

FACULTY HANDBOOK

Last Updated May 2008

Notice

Although this handbook intends to reflect the current academic policies of Judson College, users are cautioned that changes or additions to such policies and rules may have become effective since the publication of this material. Inquiries as to whether the information contained herein is the current policy of the College should be made of the Academic Dean.

Changes to the *Faculty Handbook* become effective following approval of the Board of Trustees and when published and distributed to the Faculty. Faculty should also refer to the *Personnel Manual* for policies relating to all College employees.

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SECTION I
INSTITUTIONAL RELATIONSHIPS AND PURPOSE

Vision Statement

The twenty-first century marks the beginning of Judson's third century of service. We must consider all that is behind us a preamble to our future. We will endeavor to become the finest Christian arts and sciences college for women in America. Our twenty-first century students must be academically prepared for life and learning, always ready to exemplify the life and teachings of Christ.

Mission Statement

Judson College, a private, undergraduate institution of arts and sciences and professional study related to the Alabama Baptist State Convention, offers distinguished student-centered academic programs in a residential single gender setting and through distance education to both genders. As a caring collegiate community, Judson College is dedicated to maturing its students into well adjusted and productive citizens through the transmission of knowledge, refinement of intellect, the nurturing of faith, and the development of character. Resulting from these efforts, Judson graduates will:

- Know general information common to the educated public and detailed information of an academic discipline;
- Do critical thinking and effective communicating;
- Be persons of enduring faith and character who are eager to serve and lead.

Statement of Core Values

Judson College is a purposeful, caring community of students and employees who live, work, and learn together, and who are united by faith in God and adherence to Christian traditions. Based upon the character and teaching of Christ, the Judson community commits itself to "Principles of Light and Truth" that frame our common concerns and core values. Acceptance of these values is a pledge to exercise them consistently in our treatment of others, and to expect to be treated in kind.

As a Christian, arts and sciences institution for women, Judson College seeks to adhere to convictions best exemplified in the life and teachings of Jesus Christ.

As a Christian community, the College embraces:

- faith in God, adherence to Christian traditions, commitment to the ministry and mission of the Christian church;
- the infinite worth of persons and the development of the full potential of each person at every stage in life, and "love of neighbor as one's self;"
- the lifelong pursuit of knowledge and understanding;
- the making of ethical choices based on the life of Jesus Christ, the teachings of the Bible, the well-being of others, and an informed conscience;
- openness, truthfulness, justice, and fairness among persons of both sexes, all races and ethnic identities, all ages, and all levels of giftedness; and respect for opinions, convictions and beliefs different from our own;
- the aspiration for personal achievement, economic self-sufficiency, and public usefulness;
- a work ethic characterized by diligence, honesty, stewardship, and a sincere effort to do one's best; service to community and constituency, within the College and the wider society.

The Alabama Baptist State Convention

Since 1843 Judson College has been a fostered entity of The Alabama Baptist State Convention. Support from the Cooperative Program of the Convention forms an essential component of the operating budget of the College. The Convention and her churches seek to promote Christian higher education through Judson with their interest and loyalty. From the membership of these churches come many of the young women who attend Judson College.

Judson seeks to serve the denomination by providing an educational experience that not only improves intellect, but also enriches the spirit of her students. All members of the faculty and staff are mindful of the denominational affiliation of the College and the consequent commitment to moral and spiritual values.

The Board of Trustees

The Alabama Baptist State Convention elects the Board of Trustees of the College. The Convention recognizes the corporate integrity of the Board as reflected in the by-laws of The Alabama Baptist Convention and the laws of the State of Alabama. Trustees serve terms of four years and may be reelected. After a lapse of one year a person is again eligible for service. One-fourth of the Board is subject to election or re-election each year.

The Board of Trustees holds three regular meetings each year. Committees of the Board are appointed to consider specific areas of the College's operation. The officers of the Board are its Chairman, Vice-Chairman, and Secretary.

The President of the College is appointed by the Board of Trustees to serve as the chief administrative and educational officer of the institution. The Board vests in the President the authority to administer the College and to employ and supervise all College personnel.

Institutional Purpose

The Statement of Purpose of Judson College outlines the mission of the College. The statement is an explanation of the philosophy of the College, which includes the broad intentions of the institution in its relationship to its students. Judson is, first of all, a women's college--with the exception of the distance learning division which includes males in off campus contract learning courses. Male students are included in the distance learning division of the College so that they may improve their skills in church-related occupations and may achieve their bachelor's degrees. This addition to the Distance Learning Program does not alter the self-contained college unit intended solely for the education of women. With this exception the explanation of the purpose includes discussion of the expectations of the College in regard to the general outcomes of the programs of the College.

The Judson College Statement of Purpose implies a relationship of shared responsibility for outcomes between the College and its students. Recognizing that an important part of the processes of education and maturation is the acceptance of responsibility and that students, as well as the College, are accountable for the outcomes of college programs, the College framed its statement to include accountability on the parts of both institution and student. Judson offers students opportunities to develop skills in critical thinking, decision-making, leadership, communication, spiritual growth, and social maturation that are unique in single gender institutions. The uniqueness of the College is couched in its desire to help young women develop into more able citizens of the world and in the atmosphere of cooperation that follows from attempts to fulfill the mission of the College.

Judson is a Christian College. Christian in its philosophy and Baptist in its denominational relatedness, the College endeavors to maintain an environment in which young women of all religious persuasions may pursue truth: in classrooms, in participation in religious activities, and in the models of dedicated faculty who may inspire others to develop a Christian philosophy of life.

The General Education Core of Judson's curriculum insures that students are introduced to arts, ideas, sciences, values, and literature that encourage development of thinking and communication skills.

The broad base of the core in the humanities, social sciences, natural sciences, mathematics, and the arts--both creation and appreciation--gives students breadth to make informed choices concerning their areas of concentration toward the baccalaureate degree.

The organization of a complete approach to the education of young women, both academic and non-academic, encourages students to stimulate their creative and aesthetic qualities, to deepen their knowledge, to sharpen their awareness of the American heritage and the world around them, to improve their judgment, to learn methods of critical inquiry, to communicate ideas effectively, and, generally, to formulate a world view that will become a permanent part of their lives.

Statement of Purpose

Founded in Marion in 1838 by Alabama Baptists, Judson College is the only remaining women's college in the state. The College has sustained its principles of Christian arts and sciences education for women since its beginning. The College affirms her denominational loyalty to the Alabama Baptist State Convention and her responsibility to the Baptist constituency, as well as her responsibility to serve the greater community beyond the campus. Students at Judson are offered an arts and sciences curriculum directed by a highly qualified faculty. The emphasis of the College is the education of her students. This purpose is achieved through the arts and sciences curriculum,

pre-professional and professional programs and by efforts to enhance the social, cultural, and spiritual lives of Judson students.

Judson College strives to meet the needs and life purposes of her students through structured academic programs designed to help them fulfill their own potential. These programs lead to baccalaureate degrees. Within the scope of available resources, the academic programs of the College give students opportunities to assert their own identities and directions, to prepare for their life's work, and to increase cultural awareness through appreciation of aesthetic values. At the same time, they are provided with opportunities and encouragement for spiritual growth.

Judson students are challenged intellectually through the academic curriculum, through the concert-lecture series, and through various internship programs offered through the College. Participation in honors programs and independent studies is fostered. Vital issues that lead students to improved critical thinking are opened for discussion and debate. The small faculty-to-student ratio enables the College to render personal attention to students' development, monitoring their progress and suggesting ways for students to achieve their goals.

Spiritually, the College offers opportunities for maturity through chapel programs, volunteer mission opportunities, and student organizations. While the core requirements of the curriculum foster spiritual growth, students are afforded opportunities for service, which help them toward spiritual awareness, in the community and surrounding areas. The College requires that students complete classes that encourage physical development, as well as understanding of the problems of health and fitness. The College sponsors varsity sports programs in basketball, softball, volleyball, tennis, soccer and equitation while offering to the entire student population extracurricular, intramural sports.

Students are encouraged to acknowledge awareness of social appropriateness in both formal and informal situations sponsored by the College. A major strength of the College is the number of possibilities for its students to avail themselves of the responsibilities of leadership; academic societies, clubs, classes, and student government always emphasize the abilities of women in positions of responsible leadership.

Cultural growth in Judson students is fostered in the General Education Core curriculum requirements, as well as by opportunities to experience the arts first hand at concerts, recitals, and museums. Students are afforded opportunities to experience other cultures through international travel and study and are introduced to other cultures through association with students from other countries.

Students who complete the requirements for a baccalaureate degree at Judson College, and who have availed themselves of the opportunities for leadership, social, cultural, spiritual, and physical growth offered by the College, should take with them the knowledge and confidence necessary to lead successful lives.

