributes to each employee a booklet, *Health, Safety and Security Issues--A Guide for the Wabash Community*, to educate employees about this subject. Any questions an employee has about this Notice or the booklet should be addressed to the Dean of the College's Office.

**NOTICE TO THE COLLEGE COMMUNITY
CONCERNING THE STUDENT RIGHT-TO-KNOW
AND CAMPUS SECURITY ACT**

The Student Right-to-Know and Campus Security Act (Public Law 101-542) affects the College's continued participation in the Title IV student financial assistance programs authorized

by the Higher Education Act of 1965, as amended. In accordance with Title I of Public Law 101-542, the College will each year, upon request, provide current and prospective students with the required completion rates of degree-seeking students. In accordance with Title II of Public Law 101-542, the College will prepare, publish, and distribute to current students and employees (and, upon request, to prospective students and employees) the required campus security information.

SMOKING POLICY

It is College policy that employees and students will not smoke in classrooms or laboratories, the Scarlet Inn, the library, the pool and surrounding area, or the locker rooms, exercise rooms and sports courts of the gymnasium. When offices are used for classrooms, there should be no smoking during the class period.

SALARIES AND FRINGE BENEFITS

SALARY POLICY

The College Salary Policy was passed at the February 7, 1981, meeting of the Board of Trustees. The following excerpt is taken from the minutes of that meeting: "the salary policy for faculty and related support staff (such as athletics and library) should place the average salary for each rank or position in the middle of the first quartile of corresponding GLCA/ACM colleges' salaries."

SALARY REVIEW PROCEDURE

After the compensation level for the next financial year has been set, the Dean of the College reports this figure to the Division Chairs. The Dean and Division Chairs prepare guidelines for merit and promotion compensation, as well as for administrative service.

Late in the fall semester, each faculty member gives his or her Department Chair a written summary of and reflective comments on his or her teaching, creative or research activities, publications and public presentations, college service, and other relevant professional work during that calendar year. (Publications should be included in the year published. Exceptions to this policy may occur if publication is delayed for several years.) The Department Chair reviews these materials with the faculty member.

By the end of January, Department Chairs give their Division Chairs, after consultation with their Division Chair, a written evaluation of each department member's strengths and weaknesses, in support of a salary recommendation. A copy of the evaluation and recommendation is also given to the faculty member by mid February.

The Dean of the College and Division Chairs review these materials. If their evaluation is different from that of a Department Chair, the latter will be advised, allowing further discussion of the recommendation. The Division Chair will apprise the Department Chair and the faculty member of the final recommendation.

The Dean of the College and Division Chairs send their recommendations for faculty salaries to the President for his approval. After all salaries have been approved, Department Chairs will be informed.

The salary review procedure for Department and Division Chairs is similar to that for faculty. Department Chairs give their Division Chair a summary of and reflective comments on their year's activities. After a discussion of these materials, the Division Chair then prepares a salary recommendation for discussion by the Dean of the College and Division Chairs, a copy of which is given to the Department Chair. The Division Chairs and Dean forward salary recommendations to the President for his approval.

Each Division Chair will prepare a summary of his or her activities with reflective comments, and provide copies to his or her Department Chair and the Dean of the College. The Department Chair and Division Chair will discuss the materials, particularly service to the department. The Department Chair forwards his or her salary recommendations on the appropriate activities to the

Dean. The Dean should also discuss the year's work with the Division Chair before giving a salary recommendation the President.

SABBATICAL LEAVE

A formal sabbatical leave program, one year at half pay or one semester at full pay, went into effect with the academic year 1962-63. Faculty members become eligible in their sixth year at Wabash College to apply for a sabbatical leave in their seventh year, assuming that they have received tenure. They are then eligible to apply for additional sabbatical leaves at seven-year intervals. Faculty members who freely forego a particular sabbatical leave for the year in which they are eligible will continue to be eligible at the convenience of the College. When two or more members of the same department are simultaneously eligible, the Department Chair must write to the Dean of the College an evaluation of the effect on the Department's program. The College may (with adequate notice) postpone for one year an individual's eligibility for sabbatical leave.

Faculty is expected to use sabbatical leaves in a fashion that will enhance their contribution to the College when they return. They are encouraged to plan their sabbatical projects at least two years before eligibility. This should include conversations with colleagues, their Chair, and staff who may be able to assist them in securing funding. While the College will try to support the faculty member's sabbatical need, the College, to sustain the academic program, expects that the replacement faculty will use the office and computer, lab or studio of the faculty on sabbatical.

Requests for sabbatical leave should be made by October 1 of the year preceding the year for which the sabbatical is requested. A letter of application should briefly outline projected activities during the leave, noting how they will affect his or her teaching or otherwise contribute to the College. The initial application should be made to the Department Chair; it will then go to the Division Chair; and then on to a committee for action. The committee consists of the Dean of the College and the Division Chairs.

It is understood that the acceptance of a sabbatical leave carries with it an obligation to return to the faculty at the end of the leave. Following the sabbatical leave, the faculty member should file a report with his or her Chair (with a copy to the Dean of the College), summarizing the work completed, its effect on teaching and scholarly work, and plans for further progress.

Sabbaticals will not ordinarily be granted to persons contemplating full-time non-Wabash remunerative employment. The College continues to provide its portion of fringe benefits payments during sabbatical leaves. Faculty on sabbatical are also eligible for travel to professional meetings.

REGULAR LEAVE OF ABSENCE

The College grants one-year leaves of absence without pay. The processes for application and decision are the same as for sabbatical leaves, the request due no later than October 1 of the year before leave is requested. The leave year does not count as a year of college service accumulated towards a sabbatical leave. Faculty members must make arrangements for the continuation during their leaves of those fringe benefits for which they are eligible. Faculty members should consult with the Chief Financial Officer well in advance of their leave, in order to determine which benefits the College will continue to provide and pay for and which it will not.

LEAVE OF ABSENCE FOR UNTENURED FACULTY MEMBERS

The College grants leaves of absence to faculty members who are untenured and whose first regular teaching appointment is at Wabash with the understanding that the review schedule is delayed by the period of time the faculty member is away from campus. It is important for all tenure reviews that each candidate will have completed **five** years of teaching at the college level before a tenure review begins.

FAMILY AND MEDICAL LEAVE POLICY

To balance the demands of high quality service and the needs of family development and cohesiveness, Wabash College provides leaves of absence to eligible employees for certain family and medical reasons. This policy is intended to comply with a federal law know as the Family and Medical Leave Act of 1993 (“FMLA”).

Eligibility

To be eligible for a FMLA leave, an employee must have worked for the College as of the date the requested leave is to begin:

1. For at least 12 months
2. For at least 1,250 hours during the previous 12 months.

An employee may request FMLA leave for the following reasons:

1. Parenting Leave. This type of leave can be taken by an employee to care for a new son or daughter, including by birth or by adoption or foster care placement;
2. Family Medical Leave. This type of leave can be taken by an employee to care for the “serious health condition” of the employee’s spouse, child, or parent; or
3. Employee Medical Leave. This type of leave can be taken by the employee for his or her own “serious health condition,” if the condition renders the employee unable to perform his or her job functions.

The FMLA and its interpretive regulations define terms and establish rules for each of these types of leave. For example, an employee may only take Parenting Leave during the 12-month period that begins on the birth, adoption or placement. In addition, for purposes of Family Medical Leave, a “parent” means an employee’s biological parent or an individual who stood in the place of the employee’s parent when the employee was a child. The term “parent” does not include parents-in-law. “Son or daughter” means a biological, adopted or foster child, a stepchild or legal ward of an employee, or a child for whom the employee stands in the place of his or her parent, who is either under age 18 or is over age 18 and incapable of self-care because of a mental or physical disability.

Duration of Leave

An eligible employee is entitled to a total of 12 workweeks of leave (based on the employee's normal hours per week) during a 12-month period. A 12-month period for purposes of FMLA leave is a "rolling" 12-month period measured backward for each employee from the date he or she uses FMLA leave.

A special rule applies where a husband and wife are both eligible employees of the Employer. In that situation, the husband and wife will be permitted to take only a combined total of 12 weeks of FMLA leave during a 12-month period, if the leave taken is a Parenting Leave or a Family Medical Leave to care for a parent with a serious health condition.

Substitution of Paid Leave

Generally, FMLA leave is unpaid. If, however, an employee also has accrued paid leave of other types from the College, and if the employee's leave request meets the requirements of that paid leave program, the employee will receive paid leave benefits at the same time as he or she is receiving FMLA leave benefits. Similarly, if an employee properly requests leave available under a paid leave program for a purpose that is also covered by FMLA leave, the employee will receive FMLA leave benefits at the same time as paid leave benefits. The College will "substitute" that paid leave for FMLA leave by counting the paid leave toward FMLA leave entitlement, in accordance with the following chart:

<u>Type of Paid Leave</u>	<u>Substitution For</u>		
	<u>Parenting Leave</u>	<u>Family Medical Leave</u>	<u>Employee Medical Leave</u>
1. Sick Leave;	No	No	Yes
2. Short-Term Disability Benefits;	No	No	Yes
3. Personal Leave;	Yes	Yes	Yes
4. Vacation	Yes	Yes	Yes

An employee will be notified about the substitution of paid leave as soon as practicable after he or she requests FMLA leave.

If FMLA leave lasts only as long as an employee's substituted paid leave, then the employee needs only to meet the notice and certification requirements of that leave plan. If the paid leave is followed by an unpaid FMLA leave, however, the employee must fulfill all the requirements for taking FMLA leave.

Intermittent or Reduced Schedule Leave

An employee, under certain circumstances, may take intermittent or reduced scheduled leave in increments of no less than one-tenth of an hour. "Intermittent leave" generally means leave taken on an occasional basis for such reasons as medical treatments. "Reduced schedule leave" means a temporary, but regular, change in the employee's usual number of hours per day or hours per week. If an employee takes a Parenting Leave, the employee is not entitled to take leave intermittently or on a reduced schedule. For Family Medical or Employee Medical Leave, the employee may take an intermittent or reduced schedule leave if it is medically necessary. An

employee must provide to the College certification that a medical need for leave exists and that the medical need can best be accommodated through an intermittent or reduced schedule their leave. Employees needing intermittent FMLA leave or leave on a reduced leave schedule must attempt to schedule their leave so as not to disrupt the College's operations. In addition, if an employee requests intermittent or reduced schedule leave, the College may require the employee to transfer temporarily to an available alternative position, with equivalent pay and benefits, for which the employee is qualified and which better accommodates intermittent or reduced schedule leaves.

Notification Requirements

An employee must notify the College of his or her desire to take FMLA leave at least 30 days before the date FMLA leave is to begin by requesting and completing a Request for Leave Form (except in cases of medical emergency or unexpected changed circumstances, in which case the employee must give notice as soon as practicable after the employee is aware that he or she needs to take FMLA leave). Request for Leave Forms can be obtained from the Business Office. At the time an employee obtains a Request for Leave Form, the College will provide the employee with a leave notice explaining certain rights and responsibilities of the employee regarding FMLA leave.

If an employee requests Family Medical or Employee Medical Leave, the employee must submit a medical certification from the employee's or family member's health care provider within 15 days after the College delivers the Leave Notice and the Request for Leave Form. In the case of a request for intermittent or reduced schedule leave, the certification must also notify the College of the reasons why the intermittent or reduced schedule leave is necessary and the schedule for treatment, if applicable.

If an employee fails to give 30 days' notice for a foreseeable leave with no reasonable excuse for the delay, the College may deny FMLA leave until at least 30 days after the date the employee provides notice of the need for FMLA leave. After an employee submits a medical certification, the College may require an employee to obtain a second opinion from a provider of the College's choice and at its expense. In some cases, the College may require a third opinion from a provider selected jointly by the employee and the College.

During FMLA leave, an employee will be required to report periodically on his or her status and intent to return to work. Employees on a Family Medical or Employee Medical Leave will also be required to submit to the College medical recertifications every 30 days during the leave period subject to the same rules as the initial medical certification. Medical recertifications may also be required under certain specific circumstances, for example, when an employee requests an extension for a leave, when circumstances under an initial certification have significantly changed, or when an employee is unable to return to work after FMLA leave.

Upon the conclusion of an Employee Medical Leave, the employee must present certification to the College from his or her health care provider that he or she is able to return to work. Unless and until an employee provides this fitness-for-duty certification, the employee will not be able to return to work.

Continuation of Benefits

As a general rule, FMLA leave is unpaid leave. The College, however, will maintain an employee's coverage under the Wabash College Group Insurance and Total Disability Benefits Plans on the same conditions during FMLA leave period. An employee may choose not to continue coverage. An employee who continues health coverage must continue to pay his or her share of the premiums during FMLA leave period to maintain coverage. An employee's premium payment is due on the date agreed to by the employee and the College, which may include increased payroll deductions prior to leave.

The College's obligations to continue health coverage during FMLA leave will end if the employee's premium payment is more than 10 days late. Even if an employee does not continue health coverage during FMLA leave, the College will restore regular coverage if the employee returns to work.

Right to Job Restoration

Upon return from FMLA leave, employees will generally be restored to an equivalent position with equivalent benefits, pay, and other terms and conditions of employment. Certain salaried, key employees of the College may be denied restoration if their reinstatement would cause substantial and grievous economic injury to the College. If, during FMLA leave, a layoff or other event occurs that would have changed, or even eliminated, the employee's job had he or she not taken leave, the returning employee will have no greater rights than if the employee had been continuously employed during FMLA leave. The College will determine whether an employee will be restored to the same position or to an equivalent position.

If an employee chooses not to return to work after his or her FMLA leave expires, the College may recover its share of health insurance premiums paid on the employee's behalf during the period of FMLA leave. The College will seek to recover those premiums unless the employee fails to return because of (1) the continuation, recurrence, or onset of a serious health condition that would otherwise entitle the employee to FMLA leave or (2) other circumstances beyond the employee's control. If an employee fails to return to work because of the continuation, recurrence, or onset of a serious health condition, the employee must provide a medical certification of his or her serious health condition. The employee must provide the certification within 30 days from the date the College requests it. If the employee does not provide the certification in a timely manner, the College may recover its share of the health insurance premiums paid for the employee during the entire period of FMLA leave.

MATERNITY LEAVE

For normal pregnancy and delivery, a female employee will receive full disability benefits for up to two weeks prior to delivery and for up to six weeks after delivery with doctor certification.

Employees who become pregnant may continue working at the College for as long, prior to delivery, as they are able and desire to do so; and may resume work as soon after delivery as their doctor certifies them able to return to work.

If there are medical reasons why the mother is unable to return to work at the end of the six weeks following delivery, she may be eligible for medical disability for up to a combined total of

six months as part of the regular College disability plan. After six months of continuous disability, she may be eligible for the College's long-term disability insurance.

If the employee is able to return and chooses to remain on leave for more than six weeks following a normal delivery, she must arrange with the Dean of the College or the Human Resource Director, and her supervisor the conditions of an unpaid family leave. It is possible for a leave of absence of this type to be for as much as one year.

DISABILITY BENEFITS

A regular employee may receive disability benefits if unable to work because of disability caused by sickness, accidental injury, or maternity while under the care of a physician.

A. Short Term Disability

A faculty member may continue on the payroll at full salary up to six months if, while under the care of a physician, is disabled and unable to work.