The Distance Learning Program is designed for students whose circumstances prevent them from attending traditionally offered higher education. Changes and developments in society such as the expansion of knowledge, alternate means of delivering education, demands to re-tool and re-educate the workforce, and increasing job expectations for educational achievement have made the development of non-traditional programs for non-traditional students mandatory if higher education is to continue to meet the needs of society. **[NOTE: As a service to the denomination, the ancillary powers of the College were enlarged by resolution of the Board of Trustees to**

include male students in the Distance Learning Program in order that they may increase and/or improve their skills in church-related vocations.]

General Education Core

The General Education Core of the College is a basic graduation requirement and includes courses in the humanities, the sciences, mathematics, the social sciences, and the arts. It is the expectation of the College that the General Education Core will serve to enable its students to think critically and analytically, to interpret both figuratively and literally, to arrive at informed decisions, and to communicate those decisions effectively in both written and spoken language.

The General Education Core of Judson College seeks to ensure that her students acquire the body of knowledge and the intellectual skills necessary for personal development and the satisfactory discharge of citizenship. To accomplish these ends, students should seek the mind of Christ through the study of Biblical literature, master the fundamentals of the history of their civilization, command the basic principles and methodology of the natural sciences and mathematics, be conversant with at least one foreign language, acquire a firm understanding of the cultural underpinnings of their civilization through a broad exposure to its literary, philosophic, and artistic traditions, and be able to use the English language as a medium of personal and professional communication. Judson students should be introduced to the accomplishments of women in society, use information technologies comfortably and improve their wellness and fitness.

The General Education Core includes classes which impress upon students the necessity for mature, moral responses to the critical circumstances of their lives while encouraging in them the desire and knowledge to question and to formulate their own ideals. At the same time that the College takes on the responsibility for bringing students to the threshold of maturity, the College

expects students to engage in active learning, offering them an atmosphere in which they are able to experience decisions monitored by a caring and proficient faculty. The College makes every effort to introduce these concepts to its students. None of the General Education Core courses relate specifically to skills/career programs; all are general requirements for completion of any of the baccalaureate degree programs offered by the College. The catalog of the College outlines the general requirement, constituting 55 semester hours, as well as specific programs of concentration. The ground for the core is that, in partnership, the College and the student will both benefit from the effective growth of the student.

SECTION II THE ADMINISTRATION

President

The President is responsible for the oversight of the College by virtue of the authority granted by the Board of Trustees, though in practice the President delegates authority in certain areas to other administrative personnel. Periodic reports are submitted by those officers who are directly responsible to the President. The President appoints all standing committees and holds periodic meetings of the President's Cabinet, thus guiding and expediting implementation of policy, planning and decision making. Reporting directly to the President are the Vice President and Academic Dean, the Vice President for Institutional Advancement, the Vice President and Dean of Students, the Vice President for Admissions and Financial Aid, and the Vice President for Business Affairs, representing each major area of administration. The President and these officers constitute the President's Cabinet.

Vice President and Academic Dean

The Vice President and Academic Dean (hereto Academic Dean) is charged with the general supervision of the academic program, represents the institution to the Commission on Colleges of the Southern Association of Colleges and Schools as the accreditation liaison, and coordinates the work of all administrative divisions. The Academic Dean is responsible for all academic functions of the College. Duties include the oversight of certain campus operations, facilitating institutional planning and effectiveness, and ongoing planning and evaluation. Upon the advice of Division Chairs, the Academic Dean recommends to the President the appointment and promotion of faculty

members. The Division Chairs, the Registrar, the Librarian, and the Director of Distance Learning, report directly to the Academic Dean.

Vice President and Dean of Students

The Vice President and Dean of Students (hereto Dean of Students) is responsible for the co-curricular educational program of the College. The Student Services Division works to engage students in programs and activities designed to enhance holistic growth and personal development through formal and out-of-class learning experiences that challenge and support all students. The Dean of Students is responsible for supervising the planning, policy formulation and management of the Residence Life, Campus Ministries, Faith-Based Service and Learning, Intercollegiate Athletics, Student Activities, Counseling, and Wellness Center areas of the College; and is directly responsible for Student Development through Freshman Orientation, retention management, and Career Counseling. The Dean of Students also administers the disciplinary/judicial policies and procedures by working with the Honor Council. Directors representing the student services areas report to the Dean of Students.

Vice President for Institutional Advancement

The Vice President for Institutional Advancement is responsible for developing private, philanthropic support for the College through a systematic program designed to secure individual gifts, primarily through annual, major, and estate/planned commitments. The Vice President for Institutional Advancement also coordinates and supervises the areas of alumnae activities and public relations. Directors representing each area report to the Vice President.

Vice President for Business Affairs

The Vice President for Business Affairs has direct oversight responsibility for all aspects of accounting and cashiering functions including payroll, accounts payable, purchasing, accounts receivable, and physical plant. The Vice President for Business Affairs is responsible for preparation of monthly financial statements, budget reports, endowment reports and coordination of the annual audit of financial statements. The Vice President for Business Affairs is also responsible for overseeing the management of the college's employee benefit programs, student financial aid, bookstore, facility management, and food service. The Director of Information Technology also reports to the Vice President for Business Affairs.

Vice President for Admissions and Financial Aid

The Vice President for Admissions and Financial Aid is responsible for planning and implementing a comprehensive recruitment program based upon market research, demographic analysis, and institutional profile. Specific responsibilities include extensive telemarketing efforts; a systematic communication flow of brochures, letters from faculty, students, and staff, and promotional information of special on-campus recruiting events; regular communication with high school guidance counselors, community leaders, pastors and other church staff leaders, and alumnae; and personal in-home visits with prospective students and their parents. Additionally, the Vice President for Admissions and Financial Aid coordinates the evaluation and selection of undergraduate applicants, serves as a liaison between applicants and the financial aid office, supervises the work of admissions counselors and support staff, and is involved in the development of admissions publications and strategies. The Vice President for Admissions and Financial Aid also

coordinates scholarship and financial aid strategies to ensure that optimal enrollment/scholarship levels remain within budgetary constraints.

Registrar/Institutional Research

The Registrar serves under the direction of the Academic Dean and is responsible for the students' registration, academic records, and the grade reports. The Registrar is also responsible for the collection of all institutional data to be used in creating and assessing the various learning and performance outcomes as needed by the different administrative areas of the College to create their Institutional Effectiveness reports. Currently, the registrar also serves as the Disability Services Director for the College.

Librarian

The Librarian directs the operation of all library facilities, and supervises the work of the library staff.

Director of the Community School of Fine Arts

The Director of the Judson College Community School of Fine Arts is responsible for the organization, administration, and evaluation of the Community School of Fine Arts in music, art, and dance. The Community School is an outreach in fine arts education to the surrounding area.

Director of Facility Management

The Director of Facility Management is responsible for all aspects of maintenance, repairs, improvements, security, and housekeeping of the physical plant.

Director of Financial Aid

The Director of Financial Aid administers the Student Financial Assistance Program of the College including scholarships, grants, loans, and work opportunities from private, government, or institutional sources.

Manager of the Bookstore

The Manager of the Bookstore is responsible for all purchasing and retail operations of the Student Store.

Manager of Food Services

The Manager of Food Services is responsible for the regular meal plan for all students, and all special catered events on the campus.

Director of Information Technology

The Director of Information Technology oversees the computer system for the College, which includes the management of the College's hardware, software, and Internet capabilities.

Director of Campus Ministries

The Director of Campus Ministries is responsible for providing opportunities for spiritual growth and fellowship for students through a program of worship, education, missions, ministry, discipleship, and social activities.

Resident Hall Directors

The Residence Hall Directors are responsible for developing residence hall programming, advising, supervising the activities of residents, encouraging residents to achieve their academic goals, and supervising the maintenance of safe and adequately-equipped residence halls.

Resident Assistants

The Resident Assistants are responsible for assisting the residence hall directors with all aspects of the daily operations of the residence halls.

Director of Faith Based Service and Learning

The Director of Faith Based Service and Learning oversees any grants received by the College with regard to the service learning program. The Director solicits proposals from faculty and staff for funds for class projects which will better the Marion and Perry County area. The Director often works in conjunction with the Director of Campus Ministries.

Director of Student Activities

The Director of Student Activities oversees all of the activities planned for students from coffee houses to dances, and will oversee the Student Government Association. The Director is responsible for planning activities to add to the social life of the College's students.

Director of Alumnae Affairs and Annual Giving

The Director of Alumnae Affairs serves as a liaison between the College and the Alumnae Association and represents the College to the alumnae. Responsibilities include working closely with the Director of Admissions to involve alumnae in recruitment of new students for the College and in increasing annual giving.