B. Total Disability Benefits Insurance

An employee who is insured under the College's Total Disability Benefits Insurance Plan with Reliance Standard may receive benefits from the company after six consecutive months of total disability as described in the employee's certificate of insurance. This program is coordinated with Social Security disability benefits to provide a combined monthly income of approximately 60% of the employee's base salary up to a maximum of \$5,000 per month after six months of continuous disability. In addition, the insurance will continue to pay the contribution the College had been making to the employee's retirement program. The College pays the full premium for this program.

If "Total Disability" is a possibility, the employee may wish to check with the Business Office as to how this affects other benefit programs.

Worker's compensation benefits are payable to employees injured by accidents arising out of and in the course of the employee's employment.

Faculty on one-semester appointments do not receive disability or benefits.

RETIREMENT PROGRAM

Early retirement is permitted when employment ceases on or after attainment of age 55. A faculty member retiring at 55 is eligible for TIAA/CREF or American Fund benefits without penalty.

Phased Retirement. A faculty member may propose a program with reduced teaching load beginning during the academic year when he or she reaches 65 or later. The program is to be developed in consultation with the Department Chair, the Division Chair, and the Dean of the College. The Dean will report on the curricular, financial, staffing, and other relevant implications for the College of the proposal, to be reviewed by the President of the College and

the Chief Financial Officer. After studying all materials, the President will approve or deny the request. Decisions will be based on the College's ability to maintain the faculty's teaching quality and to meet its financial needs.

Written proposals for phased retirement should be sent to the Dean's Office no later than October 2 during the academic year preceding the program's suggested start.

The phased retirement program will become effective upon the faculty member's acceptance of the President's letter of appointment. Once the phased retirement program begins, the faculty member gives up his or her tenure at the College, is not eligible for sabbatical leave, and may not return to full-time teaching, but in all other respects is a member of the Wabash faculty. Each phased retirement program may be reviewed annually. On completion of the program, the faculty member will retire.

Emeritus faculty may request office, laboratory, and/or studio space. Requests should be made to the Dean of the College by April 15 and must be renewed annually by the Academic Personnel Committee. Applications for space should describe the anticipated use of the office (or studio/laboratory) with particular attention to how the College will benefit. With limited space, emeritus faculty should anticipate sharing office space.

SOCIAL SECURITY

Social Security. The College participates in the Social Security program. The specific contribution is subject to change, annually, by Act of Congress. The employer and employee each pay half of the required contribution.

RETIREMENT PLAN FOR EMPLOYEES

This benefit begins after one year's employment at Wabash and attaining age 21, or immediately if the employee has existing 403 (b) funds at TIAA/CREF or American Funds. The plan provides for a contribution by the College equal to 10% of the eligible member's base salary to TIAA/CREF (Teachers Insurance and Annuity Association/College Retirement Equities Fund) or American Funds.

GROUP INSURANCE WITH CIGNA

Life Insurance based on approximately 1.5 times wages up to a maximum of \$50,000 insurance. This amount is reduced to 65% for employees who continue to work after the first day of the month in which they reach age 65. Please see the Business Office about the further reduction of amounts thereafter.

Comprehensive Health Care. The health care plan is an Open Access Provider plan (OAP). The College pays the premium for the employee's coverage. The employee may elect to insure eligible dependents under the same program by paying a monthly premium by means of payroll deduction or, through the Flexible Benefits Program, salary reduction. The premium is fixed annually on January 1. Beginning July 1, 2001 a mandatory generic policy will go into effect. Unless your physician specifically prescribes you a name brand drug you will be given a generic.

Prescription Drugs. As an added feature of the Medical Benefits Plan, maintenance medication may be purchased in 90-day supplies through the CIGNA Tel Drug mail

order service. Order forms are available in the Business Office. Each prescription co-payment for this program is \$20.00 for a generic drug, \$40.00 for a preferred brand name drug and \$70.00 for non-preferred brand name drug.

Covered employees may purchase 30-day prescription supplies through the CIGNA RxPrime managed prescription drug program. Details are distributed to employees as soon as they enroll in the health care program. Each prescription co-payment for this program is \$10.00 for generic drug, \$20.00 for a preferred brand name drug and \$35.00 for non-preferred brand name drug.

(Note: The Comprehensive Health Care and Prescription Drugs are reviewed annually for changes effective January 1 of every year)

Flexible Benefits Program. The Flexible Benefits Plan gives employees the option of setting aside a portion of their salary before taxes which may be used to pay 1) the family health insurance premium, 2) medical expenses not covered by insurance, incurred by the employee or his/her dependents, and/or 3) dependent care expenses the employee or his/her spouse may incur.

Total Disability Insurance. After a year's employment, or immediately if the employee had similar group insurance within three months prior to coming to Wabash, a member of the faculty or staff is provided with total disability coverage with the Reliance Standard Company. The College pays the full premium. In addition to paying income benefits during a period of total disability, the insurance will continue to pay the contributions the College had been making to the employee's retirement program.

Travel Insurance. The College carries blanket accidental death and dismemberment insurance in the amount of \$25,000 for those traveling on College business. (A plan of Voluntary Accident Insurance is available for employees. A participating employee pays the full premium cost by means of payroll deduction.)

Faculty on one-semester appointments do not receive medical or life insurance.

MOVING EXPENSES

The College will pay the first \$1,500 of moving costs (excluding the personal expenses of travel-meals, lodging, and personal car expenses--unless the car is the sole means of moving personal goods, in which case the College will pay the prevailing mileage rate). The College does not share the costs of personal trips to the College to find housing. Receipts for reimbursement should be turned into Dean of the College's Office. **If there is an exception to this rule, this will be seen as earned income.**

CHILDREN'S SCHOLARSHIP PROGRAM

This benefit begins after five years of continuous service at Wabash College. Tuition scholarships are granted to eligible faculty and administrative staff children attending Wabash or other accredited colleges or universities as undergraduates. No one child shall receive benefits under this program for more than eight (8) semesters or their equivalent. No family shall receive more than sixteen (16) semesters or their equivalent for attendance at institutions other than

Wabash College. Children may apply for either waiver of tuition to attend Wabash, the GLCA Tuition Remission, the National Tuition Exchange Scholarships, or the College's cash award program. Details on these programs are available at the Business Office.

ATHLETIC EVENTS AND PHYSICAL EXERCISE FACILITIES

Wabash students, faculty, staff and their dependents may attend regular home athletic events, intercollegiate contests, and use the College athletic exercise facilities (all children under 12 must be accompanied by an adult) with their Wabash Identification Card, which can be obtained by contacting the Center for Academic Enrichment, located in the basement of the Chapel. This ID card must be shown to the attendant on duty. Use of the facilities is governed by the rules and regulations established by the Athletic Department.

“THE PATCH”

The College owns 18 acres of woodland known as "The Patch" in southwest Montgomery County. "The Patch" is available for picnics and hiking and is also the home of "The Patch Leadership & Challenge Course." The grounds are available for picnicking and hiking to all members of the College community through the Dean of the College's Office. A key and directions to "The Patch" can be obtained from Chris Duff. Visitors can expect to find rough cookout facilities, picnic tables, and a shelter on the grounds. It is probably best visited the first time with a colleague who has been there before.

FACULTY DEVELOPMENT

Faculty Development, broadly defined, is essential for an academic career at Wabash College. It is of critical importance to an individual's teaching, research or creative work, and community service in all annual and special reviews. Strong faculty development manifests the College's belief that teaching and learning occur both within and outside the classroom, thus contributing to a rich learning environment that students and faculty regard as vital to the academic program at Wabash. Faculty development not only enhances the careers of individual faculty members, it also offers a model for our students' development.

Every faculty member approaches his or her faculty development differently and should discuss this annually with his or her department chair. The College offers support in several specific ways:

- updating and expansion of computer hard- and software, enabling easy access to electronic data bases and Internet;
- funds from the Dean of the College's office for most of the expenses for professional meetings up to a total of \$2000 per faculty member per fiscal year;
- access to Coss Faculty Development Funds, the distribution of which is based on colleagues' judgment of individual proposals;
- research and summer stipends for all initial two-year Byron K. Trippet Assistant Professorships;
- the McLain-McTurnan-Arnold Research Scholar Program, a semester award determined by faculty colleagues' evaluation of proposals that involve original investigative work, broadly defined;
- the Summer Internship Program in all three collegiate divisions;

- a generous sabbatical leave program, that sustains a department's academic responsibilities while allowing the individual on leave to address directly research and development goals;
- staff assistance from the Development Office and the Dean of the College's Office in identifying potential funding sources and in writing grant proposals to support annual as well as sabbatical research or creative work.

While most of these things assist faculty development mainly in an individual's particular discipline, Wabash College values work outside the area of primary training and research. The College seeks to support such efforts—for example the preparation for and participation in the Freshman Tutorial Program and Cultures and Traditions—as well as the development of expertise appropriate to new curricular initiatives.

After the first sabbatical leave, each faculty member should give to his or her Department Chair every two years a reflective statement about recent professional activities in teaching, scholarly or creative work, and community service. The statement should also include a summary of the faculty member's professional goals for the next two years. The Department Chair reviews these documents with the faculty member to ensure a thorough understanding of the faculty member's accomplishments and how the College can best support his or her goals. Department Chairs should provide their Division Chair with similar documents, including administrative goals, for discussion. The same procedure applies to Division Chairs and their reports to the Dean of the College.

John J. Coss Faculty Development Funds. Faculty Development Funds are intended to enhance both the scholarly and professional growth of faculty as well as the educational programs of the College. Since the Faculty Development Committee administers funds from the John J. Coss Memorial Fund and from the Faculty Development Budget, proposals are expected to be consistent with the guiding statement for the Coss Memorial Fund; namely that the fund be applied for the use of the College by way of enabling members of the faculty to travel, to take leaves of absence, to engage in activities of writing or study, or to engage in other activities deemed to be conducive to the benefit of the College by advancing the professional capacities and attainments of the members of the faculty.

All continuing faculty and associated faculty are eligible upon employment to apply for funds. The committee's first priority is to tenure and tenure track faculty. Faculty on term appointments will not normally receive Faculty Development funds, but may apply for consideration, should funds be available. The Faculty Development Committee will use its collective judgment to determine whether proposals are consistent with the guiding statement. Conference presentations will be eligible for funding from the Coss Faculty Development Funds, but will be given lower priority, as these activities are also supported by the Dean's Professional Travel Fund. Members of the Committee are available to discuss potential proposals. The Committee encourages creative ideas and is open to a wide variety of proposals, as long as there is a good rationale for the proposed activity. Some recent types of proposals have included:

- Travel to collect photographs and other visual materials for classes and websites, including from art or museum exhibits
- Participation in writer workshops and clinics

- Participation in short courses (e.g., NEH seminars, Chautauqua courses, intensive language programs, workshops on teaching technology, etc.)
- Archival and library research
- Presentation of invited talks
- Running faculty development workshops
- Paying honoraria and supporting program costs for departmental on-campus programs

Again, any proposal reasonably advancing the professional development of a faculty member or the pedagogical mission of the College will receive full consideration.

Support for travel to a professional meeting may be granted if the faculty member is a participant and the normal professional meeting funds through the Dean of the College's Office have already been used. Support for travel to overseas professional meetings may be provided only when the faculty member is an active participant. While a faculty member is on leave overseas, funds are not provided for interim trips to and from the United States.

Though equipment and software should generally be funded under the regular budgetary process, the Faculty Development Committee will also consider requests for funding for equipment and clerical assistance for special projects, in keeping with the Fund's original guidelines.

Funds are also not intended to support activities that produce income for the faculty member.

Guidelines for Faculty Development Funding:

Format of Proposals: (1) Proposals should begin with a clear, concise statement of the program or project for which support is desired, including how the proposed activity will enhance the faculty member's scholarship and/or teaching. (2) The statement of purpose should be followed by a budget (including an air travel estimate that may be obtained through the CAE office). If a faculty member has previously obtained funding from the Coss Faculty Development Fund, it is expected that they present a report prior to obtaining further funding.

The maximum grant is \$1800 per faculty member per year (calculated from September 15 of one calendar year through September 14 of the following calendar year.) Applications for Faculty Development funding may include airfare, mileage, parking fees, transportation to and from the airport to the hotel, registration fees, and a \$150 per diem. The per diem typically covers hotel and food expenditures, but also may be used for incidentals (e.g., cab fare from the faculty member's hotel to the meeting site).

Registration fees above \$400 will be reviewed by the Faculty Development Committee, and the faculty member should provide information about what expenses are covered by this fee. Applications may also include the purchase of conference proceedings or conference papers as a separate line item (i.e., not included in the per diem) in cases where they are not covered by registration fees and will present an ongoing benefit to faculty.

In an attempt to stay within its budget, the Faculty Development Committee will meet monthly, with exact due dates announced via e-mail by the Committee Chair. Proposals should be sent to the Chair of the Committee via email as a Word attachment.

Following Committee meetings, the Chair will notify applicants of the Committee's decision. **After** approval has been granted, air travel should be arranged in consultation with the Center for Academic Enrichment office. Arrangements for purchase of tickets should be made forty-five (45) days in advance of a scheduled flight. Please use the Professional Travel Request form found online at the CAE webpage (<http://www.wabash.edu/cae/documents>), which must be submitted before a ticket will be purchased.

Reports on Activities Funded:

Upon the completion of the funded project, the recipient of the Faculty Development Funds is expected to submit via email attachment (Word) a report on the funded activities to the Chair of the Faculty Development Committee. The report, which should be addressed to a general audience, can be submitted on Faculty Moodle page.

Outside Grant Proposals. Proposal ideas should first be discussed with the faculty member's Department Chair. As ideas crystallize, the faculty member may want to use the Proposal Information Form (Appendix 1) and consult either Nancy Doemel, Senior Advancement Officer, or Julie Olsen, Assistant Dean of the College, for assistance in developing a proposal. Faculty developing proposals that require matching funds from the College or letters of recommendation or an administrative signature should submit that form to either Nancy Doemel or Julie Olsen at least two weeks before the filing deadline. Once the proposal is ready for the letter of recommendation or the signature, faculty should attach to the proposal the Signoff Transmittal Form (Appendix 2). Similarly, individuals applying for fellowships should submit that proposal with the Fellowship Application Form (Appendix 3). Because grant proposals themselves mark mileposts in career development, the Dean of the College would appreciate copies of even those not requiring the College's financial support or signature for inclusion in the faculty member's personnel development materials. A copy to the College Advancement Office (Nancy Doemel) would also keep them apprised of the faculty member's interest.

Other Outside Grant Proposals. Funds for student research are available through the Student/Faculty Research SCAR Fund (contact Charles Blaich), the Dill Fund (contact Julie Olsen) and various departmental funds.

Travel to Professional Meetings. The College recognizes the importance of professional meetings to faculty members individually, to the College collectively, and to the welfare of education as a whole. The College will support part of the costs associated with attendance at professional meetings up to a total of \$2000 per faculty member during the fiscal year (July 1-June 30). The College expects the faculty member to sustain membership and participation in these professional organizations. Faculty who are on sabbatical are eligible for travel to professional meetings. Faculty who wish to attend a conference for recruitment purposes only need to obtain prior approval from the Dean of the College.

Guidelines for Travel to Professional Meetings:

Application for such funds should be made to the Dean of the College.