Director of Public Relations

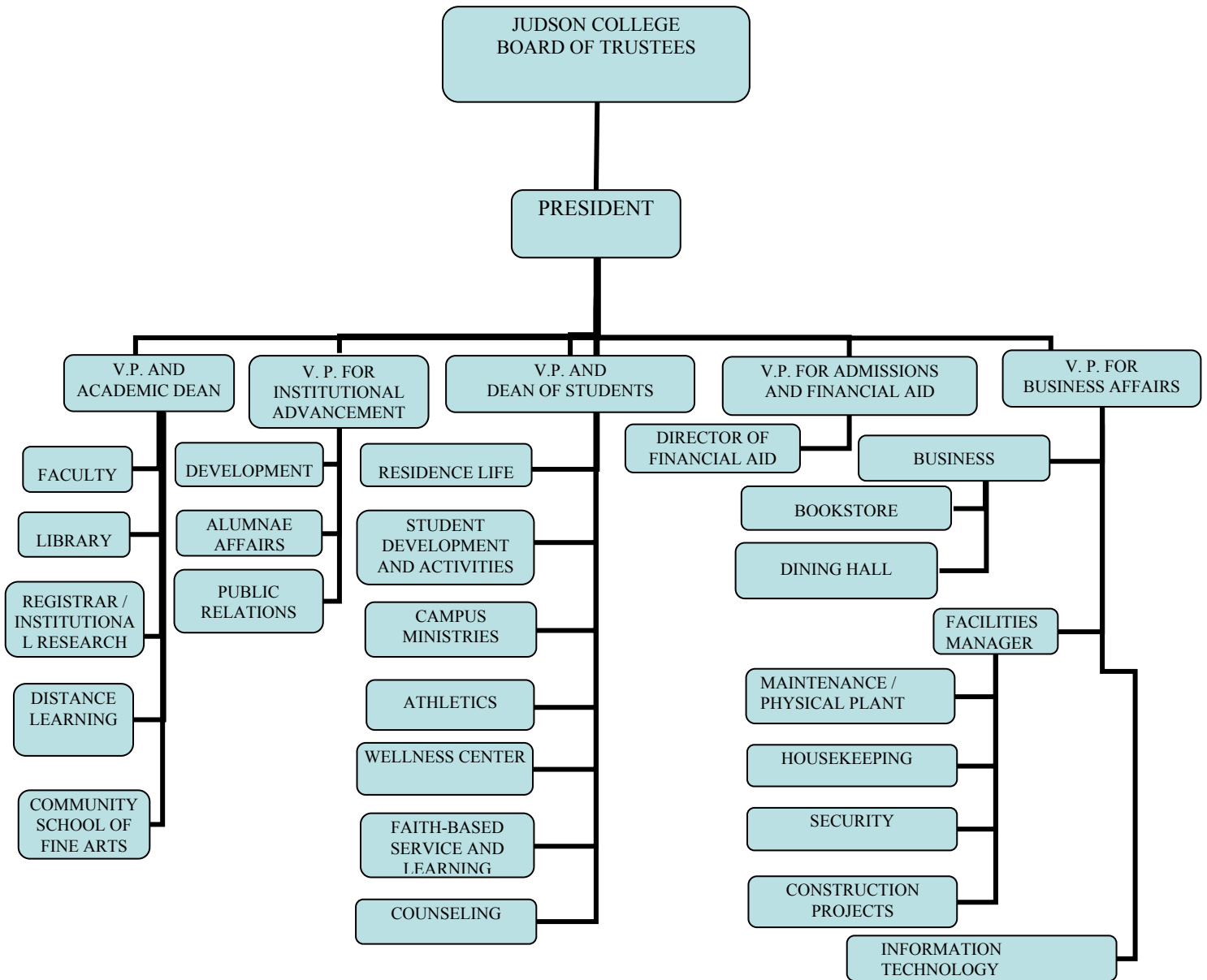
The Director of Public Relations informs constituents and the general public of college activities through news releases and publications. The faculty is encouraged to report news of their professional activities to the Director of Public Relations.

Director of Distance Learning

The Director of Distance Learning coordinates and supervises the Judson College Distance Learning Program which is designed for students whose circumstances prevent them from attending traditionally offered higher education.

Administrative Organizational Chart

Updated as of April 17, 2008



SECTION III
THE FACULTY

Faculty

The faculty is responsible for the educational programs of the College. The faculty meets in regular or called meetings. The faculty determines academic policy, establishes requirements for a degree, approves the courses of instruction offered by the departments, and administers the curriculum. All full-time and part-time faculty may exercise voting privileges in faculty meetings, and are expected to attend all faculty meetings. Adjunct faculty may attend faculty meetings as non-voting members. Members of the non-instructional staff of the College may attend faculty meetings when invited by the President or the Academic Dean, but may not exercise voting privileges. The administration of the College is responsible for review and oversight of the actions of the faculty.

Division Chairs

The Division Chairs direct the divisions of the academic program. They are the professional coordinators of the various disciplines within their respective divisions. They are the representatives of these disciplines to the Academic Dean. They call and preside at regular divisional meetings, evaluate faculty within the division, and represent their respective divisions on the Academic Council. They submit to the Academic Dean the annual budgetary requests of the instructional departments and supervise the authorized divisional expenditures. Division Chairs assist the Academic Dean in making teaching assignments within the division. They work with the Academic Dean and the President in the recruitment and promotion of each individual faculty. The

Academic Division Chairs assist the Academic Dean in implementing academic and evaluation policies and procedures.

The Division Chairs are allowed a three hour course reduction in their normal teaching load.

The duties of the Division Chair include, but are not necessarily limited to the following:

I. Curriculum

- A. Maintain accurate course information and degree program requirements for Judson College.
- B. Recommend additions and deletions of courses and changes in existing courses to Academic Council.
- C. Recommend changes, additions, and deletions of major and/or minor programs within the division.
- D. Certify candidates for degrees with majors/minors in division.

II. Course Schedules and Instructional Assignments

- A. Prepare schedule of courses for fall, spring, and short term – assuring provision of basic requirements and courses required for graduation, utilization of time slots, and equitable teaching loads.
- B. Review course enrollment and demand each semester.
- C. Make advising assignments.
- D. Make recommendations to the Academic Dean regarding special consideration for faculty and/or students.

III. Instructional Personnel

- A. Work with the Academic Dean in identification and recruitment of full-time faculty.
- B. Identify prospective part-time and adjunct faculty for specific courses.
- C. Periodically observe classroom instruction of full-time, part-time and adjunct faculty.

- D. Provide for mentoring of new faculty by personally mentoring or assigning an experienced faculty member to review syllabi and exams, give feed-back on class presentations, and counsel on student relationships.
- E. Evaluate, with the Academic Dean, instructional personnel including recommendations for contracts, promotion, tenure, termination.
- F. Advise faculty concerning recommendations for improvement in teaching/advising.
- G. Respond to student feedback about instruction and maintain confidential information.
- H. Recommend assignment of special functions to instructional personnel, including release from other duties where appropriate, e.g., when enrollment in classes is lacking.

IV. Planning and Assessment

- A. Meet with department heads to prepare strategic plans for division.
- B. Work with the Academic Dean in reviewing, modifying, and approving assessment plans for departments.
- C. Review assessment results with department heads and recommend improvements in programs.
- D. Chair committees for periodic review of degree programs.
- E. Assure and document that improvements are implemented and evaluated.

V. Budget

- A. Submit annual budget requests from departments.
- B. Review budget requests and reports with the Academic Dean.

VI. Communication

- A. Conduct regular meetings with faculty in division, maintaining communication among the Academic Dean, Academic Council, and Faculty.
- B. Distribute information to faculty and students.

Department Heads

The Department Heads serve as professional advisors to the President, Academic Dean, and Division Chairs in their respective departmental fields. They call and preside at departmental meetings, represent their respective departments in the divisional meetings, submit to the Division Chair the annual budgetary requests for the department and assist the Division Chair and the Academic Dean in making teaching assignments within the department. They work with the Division Chairs, the Academic Dean, and the President in the recruitment, orientation, and guidance of the departmental faculties.

Full-Time Faculty

A full-time faculty member is employed to teach twelve (12) to sixteen (16) semester credit hours per regular semester. In addition to classroom teaching, all faculty members are expected to devote a reasonable amount of time to office hours, student advising, career counseling, committee work, and other tasks essential to effective service. All faculty members will be expected to teach courses in the distance learning program, as requested.

Part-Time Faculty

A faculty member who is employed by the College on a long-term basis to teach a class load of fewer than twelve (12), but more than five (5) semester hours per regular semester, is classified as part-time. The contract signed by the faculty member and the appropriate administrative officials clearly indicates whether a member of the faculty is classified as part-time. Part-time faculty members may have the same privileges as full-time faculty if so granted by the Academic Dean.

Part-time faculty may be assigned an office and expected to keep a reasonable number of office hours each week. A limited amount of committee work may be assigned to the part-time faculty member.

Adjunct Faculty

An adjunct faculty member is appointed on a short-term basis. Adjunct status is specified on the employment contract and adjunct faculty members do not have voting privileges at faculty meetings. Adjunct faculty members are not eligible for fringe benefits, tenure, or promotion to regular academic ranks.