The College will purchase airline tickets to meetings of professional societies. When traveling, the College will pay for either mileage or airfare, whichever is less. If you wish to start or end your trip from somewhere other than Indianapolis, you will be responsible for any extra charges. No travel

arrangements will be made without using the travel form or sending the information by email to the Center for Academic Enrichment.

All airfare tickets must either be purchased by the Center for Academic Enrichment or approved by the CAE. If faculty purchase their own ticket, it must be approved prior to purchasing the ticket. Because of the savings involved, the College may ask that the faculty member extend his or her trip over Saturday night. In such cases, the College will cover expenses for the additional day. Arrangements for purchase of tickets should be made **forty-five (45)** days in advance of a scheduled flight. Please use the Professional Travel Request form found online at the CAE webpage (<http://www.wabash.edu/cae/documents>), which must be submitted before a ticket will be purchased.

The College will also pay mileage to and from airports, parking fees, transportation to and from airport to hotel, registration fees, and a \$150 per diem for a maximum of five (5) days. The per diem typically covers hotel and food expenditures, but also may be used for incidentals (e.g., cab fare from the faculty member's hotel to the meeting site). Registration fees above \$400 must be reviewed by the Dean of the College. The faculty member should provide information about what expenses are covered by this fee. The College will also pay for the purchase of conference proceedings or conference papers as a separate line item (i.e., not included in the per diem) in cases where they are not covered by registration fees and will present an ongoing benefit to faculty.

The College will allow up to two (2) additional days per diem in cases where faculty can justify remaining in a given location (where they are already present for a Dean's Office-funded professional meeting) for faculty development purposes.

Examples: An Art professor has a three-day conference in New York City, and she would like to spend two extra days in New York to visit the latest exhibit at the Met, see what's new in the galleries, and so forth. Or, a Theater professor has a four-day conference in London, and it seems a shame not to take advantage of the opportunity to see the latest West End shows. In both of these cases, important faculty development opportunities could be missed if the faculty member is not able to leverage the conference location because he or she needs to return promptly due to a dearth of funding. Requests for this kind of allocation of funds would need to be made in writing to the Dean of the College prior to the conference travel arrangement being made and thus would be subject to the Dean's approval.

For reimbursement, expense reports and all receipts verifying the per diem must be turned in to Chris Duff in the Dean of the College's Office within 30 days after travel is completed.

Driving to meetings that are conveniently located in mid-western cities will be reimbursed at the prevailing IRS mileage rate. Typically, the College does not pay for rental cars used during professional meetings.

The Internal Revenue Service holds that any reimbursement for expenses not covered by receipts should be treated as compensation and taxes withheld. To protect the faculty member as well as the College, the College requires all expense accounts to be accompanied by receipts for the listed expenses.

All College personnel, including students, who may travel by air on College business or any College-sponsored activity or function, are required to use only regularly scheduled commercial airlines. In addition, if air travel is to be arranged for a group, please notify the Business Office in advance so that appropriate insurance arrangements may be made.

The IRS has ruled that reimbursement to an employee for certain meal expenses incurred while NOT on overnight company (College) travel must be reported as taxable income.

An example of a reportable meal expense reimbursement is:

The employee travels to Indianapolis on College business, returns home the same day, and eats lunch alone, spending \$6.50 for which the employee is reimbursed by the College. The \$6.50 is added to the employee's taxable income.

On the other hand:

The employee travels to Indianapolis on College business, is required to eat lunch for legitimate College business reasons with another person (e.g., student prospect, prospective donor) spending \$6.50 for herself and \$6.50 for her guest and is reimbursed \$13.00 by the College. None of the reimbursement is taxable income. However, the employee must show on expense report: 1) the purpose of the College business and 2) the name of other person(s).

For all national and international professional meetings when faculty and staff members are reading papers, participating in national committee meetings, chairing sessions, etc., applications for trip expenses may be made to the Faculty Development Committee.

Cross Course Development Funds: The Faculty Development Committee also supports course development projects. The number of grants will vary according to the number and nature of the proposals received.

Each grant may consist of a faculty stipend of \$1,000, a supplement of up to \$500 for materials, and a fund of \$4,500 to hire a one-semester, one course faculty adjunct so as to provide release time of one course to the project developer. Proposals for team-taught courses may be eligible for one replacement per faculty. Any proposal involving release time and adjuncts must have the approval of the appropriate department chair(s) and the Dean. The release time may be applied either to the semester during which the course is developed, or the semester during which it is first taught.

All faculty on continuing appointments are eligible to apply. There are no restrictions on the subject of the grants. Submissions which support the College's efforts to develop curriculum in the areas of internationalization, diversity and the use of new technology are encouraged.

Each proposal should include:

A narrative description of the proposed course or revision and the work to be done.

A statement of the course objectives and its significance to the departmental or institutional curriculum.

Basic information about the course, such as whether it is required or elective, how often it will be offered, anticipated enrollment, whether it is taught by an individual or a team, etc.

A statement of endorsement by the Department Chair stating when the course will be offered.

An estimated budget.

Proposals will be due in mid-March for the following academic year.

BKT Summer Stipends and Research Grants. All new continuing faculty appointments at the rank of Assistant Professor are made with the title "Byron K. Trippet Assistant Professor." The appointments are for two years and are made with the expectation of development of continuation of research or creative work. Two types of support are available: Summer Stipends and Research Funds. Currently the summer stipend is a salary supplement of \$2,000 yearly. The purpose of the stipend is to provide time for the assistant professor's scholarly and creative work during the summer. The first summer stipend is paid as salary after the completion of the first two semesters of teaching; the second payment is made after the completion of the fourth semester of teaching.

In addition, the assistant professor may apply for up to \$2,000 in support from the BKT Research Fund each year. The Byron K. Trippet Research Fund is administered by the Dean of the College and the Division Chairs. This fund is intended to support research or creative work, which may extend throughout the academic year and summer. To apply for research support funds, assistant professors should submit a written proposal to the Dean of the College. The faculty member should discuss his or her proposal with the Department Chair before submission. The proposal should include a narrative which clearly indicates the nature of the proposed research to be undertaken, including: a description of the project; a list of resources or sites which will be consulted, including names of contact person(s); an explanation of how the proposed work may relate to work previously undertaken by the faculty member; how it relates to current work in the discipline; and a justification of proposed purchases. The proposal must also include an itemized budget. Support monies have been provided for travel to research sites, attendance at relevant meetings and workshops, the incorporation of educational technology into course materials, and the purchase of books, software, and laboratory equipment. Equipment purchased through the BKT Research Fund is the property of the college. A report on the use of the stipend and the research grant should be given to the Dean of the College by September 15.

McLain-McTurnan-Arnold Research Scholar Program. The McLain-McTurnan-Arnold Research Program provides a semester free of teaching and other college duties for the purpose of pursuing a research project in one's field. Research is defined broadly to include *any original investigative work*. Salary and benefits are provided by the College during the period of study. Deadline for proposals generally in early October and specified by this committee. Proposals are judged by a committee of three faculty members, one from each division. It is understood that in accepting the designation as a McLain-McTurnan-Arnold Scholar, the faculty member will report to the Committee on the work accomplished at the conclusion of the leave and will resume his or her duties in the College for the year immediately following that leave.

USE OF COLLEGE FUNDS

ALCOHOL POLICY. Employees are reminded that College policy, established by the Trustees years ago, prohibits using College funds to purchase alcoholic beverages for students. Whether or not students are of legal age is immaterial; with increasing litigation, the College's

lawyers state that Wabash must be able to affirm that **none** of its resources goes to purchase alcohol for students.

DEPARTMENTAL BUDGETARY RESPONSIBILITY. Department Chairs are responsible for departmental budgets and accordingly must approve all expenditures for their respective departments. Requests for supplies, services and equipment should be submitted to department chairs.