SECTION IV
JUDSON FACULTY
POLICIES AND PROCEDURES

Academic Freedom

The following excerpt from the 1940 Statement of Principles on Academic Freedom and Tenure of the American Association of the University Professors expresses Judson's position on the matter of academic freedom:

1. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
2. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matters which have no relation to their subject.
3. College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they are free from institutional censorship or discipline while remembering their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinion of others, and should make every effort to indicate that they are not speaking for the institution.

Academic Ranks

Faculty members are ranked according to the conventional classification of instructors, assistant professors, associate professors, and professors. The normal length of time spent at each rank is stated but promotions are never made solely because this period of service has been fulfilled.

The terms of appointment to each rank and tenure are stated in the following paragraphs.

Recommendation for promotion is made by the candidate's Division Chair to the Academic Dean.

With the concurrence of the President, the Academic Dean recommends promotion to the Faculty and Curriculum Committee of the Board of Trustees. Final disposition of the recommendation is made by the Board of Trustees.

Instructor

Qualifications. The faculty member must have a master's degree in the major area of teaching, or professional competency in the teaching area submitted in lieu of the master's degree.

Length of Appointment. Initial appointment shall be made for one (1) year, and reappointments, if offered, shall be for one year each. Normal time in this rank shall ordinarily be not more than three (3) years, during which time an instructor is expected to meet or show definite progress toward meeting the requirements for an advanced rank. Under certain circumstances an instructor may be reappointed after three years as an instructor.

Notification. If reappointment is offered, formal notice shall be sent from the Academic Dean by March 1, or May 1 if the faculty member has been employed less than three (3) years. Written notice that further appointment will not be made shall be sent by the Academic Dean at the same time.

Assistant Professor

Qualifications. It is preferred for the faculty member to have achieved an earned doctorate in the major field of teaching, except in vocational or professional fields in which the doctorate is not normally found. A faculty member who has demonstrated exceptional ability as a teacher or who has achieved outstanding success and recognition in his chosen field may be promoted to the rank of assistant professor, even though the earned doctorate has not been received. Under certain circumstances, faculty who hold a master's degree and have completed at least eighteen (18) semester hours in the teaching field may be appointed to this rank.

Length of appointment. Initial appointment shall be for one (1) year, and reappointment, if offered, shall be for one (1) year. Time in this rank shall ordinarily be six (6) years. Assistant professors without the highest degree in the discipline are expected to meet or show definite progress toward the requirements for the advanced degree.

Notification. If reappointment is offered, formal notice shall be sent from the Academic Dean by March 1, or May 1 if the faculty member has been employed less than three (3) years. Written notice that further appointment is not to be made shall be sent by the Academic Dean at the same time.

Associate Professor

Qualifications. An earned doctorate or terminal degree in the teaching field. A faculty member who has demonstrated exceptional ability as a teacher or who has achieved outstanding success and recognition in his or her chosen profession may be promoted to the rank of associate professor, even though the earned doctorate has not been received. An associate professor must

have at least three (3) years of teaching experience on the College level. Normally, at least one (1) of these years of experience shall be at Judson College.

Length of appointment. Initial appointment shall be for one (1) year, and reappointments, if offered, shall be for one (1) year. Normally, time in this rank will be six (6) years.

Notification. If reappointment is offered, formal notice shall be sent from the Academic Dean by March 1, or May 1 if the faculty member has been employed less than three (3) years. Written notice that further appointment is not to be made shall be sent by the Academic Dean at the same time.

Professor

Qualifications. An earned doctorate or terminal degree in the teaching field. A faculty member who has demonstrated exceptional ability as a teacher or who has achieved outstanding success and recognition in his or her chosen profession may be promoted to the rank of professor even though the earned doctorate has not been received. A minimum of five (5) years teaching experience on the College level is required. Evidence of professional recognition and/or contributions, such as holding office in a regional or national professional organization or of having published articles or monographs of professional value is required for promotion to the rank of professor.

Length of appointment. Initial appointment shall be for one (1) year, and reappointments, if offered, shall be for one (1) year.

Notification. If reappointment is offered, formal notice shall be sent from the Academic Dean by March 1, or May 1 if the faculty member has been employed less than three (3) years.

Written notice that further appointment is not to be made shall be sent by the Academic Dean at the same time.

Promotion in Rank

Promotion from one academic rank to another and from one salary level to another is not automatic. The following criteria will guide the Division Chair, the Academic Dean, and the President in determining promotions:

1. Effectiveness as a faculty member with emphasis on teaching.
2. Developing scholarship and professional reputation.
3. Length of service at the College.
4. Available funds and the needs of the College.
5. General contribution to the College community.

No faculty member shall be promoted beyond the academic requirements in the established ranks until the specific requirements have been met. A candidate for tenure may apply simultaneously for promotion.

Tenure

Tenure at Judson College consists solely of the institution's commitment to continue employment of the faculty member in a particular position, so long as the individual's contributions to fulfilling the institutional purpose remain substantially undiminished. If changing needs should cause the elimination or major modification of that position, an effort would be made to accommodate the tenured faculty member in a related position, but the institution would not be obligated to continue employment for one whose service could no longer be used effectively because of changes in enrollment or educational program. While the application for tenure will be

available to all faculty holding tenure track positions, the College recognizes that all eligible faculty members may not desire to pursue the granting of tenure. Accordingly, full-time faculty employment may be continued on a non-tenured basis.

Exceptions

A request for an exception to normal review and tenure schedule may be made on any of the grounds listed below. Such a request should be made by the faculty member in writing to the Academic Dean accompanied by a letter from the Division Chair approving the request. The Academic Dean and the President will decide the matter and the Academic Dean will convey the decision to the faculty member and Division Chair. All exceptions will have the concurrence from the Faculty and Curriculum Committee of the Board of Trustees.

1. A faculty member employed with prior college teaching experience may request a revision of the schedule for major reviews and the decision on tenure.
2. An exception to normal process may be granted if extraordinary circumstances justify the expedited consideration of a faculty member for promotion or tenure. In such a case, appropriate modifications shall be made to the review process, review schedule, and the timetable for the faculty member concerned. The Academic Dean and President must decide together if an exception is warranted.
3. Full-time faculty members who are not full-time teaching faculty (permanent teacher-administrators or faculty serving as temporary administrators) will be subject to review if and when they are candidates for tenure or promotion in their academic departments. Criteria for review may be adjusted depending on the position held at the time of application.

General Criteria for Review

Judson College recognizes that the heart of the College is its academic program, that an excellent program requires an excellent faculty, and that the measure of faculty excellence is dictated by the very nature of the institution as a Christian arts and sciences college for women as articulated in its mission and purpose.

The first goal of each faculty member, and the most important measure of faculty performance, must be effectiveness in teaching. Because teaching effectiveness can be achieved in many ways, the evaluation of teaching must respect the talents of the individual teacher, the needs and capacities of students, the demands of the subject matter, and the requirements of the specific classroom situation. The evaluation of arts and sciences teaching should use a variety of tools, qualitative as well as quantitative.

In addition to effective traditional and Distance Learning teaching, the College expects each faculty member to demonstrate a reasonable amount of achievement in scholarship and to demonstrate professional responsibility through service to the College and the community. Although all faculty members must be effective teachers, the emphasis given to scholarship and service may vary between individuals and at different stages of each person's career, depending on the talents and interests of the faculty member and the needs of the College.

Evaluation Standards for Review

Teaching Experience. Recognition should be given to the teaching of current departmental courses and the development of new courses. Recognition also should be given to the faculty member's participation in interdisciplinary courses, team-taught courses, field experiences, study abroad programs, Distance Learning courses, independent courses, collaborative research with students, capstone courses, and internships.

Teaching Effectiveness. An effective teacher should possess the following:

1. Those qualities of intellectual alertness and enthusiasm for learning which make teaching more than a mere imparting of information.

2. A thorough knowledge of the subject taught.
3. The ability to present the subject at a level that will arouse and maintain student interest and at the same time build respect for the material.
4. Effective integration of technology into the classroom.
5. A responsible and willing commitment to the routine aspects of teaching, such as class and lab preparation, the assignment and grading of work within a reasonable time, the keeping of office hours, and the maintenance of student records.
6. A recognition of the specific academic needs of individual students and the willingness and ability to meet them.
7. A demonstrated commitment to advising students, offering career counseling, and directing student scholarship.
8. A willingness to encourage and direct student research, encourage service learning, and develop internships within the major areas of study.

Scholarship. Scholarship is necessary for effective teaching. Active scholarship can be demonstrated in many ways. Such evidence includes but is not limited to:

1. Contribution to the intellectual vitality of the community.
2. Exposure to new developments through attendance at meetings of learned societies, workshops, etc.
3. Collaborative research with students not necessarily leading to publication.
4. Incorporation of new materials/techniques into courses.
5. The editing or reviewing of books or professional journals.
6. Obtaining grants through private sources for research or other scholarship.
7. Communication of disciplinary information to groups through speeches, presentations, or participation in public forums.
8. Writing and contributing to textbooks.

9. Publication of research and information in non-academic publications.
10. Presentations at professional meetings.
11. Creative activities involving the publication, production, exhibition, or performance of works of art.
12. Independent or collaborative research and publication in academic journals.

No faculty member should be expected to demonstrate achievement in ALL of these areas of scholarship, but those under review should present both tangible evidence of scholarship and some less tangible. Differences exist between disciplines and often within disciplines. An effort should be made to judge each faculty member by standards appropriate to her/his professional circumstances.

Service. To function properly, the academic community requires the active contributions of its employees. The following kinds of service by members of the faculty are important to the College.

1. Service to the College – Faculty members are expected to show a willingness to participate in non-teaching responsibilities. These include department and academic governance, department and College activities and programs, development and maintenance of department facilities, service on committees, representation of the College to various groups, and recruitment of students.
2. Service to students – In addition to advising students about class work, faculty members serve as academic advisors to departmental majors. Some may be assigned as freshman advisors and instructors in JUD 101, Foundations for Success: Making the Transition. The time and care devoted to advising should be recognized as a professional service, and is expected by the College. Service to the students may also include participation in student events, giving lectures in non-academic settings, sponsoring a class or student organization, or participating in creative productions and workshops.
3. Service to the profession – Faculty are expected to maintain scholarship and teaching effectiveness by participating in professional organizations, recent experiences in P-12 school settings, attending meetings, offering leadership in organizations, participating on committees, reviewing scholarly work, and serving as consultants or resource persons.

4. Service to the community – Faculty are expected to contribute to the community of Marion and/or Perry County by actively participating in activities and organizations that aid the educational, economic, social, cultural, and spiritual development of the community: such as Marion Matters, Sowing Seeds of Hope, Cross Ties, Community School of Arts, health clinics, and other volunteer activities.

Materials Required for Tenure Review

Required Materials. The file for each faculty member under review must contain the following material and should be organized according to the principle field of employment.

1. A current curriculum vitae.
2. A list of graduate courses by area of specialization and specific courses for area/s of teaching.
3. A statement of teaching objectives, philosophy, and/or methods.
4. A list of professional activities participated in during the period under review, along with documentary evidence of such activities.
5. Sample course syllabi for courses taught during the period under review.
6. Student evaluations and recommendations by the Division Chair, Department Head, and Academic Dean for the period under review.
7. Tangible evidence of scholarship.
8. A brief description of any scholarly work not tangible, or anything in progress.
9. Evidence of service to the community.

Supplemental Materials. Faculty members may submit any materials that might be relevant to their review. Any student, faculty peer, administrator, alumna, or professional at another institution may submit material if such material is pertinent to the review.

If the Academic Dean or review committee determines that it lacks the expertise to judge the scholarship or creative activities of the faculty member under review, the committee may, in

consultation with the Academic Dean and the candidate, compile a list of professionals in the field from whom to solicit professional opinions as to the quality of work under review.

If the Academic Dean or review committee determines there is a need for further information about the quality of teaching, the committee shall solicit additional evidence and/or testimony.

Copies of the review materials will be kept on file in the Academic Dean's office.

The Review Committee

The review committee shall include the Academic Dean, Division Chairs who are tenured, a tenured faculty member from any division whose chair is not tenured, and one male and one female tenured faculty member appointed at large by the President of the College.

The Review Committee Chair serves as liaison to communicate with the applicant or other necessary sources. During its deliberation, the committee shall communicate with the candidate as necessary through the liaison.

Review Timetable and Procedure

A faculty member may initiate a tenure earning process during the third year of employment in consultation with Department Head, Division Chair, and Academic Dean. This process will establish for the faculty member strengths and weaknesses that may hinder granting of tenure. The faculty member then has two years to complete a positive portfolio in support of the request for tenure. At the end of the fifth year of employment, the faculty member submits a completed portfolio to the Academic Dean and the Tenure Review Committee. The faculty member, upon the recommendation of the Tenure Review Committee, may be asked to improve aspects of the portfolio in order to obtain a positive result.

The Tenure Review Committee may make a positive or negative recommendation to the Academic Dean; or the Committee may render a positive recommendation with the proviso that recommended improvements be completed.

If after five years of continuous service to the College, a faculty member desires tenure, the process for earning tenure is the same as for new faculty members with the exception that the process be completed within one year rather than two years.

The faculty member will be informed of the decision concerning tenure within two years of the date of application.

Post-Tenure Review

It is expected that the tenured faculty member will continue to render service at least equal to the level of service that initially earned the tenure. Each tenured faculty member will be subject to the annual evaluation process that includes student evaluations, Performance Improvement Plan, Division Review, and Academic Dean's Review. Every five years, and upon application for promotion, the tenured faculty member will submit to the Academic Dean a summary of institutional service comparable to that used in the initial tenure process.

Faculty Governance of Academic Programs

The faculty determines academic policy, establishes requirements for a degree, approves the courses of instruction offered by various departments, and administers the curriculum. The faculty exercises sound and acceptable practices for determining the amount and level of credit awarded for courses, regardless of format or mode of delivery. The Academic Council serves as an advisory body to assist the faculty in its supervision of the academic program; however, the faculty must approve all significant changes in the academic program of the College and must certify candidates

for degrees for final Trustee approval. Significant changes would include alterations in degree requirements, degree programs, majors and minors, additions or deletions of courses, changes to courses, changes in academic regulations as listed in the Judson College Catalog and any other matters that significantly impact the academic program. As courses are proposed to the curriculum, the sponsoring department discusses the amount and level of credit to be awarded for the course. These recommendations are made through the Division Chair to the Academic Council. If approved by the Council, the recommendations are presented to the Faculty. If approved by the Faculty, the amount of credit and level of the course are published with the course description in the College Catalog.

Faculty Recruitment and Selection

The College seeks to recruit faculty who demonstrate competency in their respective fields, model excellence in teaching, and are in sympathy with the stated purpose and character of the institution. The Academic Dean works with the Division Chairs and Department Heads to coordinate the recruitment of new faculty members. Every effort is made to ensure a non-discriminatory selection process. Please refer to “Faculty Employment Policy and Procedures” included in the Appendix A for the specific steps for employing new faculty. Under federal law, the College exercises religious preferences in employment, promotion and tenure.

New Faculty Positions

Division Chairs may recommend to the Academic Dean that a new faculty position be established. Once the President and Academic Dean, with the input of the appropriate Division Chairs and Department Heads, decide upon the need for a new faculty position, the position will be announced at the next regularly scheduled faculty meeting. When a major appointment involves a

ranked or tenure-track faculty position, a search committee may be appointed by the Vice President and Academic Dean to serve as an advisory committee. Members of the committee will include the Division Chair, Department Head, and all available faculty members of the division in which the position exists. This advisory committee will screen applications and interview prospective candidates. The committee makes their recommendation to the Academic Dean. The final decision to employ a candidate rests with the President in consultation with the Academic Dean.

The candidates will be introduced to the faculty during the interview process. If interviews occur during July-August, notices will be issued through campus e-mail inviting Judson Faculty to meet prospective candidates. At times, a prospective faculty member may be asked to make a presentation either in person or by video.

Vacant Faculty Positions

When a faculty position becomes vacant, the Academic Dean shall meet with the appropriate Division Chair, and Department Head and President to determine if the vacancy should be filled. Once a decision to fill the vacancy has been made, the Academic Dean shall inform the faculty of the vacancy at the next faculty meeting. The Academic Dean, Division Chair and Departmental Head shall then begin the search for a replacement. The Academic Dean shall coordinate the search with the assistance of the Division Chair and Department Head. These three persons shall then recommend to the President a final candidate of choice. The candidate will be introduced to other faculty during the interview. During July-August, notices will be issued through campus e-mail inviting Judson faculty to meet prospective candidates. At times, a prospective faculty member may be asked to make a presentation or deliver a lecture, either in person or by video.

Faculty Development

Because undergraduate instruction is the heart of the College's educational program, faculty members are required to stay current in their academic fields, to improve their skills as teachers, scholars, and practitioners, and where appropriate to conduct research and scholarship. It is the individual faculty member's responsibility to initiate on-going professional development and to communicate the results of their efforts to the Academic Dean. Faculty members are urged to hold memberships and to attend the meetings of professional organizations and societies. The College will assist with membership dues and expenses to meetings as funds are available. Demonstration of the faculty member's ongoing professional development and effectiveness as an instructor will be monitored through a variety of means, including, but not limited to the following.

1. Students evaluate faculty members in each of their courses at the conclusion of every semester. Results are reviewed by the Academic Dean and discussed with the faculty members at appropriate intervals.
2. Review of documentation regarding professional accomplishments provided to the Academic Dean.
3. Assessment by the faculty member's department head or Division Chair.
4. Classroom visits made by the Academic Dean to evaluate overall performance of the instructor.