The procedures outlined below are specific operating policies of the College:

A purchase in the College's name of supplies, equipment, or services must be made by purchase order issued in advance of placing an order. The College will not be responsible for purchases made without purchase orders except as noted in (a) and (b) below. Purchase order request forms are available at the Business Office

To assist in making small purchase, the Business Office can provide you with a College Visa card. Purchases by Visa card are limited to \$350. To use this service, pick up a card at the Business Office counter. No later than the following business day, return the card, Business Office Voucher completed by the appropriate budget manager, and the detailed receipt(s) to the Business Office.

The College will reimburse the department chair or department members for out-of-pocket purchases up to a maximum of \$350, and no purchase order is required. Approved receipts or paid invoices may be presented to the Business Office for reimbursement, if \$50 or less from petty cash, if over \$50 by check.

Renewals of magazine subscriptions will not be made without a purchase order. Authorization by Department Chair will be required.

Travel advances are available to employees (other than students) traveling on College business. Requests received by 10:30 a.m. Monday-Friday will be available no later than 3:00 p.m. the same day. An expense report with supporting receipts must be submitted when the trip is completed.

Students paid for services must be included on the student payroll. Check with the Business Office for details.

No one may be hired as an employee of the College to a new or existing position without the prior written approval of the President and either the Dean of the College or the Treasurer.

The Department Chair's signature will be required on any charge against the department's budget that results in a cash disbursement.

The department budget represents the maximum charges that can be incurred for the fiscal year. No further charges can be accepted once the budget limit is reached.

Facilities and services of the College are to be used for College Business only. This includes autos, vans, photocopiers, telephones, computers, postage, the purchase of books, etc. As a

general rule, if it is not appropriate to charge the use of the College's facilities to your department budget, the facilities should not be used.

PAYMENT TO NON-EMPLOYEES FOR SERVICES. The College is required to file tax returns with the IRS when non-employees are paid \$600 or more for their services. This affects us primarily with the payment of honoraria for speakers and visiting artists. The Tax Equity and Fiscal Responsibility Act passed by Congress requires that we obtain a signed statement certifying the recipient's Social Security number. A completed certificate must be obtained before a check can be drawn. W-9 forms are available in the Business Office. Speakers and visiting artists should be sent certificates *prior* to the event so there is a minimum of delay in payment to them. There are additional tax considerations when the speaker or artist is not a citizen of the United States. Please contact John Culley, at ext. 6419 if you plan to pay a non-resident alien.

EMPLOYMENT SELF HELP (ESH) FOR STUDENTS. This is Wabash's own work-study program, not to be confused with the federally designed and funded program. Budget managers or campus employers are expected to try first to fill campus jobs with students who have work in their financial aid packages. Upperclassmen with ESH may be hired in the spring for the next academic year.

PURCHASING CARD (P-CARD) PROGRAM. P-cards should only be used to charge items that were budgeted to be paid from the budget for which the card was issued. The cards are not to be used by faculty and associated faculty to pay for conference expenses or conference travel that are paid from the Dean of the College professional travel or faculty development.

USE OF COLLEGE FACILITIES

SCHEDULING SPECIAL PROGRAMS AND RESERVATIONS. Faculty and staff members wishing to schedule a room on campus can access the Internet to check if the room is already reserved. Beginning from the Wabash College Home Page, Faculty & Staff, and then scheduler. Log in and you will find the following.

Welcome to Wabash's on-line resource scheduler. From these pages you can view current room schedules, search for rooms across campus meeting your specific requirements, and request a room (or rooms) for your upcoming events.

If you have questions or problems using the scheduler, please contact the Help Desk at x6400 for assistance.

To get started, select a task from the list below.

- [View today's campus schedule](#)
- [View schedule grid](#)
- [Search campus schedule](#)
- [Search for my reservations](#)
- [Search for rooms that meet my needs](#)
- [Schedule an event](#)

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**USE OF COLLEGE VANS:
DRIVING COLLEGE AND PERSONAL VEHICLES ON COLLEGE BUSINESS
and
POLICY ON THE USE OF COLLEGE VANS**

College and Personal Vehicles:

It is the policy of Wabash College that all students, faculty members, staff employees, program volunteers and others who drive a College vehicle or a personal vehicle on college business must be reviewed for insurability by the College's liability insurance carrier.

It is the responsibility of those wishing to drive to obtain their Motor Vehicle Record (MVR) and submit it to the Business Office.

There can be no exceptions to this policy. If an accident were to occur involving an uninsured driver, the College's resources would be placed at a great risk. The cooperation of the entire campus community is needed in this matter.

Policy on Van Use

The College has five 15-passenger vans which are available through the motor pool.

In an April 2001 study the National Highway Traffic and Safety Administration concluded that 15 passenger vans showed an increased likelihood of rollover based upon certain load factors. As a result the College's auto insurance carrier, Guide One, has mandated the following change in qualifications for the driving of the College's 15 passenger vans. The following regulations will govern the use of College vans.

1. Anyone who drives a 15-passenger van **MUST** be 21 years of age or older. In addition, all drivers of the College's 15 passenger vans must obtain one of the following:
 - a Commercial Driver's License; or
 - a Chauffeur's License; or
 - must have taken and passed the Guide One defensive driving course.

The Guide One defensive driving course consists of a combination of video instruction, the completion of a course workbook and successfully passing a web-based exam. The defensive driving course will be offered via the virtual media reserve system. Course workbooks may be picked up in the business office from Sally Thompson. Upon successful completion of the online test, please print your certificate of course completion and submit it to Sally Thompson in the business office.

2. All individuals who wish to drive as part of their duties with the College are required to submit to a check of their driving record. Contact the Business Office to obtain the appropriate forms.
3. College budgets will be charged the prevailing mileage rate.

4. If a student group requests a van, there must be at least seven people in the group before a College van can be reserved. There are no restrictions on using the van for guest or recruitment pickups.
5. The vans may be used only for College business: i.e. costs paid by College funds.
6. The Dean of Students must clear use of vans by student organizations or clubs in advance and in writing. The written notice must also state whether or not a faculty/staff person must accompany them.
7. Upon completion of your trip, please remove any trash and litter and fill the gas tank. Return trip reports and keys to the motor pool.
8. Please report any mechanical problems to the motor pool.
9. College personnel will service the vans once a week.

COMPUTER USE:

All members of the Wabash community are expected to abide by all rules governing the use of the Internet and are not to use College services for any for-profit activities.

Computers for student use will be kept in areas designated by the Computer Center Director and approved by the Computer Advisory Committee. These areas now include the Computer Lab in the Armory, the Indiana Bell Computer Lab in Lilly Library, and the Detchon Language Laboratory. Those desiring student computers to be located in other areas must justify the need to this Committee. Students may **not** use a staff or faculty member's password to access the system.

OFF-SITE USE OF COMPUTERS. Individuals who desire to use computers and/or software owned by Wabash College for activities sanctioned or supported by the College at off-campus locations must:

1. accept full responsibility for repairing or replacing equipment should it be damaged or stolen;
2. obtain permission from the Department Chair;
3. provide a list of all hardware and software to the Department Chair with a copy to the Computer Center;
4. demonstrate that all equipment has been returned to the appropriate office in good working order.

Permission to use computers at home during the summer or school year will be granted only under exceptional circumstances.

Repair of computers. Computers that were purchased with funds from the College and/or fraternities may be serviced by the Computer Center with the fraternity or organization paying for time and materials. This is done on a basis determined by the Repair Technician. The same policy applies to privately owned computers.

Copyrighted software purchased by Wabash College for administrative, faculty, or student use may not be duplicated to obtain copies for personal use or for gifts or sale to other individuals. Such practices constitute theft.

The Director of Computer Services, REGARDLESS OF FUNDING SOURCE must review all computer software and hardware purchases for college computers.

MISCELLANEOUS INFORMATION

DAILY ANNOUNCEMENTS should be submitted to the Campus Calendar at calender@wabash.edu

FACULTY MAILBOXES. Each faculty member is provided with a mailbox in the basement of the Chapel. On or about August 1 of each year mailboxes are reassigned to include new faculty and staff.

WABASH IDENTIFICATION CARDS are available to any employee, their spouse and all dependent children by contacting Jamie Ross with Information Technology Services at extension 6302 between 8:00 A.M. and 4:30 P.M. There is no requirement that employees have ID cards, but they are needed for the Library, to use the athletic facilities and for the football games. The College furnishes them at no cost, but replacement IDs are \$10.00.

INTRA-CAMPUS MAIL SERVICE. An intra-campus mail service is provided to students who live in College housing. Mail should be addressed to the student's living unit and placed in the *appropriate mailbox in the basement of the Chapel.*

Electronic Media, Services, and Communication Policy

Introduction

Wabash College's technical resources, including any voice mail, e-mail, Internet access, scanners, facsimile machines, pagers or other electronic resources, are provided primarily for use in the pursuit of official Wabash College business. Cellular phones are provided for Wabash College business only. With the rapidly changing nature of electronic media, this policy cannot lay down rules to cover every possible situation. Instead, it expresses Wabash College's philosophy and sets forth general principles to be applied to use of electronic media and services. Wabash College reserve the right to change these policies at any time, with such notice as it deems appropriate. Violations of this policy may result in disciplinary action, up to and including termination.

General Principles

The Wabash College Community values civility, honesty and humane concern for others. As a College, we value open inquiry and civil discourse and do not intend for any policies to limit such discourse. At the same time, the College recognizes that electronic communications have the potential to carry this discourse far beyond the walls of this institution and thus requires that users of electronic communications exercise due caution.

- a) The e-mail system is not a private communication system (even though passwords are used for security reasons), and employees should not expect that a message would never be disclosed to or read by others beyond its original intended recipients.
- b) Employees should keep in mind that when they are using e-mail they are creating Wabash documents using an organizational asset. These documents, like the purchase orders, correspondence, and other documents that employees create while performing

their work, are not private and may be read by others at Wabash or outside the campus under the appropriate circumstances.

- c) While Wabash College does not monitor the content of files or e-mail, the employee has no right of privacy as to any information or file maintained in or on Wabash property or transmitted or stored through the College's computer systems, voice mail, e-mail, or other technical resources.
- d) Even though a file or e-mail message may be deleted from the system, a record of it may remain on the computer system either in backups or archived files or in other ways. It is possible to recreate a "deleted" file or e-mail message. Therefore, ultimate privacy of messages cannot be ensured.
- e) Although electronic systems may accommodate the use of passwords for security, confidentiality cannot be guaranteed.
- f) Employees should be aware that electronic messages and documents, like "hard copy" correspondence, might be read by other Wabash employees or outsiders under circumstances similar to those under which the College may need to access other business files and information. While it is impossible to list all of the circumstances, some examples are the following:
 - During regular maintenance of the system.
 - When Wabash has a legitimate need to access the employee's e-mail or voice mail mailbox or computer files; i.e., if the employee is absent or a supervisor or manager has reason to believe that information relevant to the day's business is located in the e-mail or voice mail system or in the employee's computer files.
 - When Wabash receives a legal request to disclose e-mail messages or other electronic information from law enforcement officials or in ongoing legal proceedings.
 - When Wabash has reason to believe that an employee is using its electronic media, services, communications, or other technical resources in violation of College policies including but not limited to the policies against illegal and unauthorized copying of software, disclosure of confidential information, or harassment in the workplace.
- g) Any messages or information about Wabash or its position on issues sent by an employee to one or more individuals, via an electronic network or in a public forum are statements identifiable and attributable to Wabash College. While some users include personal "disclaimers" in electronic messages, it should be noted that there would still be a connection with Wabash College and the statement still might be legally imputed to the College.
- h) Network services and World Wide Web sites can and do monitor access and usage and can identify at least which College - and often which specific individual - is accessing their services. Thus, accessing a particular bulletin board or Web site leaves

institution-identifiable electronic "tracks," even if the employee merely reviews or downloads the material and has not posted any message.

Ownership of Electronic Systems and Services

Wabash College's information systems are and remain at all times the property of Wabash College. These include the equipment; all data and messages created, sent, received or stored in the system; Internet facilities; facilities and services of the Web site, and e-mail account names.

Messages and other information on these systems may be subject to the investigation, search, retrieval, and review by others in accordance with this policy or when the investigation serves the legitimate business interests and obligations of Wabash College. For purposes of inspecting, investigating, or searching Wabash College's computerized files, transmissions, voice mail, or e-mail, Wabash College may override any applicable password or codes in accordance with the best interests of Wabash College, its employees, or its clients, customers, or visitors. All bills, log files, and other documentation related to the use of Wabash College's equipment or property may be reviewed and used for purposes that Wabash College considers appropriate.

Appropriate Use of Electronic Media, Services, and Communication

- a) Electronic media and services are primarily for Wabash business use. Limited, occasional or incidental use of electronic media (sending or receiving) for personal, non-business purposes is understandable and acceptable with the exception of college-owned cellular phones. However, employees must demonstrate a sense of responsibility and may not abuse the privilege.
- b) Should employees make incidental use of the e-mail system to transmit personal messages, such messages will be treated no differently than other messages and may be accessed, reviewed, copied, deleted or disclosed. Wabash information systems may not be used to operate personal formal or informal businesses intended to make money for an individual or group.
- c) Because electronic communications such as e-mail are not face-to-face modes of communication, users may be less cautious or more candid in the content of messages. Please remember that the e-mail is not private and that defamatory, discriminatory, or harassing materials distributed, accessed, or downloaded through the e-mail system or via other electronic systems or technical resources could expose the user to liability as well as to disciplinary action. Accordingly, Wabash computers should not be used to send jokes, comments, or messages that contain content that may reasonably be considered discriminatory, harassing, defamatory, or offensive to any member of the Wabash community.

Confidentiality and Copyright Issues

Wabash policy requires that all employees protect the integrity of the College's confidential information as well as the proprietary and confidential information of others.

- a) Employees must exercise a greater degree of caution in transmitting Wabash confidential information via e-mail or other computer systems than with "traditional" means of

communication because of the reduced effort required to redistribute such information. Wabash confidential information should never be transmitted or forwarded to individuals or companies not authorized to receive that information.

b) Wabash College employees are encouraged to log off of their computers when the computer will remain unattended for a long period of time.

c) The ability to attach a document to an e-mail message for distribution or to post a document on a web site greatly enhances the risk of copyright infringement. A user can be liable for the unauthorized copying and distribution of copyrighted material through the e-mail system or the website. Accordingly, you should not copy and distribute through the e-mail system or post on the Wabash web site any copyrighted material of a third party (such as software, database files, documentation, articles, graphic files and downloaded information) unless you have confirmed in advance from appropriate sources that Wabash College has the right to copy or distribute such material. Any questions concerning these rights should be directed to the Head Librarian.

d) All messages to and from legal counsel seeking or giving legal advice should be marked with the following, in capital letters at the top of the message: CONFIDENTIAL: ATTORNEY/CLIENT PRIVILEGED COMMUNICATION. In addition, in order to preserve the attorney/client privilege, messages to counsel should never be sent to a distribution list, should never be forwarded to anyone else, and should never be retained on the e-mail system. If a copy of an attorney/client privileged communication needs to be retained, it should be printed and filed in the appropriate file. E-mail or other electronic communications, which attempt to hide the identity of the sender or creator, or represent the sender or creator, or represent the sender as someone else, are violations of this policy.