Outside Employment

Because effective service requires the total effort of the instructor, full-time faculty members are employed with the understanding that their energies are to be concentrated on teaching and related duties. The acceptance of additional employment outside the College must be recommended by the Division Chair, the Academic Dean, and approved by the President. A

“Request for Approval for Additional Employment” form can be downloaded from the File Cabinet on the College Intranet or be requested from the Academic Dean’s Office.

Dismissal of Faculty Members

The appointment of a tenured faculty member or that of any non-tenured faculty member during the term of his or her contract of employment cannot be terminated except for adequate cause determined according to the process set out below. Any contract of employment, including a tenured appointment, may be terminated upon a finding of adequate cause, which is defined as:

1. Professional incompetence.
2. Neglect of academic duties.
3. Personal conduct which is inconsistent with the Christian philosophy and mission of Judson College.
4. Deliberate and grave violation of the rights or freedoms of fellow faculty members, administrators, or students, including but not limited to violation of the College’s sexual harassment policy.
5. Repeated failure to follow the College’s policies or procedures.
6. The failure to follow proper instructions, or to perform assigned proper instructions, or to perform assigned tasks properly within the scope of the employment, when the instructions or the assignments are given by a person who is authorized to supervise the faculty member.
7. Violation of the College’s policies regarding illegal drugs.
8. Conviction of a felony or of a criminal offense related to the faculty member’s fitness to practice his or her profession.
9. Any other just and good cause which makes continued employment inconsistent with the College’s stated Purpose, Mission, and Core Values.

Tenured faculty will be notified of cause of termination.

The College shall process any complaint regarding a faculty member with fairness and due regard for the rights of the faculty member. When a faculty member is charged with ongoing conduct which, if uncorrected, may give cause for dismissal or other disciplinary action, the Chair of the Division or the Academic Dean shall first seek correction and resolution through consultation with the faculty member. If this consultation fails to correct the problem, or if the charge is based upon conduct that cannot be satisfactorily corrected, the Academic Dean may initiate a disciplinary proceeding against the faculty member by giving him or her written notice of the charges under consideration and an opportunity to respond to the charges in writing. After an appropriate investigation, the Academic Dean shall advise the faculty member of any disciplinary sanctions imposed, up to and including immediate dismissal.

Within five business days after the Academic Dean has imposed disciplinary sanctions, the accused faculty member may appeal by submitting a written notice of appeal to the President. The appeal shall be heard by a Faculty Review Board appointed by the President and consisting of three senior faculty members and two administrators. As soon as practical, the Faculty Review Board shall conduct a hearing of the charges. Both the Academic Dean and the accused faculty member shall have the right to appear before the Faculty Review Board and to offer witnesses and other evidence relating to the charges. The Academic Dean or accused faculty member may question witnesses presented by the other party unless the Faculty Review Board determines that specific circumstances make such questioning inadvisable.

The Faculty Review Board hearing is not a legal proceeding. Although the accused faculty member is free to consult with an attorney, he or she shall not have legal counsel present in the

hearing. Upon a written request made to the Faculty Review Board, the faculty member will be permitted to invite another College employee to observe the hearing.

The Faculty Review Board shall keep a summary of the testimony and other evidence presented, including copies of any written statements or other documents, as the record of the hearing. Within three business days after the conclusion of the hearing, the Faculty Review Board shall render a written statement of its findings of fact and its conclusions regarding the sanctions imposed by the Academic Dean.

The faculty member or the Academic Dean may appeal the decision of the Faculty Review Board by submitting a written notice of appeal to the President within five business days after the Faculty Review Board has announced its decision. The President shall consider the record of the hearing kept by the Faculty Review Board and may receive statements from the accused faculty member, the Academic Dean, or the witnesses. No hearing shall be required. The decision of the President shall be final.

No disciplinary sanctions, including dismissal, shall be imposed until the hearing and appeal process has been completed. A faculty member may be suspended with pay and benefits pending the final decision.

Termination of a Tenured Appointment Not Related to Cause

The employment of a tenured faculty member may be terminated with either a twelve month's advance notice or the payment of a year's salary when:

1. A restructuring, reduction, or elimination of one or more programs of the College eliminates the need for the faculty member's position.
2. A financial crisis or budgetary reduction causes the College to reduce the faculty work force. The appointment of a faculty member with tenure will not be terminated in favor

of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic program would otherwise result.

Judson College Faculty Grievance Procedures

Any faculty member who believes that he or she has been done an injustice by another Judson College employee or person acting for Judson College may seek a remedy through the procedures that are described below.

When a question arises concerning the applicability of these procedures to a particular matter, the College reserves the right to decide the question through the President. The President will deny application of these procedures (1) whenever the matter in question involves broad policy in which the complainant has no direct interest and (2) whenever the President has good reason to believe that the grievance has been brought in bad faith for inappropriate reasons (see Petty Grievance Procedure).

Informal Process

The faculty member should discuss the grievance with the appropriate supervisor. If the problem is not resolved within five working days after the initial discussion, the faculty member may discuss the matter with the Academic Dean. The Academic Dean will then discuss the matter with the President, who will take steps necessary to enforce the policy. If the matter is one of judgement not covered by personnel policy, the Academic Dean will counsel with the faculty member, his or her immediate supervisor, and any adverse party, separately or jointly, in an effort to resolve the matter. If a resolution is not found, the President will hear the matter, either in separate or joint meeting involving the Academic Dean, the complainant, and any adverse party.

Any type of retaliation taken by the College against a College employee as a result of the employee's attempts to seek redress through these procedures is prohibited and may be grounds for a grievance to be resolved through these same procedures.

Formal Process

The formal grievance procedures should be employed only after all efforts to resolve a problem informally have been exhausted.

Step 1. The faculty member who wishes to bring a formal grievance before the faculty grievance committee, hereafter referred to as the Faculty Personnel Council, must submit a written request for a formal hearing to the President within twenty calendar days after occurrence of the event giving rise to the grievance or within five working days after the President has informed the faculty member that attempts to resolve the matter informally have been exhausted.

Step 2. The request must state the occurrence giving rise to the grievance, the relief sought, and the name of one full-time faculty member to serve on the Faculty Personnel Council.

Step 3. The President will, within fifteen working days after receiving the request, issue a written statement of approval or denial of the request. If the request is denied, the reason will be stated. If the request for a hearing is approved and the complaint involves the College administration, the President shall name one administrator to the Faculty Personnel Council. If the request is approved and the complaint involves a party other than the College administration, the other party will be asked to submit in writing to the President within five working days the name of one full-time faculty member to serve on the Faculty Personnel Council.

Step 4. The Faculty Personnel Council will convene, elect a chair from among the three members, and begin hearings within ten working days after notification by the President. The

Faculty Personnel Council will consist of two tenured faculty members and one administrator appointed by the President as a committee, and two others representing the complainant and the adverse party.

Step 5. The secretary to the President will serve as secretary to the Faculty Personnel Council and will provide for both a stenographic transcript and a tape recording of the hearings. The secretary will also be responsible for notifying both parties of significant aspects of the hearings, including, but not limited to, appointment of the Faculty Personnel Council, selection of the chairperson, sites, dates and times of hearings, recommendation(s) by the Faculty Personnel Council, and the President's action on the recommendation(s).

Step 6. Hearings shall begin within ten working days after notification from the President of the composition of the Faculty Personnel Council. Completion of the hearings will occur within fifteen working days after the initial hearing unless the Faculty Personnel Council and both parties agree in writing to extend the hearings for a period of three working days.

Step 7. Both parties shall be present at any hearing conducted by the Faculty Personnel Council and may be represented by counsel if so approved by the President.

Step 8. The hearings shall be closed unless open hearings are agreed to by both parties.

Step 9. Testimony of any witness may not be heard by any other witness except for the complainant and the adverse party.

Step 10. The Faculty Personnel Council will hear the complainant's testimony and the response of the adverse party, with the Faculty Personnel Council chairperson deciding upon the relevancy of testimony and evidence.

Step 11. After hearing the testimony of the complainant and that of the adverse party, the Faculty Personnel Council will deliberate in a closed session, with no witnesses nor either party represented.

Step 12. Within three working days after the conclusion of the hearings, the recommendation(s) of the Faculty Personnel Council will be forwarded to the President for review and action.

Step 13. Within ten working days after receiving the recommendation(s) of the Faculty Personnel Council, the President will notify the complainant and the adverse party of the President's decision.

Petty Grievance Procedure

Step 1. A faculty member may file a Petty Grievance claim with the President. The claim should consist of a written statement to the President stating the basis of the claim.

Step 2. The President will, within 15 working days after receiving the request, issue a written statement of approval or denial of the claim. At the President's discretion, an Ad Hoc Advisory Committee may be appointed by the President to assist with the decision.

Faculty Leave

Sabbatical Leave Policy

The faculty member may be awarded a leave every fourth short term at full pay or a one or two semester sabbatical leave every seventh year at half pay. Such an award is based on the following conditions:

1. Availability of funds.
2. Priority based on length of service and time since last sabbatical leave.

3. Value of the program of study and/or experience to be gained during the sabbatical for the professional competency of the individual and the program of the school.
4. Availability of existing faculty through proper scheduling to cover course material in the area of the person granted the sabbatical.

Requests for sabbatical leave should be made to the Academic Dean by the end of the first term of the academic year during which the sabbatical leave would begin. Application should be submitted in writing and should outline the proposed program of study and experience showing how it relates to the overall academic and professional area of the faculty member.

The faculty member shall agree to return to the College for the year immediately following the sabbatical leave. In the event the faculty member taking a short term sabbatical chooses not to return, the faculty member shall repay to Judson College a sum equal to one-fifth of the contract salary for the year in which the sabbatical leave was taken. The faculty member who takes a full-year sabbatical will be expected to render at least three years of service to the College after the sabbatical. The faculty member who decides to leave the College before the end of this period of service will repay to the College the full amount that the faculty member was paid during the sabbatical.

Leave of Absence

Faculty members may apply for a leave of absence for graduate study or independent research. Financial assistance during the period of the leave is available under the provisions noted in the sections dealing with educational assistance and sabbatical. Those planning to take a leave of absence must notify the Academic Dean at least two regular semesters before the leave is to begin.

Sick Leave

In case of the inability of a faculty member to fulfill normal responsibilities because of accident or sickness, the College will pay whatever portion of the salary is necessary, in addition to other benefits such as social security and salary continuation insurance, to bring the faculty member's income up to an amount equal to the full salary for the period of sick leave to which the individual is entitled. Sick leave is accrued at the rate of two and one-tenth days per month for the ten months of the faculty work year, up to a maximum of 60 working days.

The College will pay the substitute for service while a faculty member is disabled under the conditions of this policy. The College will expect fellow faculty members to cover classes for disabled faculty where their academic qualifications are acceptable and the extra assignments would not require a work load of more than 16 semester hours during the fall or spring semester or nine semester hours during short term. In such cases faculty members will substitute for absent faculty members without pay.

No faculty member shall be eligible for benefits under this policy beyond the minimum of 21 days if surgery or hospitalization could be scheduled during that person's vacation or normal leave time. As a basis for eligibility for assistance under this policy, the College may require validating statements of illness from an attending physician.

Refer to the *Personnel Manual* for information on maternity leave.

Faculty Work Load

The teaching load for full-time Judson faculty members is twelve (12) to sixteen (16) semester credit hours. No instructor will, under ordinary circumstances, be assigned an instructional load in excess of sixteen (16) hours. If under unusual circumstances a faculty member is assigned more than sixteen (16) hours, the faculty member will be compensated at a per credit

hour rate equal to the faculty member's annual compensation divided by maximum annual load. If a faculty member requests to teach more than sixteen (16) hours and the request is granted by the Academic Dean, the faculty member will receive normal adjunct pay for the additional load. Courses with enrollments not more than three (3) students will be considered for inclusion in load calculations on an individual basis.

A limited teaching load may be approved for full-time faculty if they are first time teachers needing to become acquainted with the College and the classroom; nearing completion of a terminal degree to facilitate work on the dissertation; observing students in multiple field experiences, classroom settings or in student teaching settings; the administrative assignment of Division Chair; or for reasons the Academic Dean deems necessary. Such reductions are approved by the President upon recommendation of the Academic Dean.

Applied music lesson, physical activity classes and laboratory instruction classes are calculated on a fractional basis for determining the total semester hour load. Two (2) hours of a physical activity course or two hours in a laboratory setting is usually equivalent to 1 semester credit hour. Applied music lessons are credited to faculty load at the rate of two thirds of an hour per one hour of credit.

Keeping office hours, academic advising, fulfilling committee assignments, and performing other tasks essential to effective service are a traditional part of faculty load. All full-time faculty are expected to hold a minimum of ten (10) office hours a week, scheduled in conjunction with classes, to be held Monday through Friday for maximum availability to students.

Faculty members are compensated for teaching in the Distance Learning Program. The load in this program shall not exceed sixty (60) semester credit hours via learning contracts at any one time, unless total teaching load is reduced.

Faculty members are responsible for notifying the Academic Dean if a class does not make due to insufficient enrollment. The Academic Dean will meet with the Division Chair to determine an alternative assignment.

Faculty Absences from Class

Faculty members are expected to be present for the full session of each scheduled class/labs under their instruction. Faculty members who find it necessary to be absent from class/labs are responsible for making suitable arrangements for the classes missed. Faculty members who are aware of impending absences should notify the Division Chair and the Academic Dean prior to the absence and complete the appropriate form. Unexpected emergency absences should be brought to the attention of the Academic Dean as soon as possible by the faculty member.

Semester Course Offerings

Prior to the beginning of each academic year, Department Heads will meet with instructors to propose the courses to be offered for the academic year. Each department head will coordinate the department's course offerings with the needs and requirements of the entire educational program.

As requested by the Academic Dean, Department Heads will submit their suggested course offerings and class periods to their respective Division Chairs for consideration, coordination, and approval.

The Division Chairs will submit their divisional course offerings and class periods to the Academic Dean for coordination and approval. All courses and class period schedules must be approved by the Academic Dean before being listed on the course schedule for registration. Except in extraordinary circumstances, the faculty should adhere to the established Monday, Wednesday, Friday and Tuesday, Thursday class period schedule. The Academic Dean must approve any alteration of the class period schedule.

Faculty Compensation and Benefits

Salary

Salary Ranges are determined primarily by:

1. The degree held.
2. The number of years of college-level teaching experience.
3. Academic Rank.

Salaries are for a ten-month period of service, unless otherwise noted, but are payable over a twelve-month period. Salary paychecks are paid monthly on the last working day of the month.

Exceptions to this policy will be announced in advance. **Salaries are confidential and should not be discussed, except with the supervisor and/or the Vice President for Business Affairs.**

Salaries are negotiated with the annual signing of contracts. The Business Office should be given written notification ten days prior to the end of the pay period for any changes in deductions desired by the employee.

Educational Assistance

After three years of continuous full-time employment at Judson College, a faculty member may apply for an interest free loan to pursue a doctoral degree in his/her teaching field. The amount

of the assistance shall not exceed 15% of the annual compensation of the faculty member. Funds may be utilized for direct or indirect costs of graduate education.

For each year of full-time employment at Judson College after completion of the degree, an amount equal to 1/5 of the loan will be forgiven. In the event that the faculty member leaves the employ of the College for any reason prior to cancellation of the loan, he/she is immediately responsible for the balance of the loan and will be charged interest at market rates.

Written applications for financial assistance should be made to the President by the end of the first semester of the year prior to the time educational study is to begin. Applicants should submit a written outline of their proposed program of study, showing how the study relates to their overall academic objectives.

Auditing Courses

Faculty members are invited to extend the scope of their knowledge by attending any classes that are of interest to them. Courses may be either audited or taken for credit without charge except where laboratory or special fees are involved.

Administrative Procedures

Faculty Offices and Office Hours

Office assignments are made jointly by the President and the Academic Dean. Faculty should be in their offices and available to students at regularly scheduled times. Office hours should be posted on the office door and a copy of office hours and class schedule should be submitted to the Academic Dean.

Departmental Instructional Budgets

The budget process begins in the Office of the President with the development of preliminary program and budget projections along with budget parameters.

Budget preparation instructions and budget parameters are given to the Vice Presidents by the President. Notification of proposed new funding or increased funding for programs recommended by the Faculty, and approved by the President, will be communicated to the appropriate Vice President.

Copies of budget preparation instructions are distributed to the appropriate Department Heads. Specific budget changes recommended by the President's Cabinet and approved by the President will be communicated to the appropriate Department Head by the appropriate Vice President and Division Chair.

Department Heads prepare preliminary program plans and budget requests for submission to their respective supervisors. Academic departments submit their requests to their Division Chair. Departmental requests should be made in concert with Departmental Strategic plans. Administrative departments submit their requests to the appropriate Vice President.

Division Chairs and/or Department Heads turn in budget proposals to the Academic Dean. Vice Presidents further develop program plans and budget requests in accordance with Departmental Plans, the Institutional Goals and Objectives, and established budget parameters and guidelines, and consolidate all materials into a single budget request package that follows the outline specified in this document. All materials are submitted to the Vice President for Business Affairs. Then, the Division Chair and/or Department Heads will meet with either the Academic Dean and/or the Vice President for Business Affairs to modify their respective department's budget requests, if necessary.

The Vice President for Business Affairs reviews all budget request packages and prepares a line-item budget.