*

POLICIES ON COPYRIGHTED CLASSROOM MATERIALS

FILMS ON VIDEOTAPE. Attorneys representing Columbia Pictures, MGM, Orion, Paramount, Tri-Star, Twentieth Century Fox, Universal, Disney, and Warner Bros. have written to the College pointing out the new provisions regarding copyright and films on videotape. The essence of what they write is as follows:

1. Showing a video made by one of the companies listed above may be done without a license if the video is shown "in the course of face-to-face teaching activities ... in a classroom or similar place devoted to instruction."
2. If a video made by one of the companies listed above is shown to the public, that is, "where a substantial number of persons outside of a normal circle of a family and its social acquaintances is gathered," then you need a license.

In summary: Showing a video as part of a class where the general public is not invited can be done without a license. Showing a video for entertainment means you should check to see if a license is needed or you may be violating the new Copyright Act.

PRINTED MATERIALS. All material to be distributed in classes should conform with the copyright law as interpreted in *Questions and Answers on Copyright for the Campus Community*

(National Association of College Stores, Inc., and The Association of American Publishers, 1991). Copies are available in the Bookstore.

1. **Class Readings Books.** All material reproduced for classroom distribution must conform to copyright law. To protect Wabash from copyright violations the following procedures have been adopted.
 - a. All reproduction of materials for class use should be done in the Mail and Print Services Office (MAPS) located on the lower level of the Chapel.
 - b. A copy of the copyright permission form must accompany material. The MAPS Office is not authorized to print without written permission.
 - c. The professor is responsible for securing the required copyright.

Faculty and staff colleagues recommend the following:

DO IT EARLY. August is too late. Allow 10 weeks; 8 to obtain permission; 2 for on-campus production.

PLAN AN ALTERNATIVE in case the request is denied, permission arrives too late or is too expensive.

ORIGINAL SOURCES are required for permission to use a copyrighted work, not anthologies.

ACKNOWLEDGEMENT AND COPYRIGHT NOTICES must be included in the works to be copied. They may be compiled on one page to conserve space, but must include title, author, copyright date and publisher.

Use copyright permission forms available in the MAPS Office, the Bookstore, and from academic secretaries. Forms should be returned to the Stenographic Office for processing. The college has subscribed to a copyright service that consolidates and expedites the permission process, but request time varies. Please allow one month to six weeks prior to scheduled production for permission clearance. The current filing fee \$4.50 per permission request.

Professors preparing course reading or laboratory books should contact the Business Office for an account number and schedule printing with the MAPS Office.

The Bookstore receives the books and expense reports and allocates production and copyright costs based on registration figures and sales expectations, adding binder expenses and a \$.50/book handling charge.

Copyright fees for materials distributed in class (not sold in the Bookstore) will be charged to the department.

The Bookstore will bill a department for remaining books if sales are markedly below class enrollment.

2. **Other Printed Works:** "Fair Use." Faculty should read "Appendix A" of *Questions and Answers on Copyright for the Campus Community* for specific guidelines before making multiple copies of a text for classroom use. On pages 4-6 is a summary of these guidelines which states:

"The guidelines for making multiple copies without permission for use in an academic setting contain the following **prohibitions**:

- a. Unauthorized copying may not be used to create, replace, or substitute for anthologies, compilations or collective works, whether or not such unauthorized copies are collected and bound together or are provided separately.
- b. Unauthorized copies may not be made of "consumable" works, including workbooks; exercises; standardized tests; test booklets; answer sheets and the like.
- c. Unauthorized copying may not substitute for the purchase of books, publisher's reprints or periodicals.
- d. Higher authority, such as a dean or head of a department may not direct unauthorized copying.
- e. The same teacher cannot copy the same item without permission from term to term.
- f. Charge shall be made to the student beyond the actual cost of the photocopying.

The guidelines further indicate that multiple copying **is allowed** in the following situations (unless falling within one of the above prohibitions):

- a. When an individual teacher is "inspired" to use a work, and the inspiration and decision to use it and the moment of its use for maximum teaching effectiveness are so close in time that it would be unreasonable to expect a timely reply to a request for permission.

and

- b. If the following limitations with regard to the amount of copying of a work are applied:

If a complete article, story or essay is copied, and the work copied is less than 2,500 words. (There are particular rules for certain "special" works that consist of less than 2,500 words. For a full text of the guidelines, see Appendix A of this booklet.)

If a prose work is excerpted and copied, and the excerpt copied is no longer than approximately 1,000 words or 10% of the work, whichever is shorter.

If a chart, graph, diagram, drawing, cartoon or picture is copied, and not more than one such illustration is copied per book or per periodical issue.

If a short poem is copied, and the poem is less than 250 words and printed on not more than two pages; or if an excerpt from a longer poem is copied, and the excerpt is not longer than 250 words.

and

- c. The copying is for only one course in the school in which the copies are made.

and

d. No more than one short poem, article, story, or essay or two excerpts are copied from works by the same author. In addition, no more than three works or excerpts may be copied from the same collective work or periodical volume during one class term and no more than **nine** instances of such multiple copying may occur for one course during one class term. (These guideline limitations of Paragraph D do not apply to current news periodicals, newspapers, and current news sections of other periodicals.)

and

e. The original copyright notice must appear on all copies of the work."

(National Association of College Stores, Inc., and The Association of American Publishers, 1991.)

The guidelines further state that while only nine instances of such faculty-inspired copying are permitted in a single course during a semester, copying from current news periodicals and newspapers is unlimited.

Appendix I

PROPOSAL INFORMATION FORM

Send as an e-mail attachment to Nancy Doemel at doemeln@wabash.edu

Date _____

Name _____

Department _____

Phone Extension _____

I'm working on a proposal for (brief content summary): _____

I will be submitting it to _____
Deadline _____

I don't need any assistance.

My proposal requires

support letter or signature from

Dean's Office

President's Office

matching funds from either the department or the institution

institutional information or data on _____

electronic submission to the funding source

I'd appreciate assistance with who might fund such an idea.

Other ways you could assist me would be

SIGN-OFF TRANSMITTAL FOR EXTERNAL APPLICATIONS (pg. 2)

PROJECT CHECKLIST

Yes No

___ ___ **MATCHING FUNDS.** Are matching funds required as a formal condition of application by the sponsor?
Amount: _____ Internal Resource: _____

___ ___ **FACULTY TIME RELEASE.** Is release time requested as part of this application? This request needs to be discussed with the department chair and the Dean of the College before the proposal is submitted. A letter from the department/program chair in support of release time must accompany the request.
How much release time? _____ Which semesters(s)? _____

___ ___ **NEW PERSONNEL.** Will this application commit the College to new personnel or increased effort by existing staff? The grant budget must provide all salary and benefits in accordance with personnel and benefit policies for comparable positions in the employee category.

___ ___ **EQUIPMENT.** Will the grant or contract cover all expenses for purchase, installing and maintenance of the equipment? If not, please identify additional sources.
College cost share: a) equipment _____ amount _____
b) installation _____ amount _____
c) maintenance _____ amount _____

___ ___ **SPACE.** Will the project require alterations of existing space or new facilities?
Description of space _____
Cost estimate _____
Internal contact person _____
Projected Space Assignment of Existing Space _____

___ ___ **COMPUTER SERVICES.** Have hardware, software, and computing time been requested from the sponsor? Feasibility of technical support needs to be discussed with the Director of Computer Services before the proposal is submitted.

Department Chair acknowledges having seen this proposal: _____

Appendix III

INFORMATION SHEET FOR FELLOWSHIP APPLICATION

This form is for the College's records. Please send this sheet and a copy of the proposal to the Senior Advancement Officer, Nancy Doemel, at the time of fellowship submission. Please also use this form to discuss your application with your department chair so that he/she is aware that staffing arrangements will need to be made when you are successful.

Name of faculty member _____

Department _____

Date of submission _____

Name of agency/foundation to whom proposal is being sent _____

Name of fellowship program _____

Anticipated date of award notification _____