A proposed operating budget is submitted to the President for review. Any necessary adjustments are communicated to the appropriate Vice President. The President then proposes a final budget to the Board of Trustees for approval in the Spring session of the Board.

The President authorizes the Vice President for Business Affairs to implement the budget as approved by the Board of Trustees.

Purchase Process

Purchasing procedures are described in the *Personnel Manual* provided by the Business Office.

Faculty Meetings

Faculty meetings are held regularly each month. All faculty members are expected to attend unless excused by the President or the Academic Dean prior to the meeting. Special meetings may be called by the President, the Academic Dean, or upon request of three Division Chairs.

In the absence of the President and the Academic Dean, faculty meetings will be chaired by faculty members according to seniority.

Formal Academic Ceremonies

At each convocation, all persons holding faculty status are expected to be present, with exceptions to be granted only by the President. The place of each individual in academic processions is arranged by the Faculty Marshal, who is furnished a list of Academic Rank by the Academic Dean. All faculty, staff, and students participating in formal services of the College will wear appropriate academic attire as described by *Academic Heraldry in America*, by Kevin Sheard,

1962. Only honor chords signifying academic performance at Judson College will be worn by students. Regalia indicating achievement in honor societies sponsored by the College will not be worn during commencement. Participation in convocation is optional for part-time and adjunct faculty.

Faculty/Staff Institutes

A faculty/staff workshop is held prior to the opening of the new school year. Topics are selected according to prevailing interests and needs of the College. Additional institutes will be held during the fall and spring semesters which focus on Institutional Effectiveness. All faculty members are expected to attend unless excused by the President or Academic Dean prior to the workshop.

Chapel Programs and College Functions

Chapel Programs are held weekly. Members of the faculty are encouraged to attend College functions.

College Day/Scholarship Day

Each semester Judson College sponsors various College Day Programs for prospective students. Faculty members are expected to attend unless excused in advance by the Academic Dean.

Textbooks

Instructors are responsible for selecting the textbooks and related materials for their courses and for ordering them through the Office of the Dean. Faculty members may request desk or examination copies of textbooks directly from the publisher. Examination copies may be

requested by calling the textbook company's toll-free number or using the company's website process.

Fund-raising and Solicitation Policy for Organizations and Departments

This policy delineates what departments and organizations can and cannot do with regard to fundraising. The policy can be found in Appendix B.

SECTION V

FACULTY AND ADMINISTRATIVE COMMITTEES

The committee structure plays an integral role in the definition and implementation of college policies. Service on committees is considered a part of the normal duties of faculty and staff members, but an effort is made to protect them from excessive committee responsibilities.

Appointments to all standing committees are made by the President of the College. Each committee, unless otherwise specified, will be composed of four to seven members who are representative of faculty, administration and students.

The chair of a committee or a designated secretary should keep written minutes of all meetings. A report of the committee's activities should be filed with the administrative officer to whom the committee is responsible. A copy of this report and all of the minutes should be retained by the chair.

The President is an ex-officio member of all committees, and committee reports will be submitted the President.

Committee Responsibility

Committees responsible to the Vice President and Academic Dean

1. Academic Council
2. Honors Committee
3. Teacher Education Committee

4. Appeals Board
5. Awards Committee

Committees Responsible to the Vice President and Dean of Students

1. Christian Ministries and Chapel Committee
2. Honor Council
3. Intercollegiate & Intramural Athletics Committee

Committees Responsible to the Vice President for Institutional Advancement

1. Concert/Lecture Committee
2. Judson/MMI Committee

Committees Responsible to the Vice President for Admissions and Financial Aid

1. Scholarship Committee
2. Admissions Committee

Academic Council

The Academic Council serves as an advisory body in guiding the academic work of the College. Prior to each faculty meeting, the Council meets to review recommendations from the academic divisions concerning the academic program of the College. Minor changes in the academic program require only the approval of the Academic Council. Also, the President may refer recommendations to the council arising from work completed by the Strategic Directives Committee of the 175th Anniversary Plan. Appropriate recommendations of the Council, including major changes in the academic program, are then introduced for approval at the next faculty meeting.

The Academic Council is composed of the Academic Dean, Chairs of the Academic Divisions, the Vice President and Dean of Students, and the Librarian. The Registrar is a non-voting member.

Admissions Committee

The Admissions Committee recommends policies to insure the admission of qualified students to the College. This committee administers such policies after their adoption is made by the President's Cabinet. The Committee defines admissions procedures, and processes the applications of individual candidates for admission.

The committee is composed of a faculty chair, the Admissions Director, two or three faculty members, the Academic Dean, and the Vice President for Business Affairs.

Appeals Board

The Appeals Board is appointed by the President annually and is composed of one administrator, one faculty member, and the president of the Student Government Association. The Academic Dean and the President of the Honor Council are appointed to serve as non-voting members. The Appeals Board reviews cases submitted through the student judiciary appeals system by the Academic Dean. The decision of the Appeals Board is final.

Awards Committee

The Awards Committee is responsible for making recommendations to the President concerning commencement awards. The Committee selects the recipients of The Bible Award, the Faulkner Award, and the Student Algernon Sydney Sullivan Award. The nominees' names are presented to the faculty for approval at the June faculty meeting. The Committee is composed of

four faculty members and two students who are not graduating seniors. Award guidelines are provided by the President.

Christian Ministries and Chapel Committee

The Christian Ministries Committee promotes spiritual life on the campus, and coordinates the Chapel program, Fall Focus Week, and Christian Emphasis Week.

Concert-Lecture Committee

The Concert Lecture Committee plans a series of concerts, lectures, and theatrical productions each year. This series is an extension of the arts and sciences educational role of the fine arts programs of the College. Lectures in the series contribute to the educational programs of the College. All events in the Concert-Lecture Series are selected on the basis of their educational and aesthetic contribution to the College and to the community. The Concert-Lecture Committee works with the Vice President for Business Affairs and the Development Office in soliciting funding from the Alabama Council on the Arts and the National Endowment for the Arts. Administration, faculty and students comprise the committee.

Honor Council

The Honor Council adjudicates violations of the Judson College Honor Code. The Council is composed of eight students elected by the student body, three faculty members appointed by the President of the College, and two administrative staff members appointed by the President of the College. The President of the Honor Council is elected from among the student members. When dealing with matters of academic integrity, the Council is advised by the Vice President and

Academic Dean. When dealing with matters of social behavior, the Council is advised by the Vice President and Dean of Students.

Honors Committee

The Honors Committee supervises the Honors Program as outlined in the College catalog. Each academic division is represented on the committee along with the President of the Student Government Association. The Academic Dean serves in an ex-officio capacity.

Intercollegiate Athletic Committee

The Intercollegiate Athletic Committee is responsible for steering and directing the Athletic program to ensure that the philosophy of the College and the Athletic Department are congruent. The committee is comprised of the Vice President and Dean of Students, Athletic Director, Basketball/Softball Coach, and a Faculty Representative.

Judson-Marion Military Institute Committee

The Judson-Marion Military Institute committee coordinates programs and fosters relationships between the two colleges.

President's Cabinet

The President's Cabinet acts in an advisory capacity and as a policy making body at the President's discretion. Cabinet is composed of the President, Vice President and Academic Dean, Vice President for Institutional Advancement, Vice President for Admissions and Financial Aid, Vice President and Dean of Students, and the Vice President for Business Affairs.

Scholarship Committee

The Scholarship Committee approves all forms of financial assistance to students: scholarships, loans, and employment. Membership is composed of the Academic Dean, two faculty members, the Vice President for Admissions and Financial Aid, the Vice President for Business Affairs, and the Director of Financial Aid, who is directly responsible for all student aid.

175th Anniversary Plan Strategic Directives Committee

Formerly known as the Strategic Improvement Initiative Committee, the Strategic Directives Committees serve as the President's advisory committee on institutional planning. Responsibilities include researching trends, reviewing the College's current and future programs, drafting the five year strategic plan which outlines the critical issues facing the institution, and promoting college-wide planning programs. Recommendations made by the committee are presented to the President, who refers recommendations, suggestions and/or directions to the appropriate department, division, council, faculty, cabinet, or board of trustees. The committee prepares and distributes an annual progress report outlining the status of the strategic plan.

Committee members are appointed for an extended term by the President. Membership is representative of the administration, faculty, and students.

Teacher Education Committee

The Teacher Education Committee serves in an advisory capacity to the Head of the Teacher Education Department and the Academic Dean. The members review standards and policies of the Alabama State Department of Education, make recommendations in program development and assessment, serve on the Teacher Education Admissions Board, process admission applications of teacher education candidates, and assist departments within the College in administering the exit exam for all graduating teacher education seniors. Members of this committee are appointed by the

President of the College. The Department Head of Teacher Education serves as chair and is responsible to convey to the committee pertinent aspects of Alabama Department of Education regulations.

SECTION VI

BOWLING MEMORIAL LIBRARY

The Bowling Memorial Library at Judson College was constructed in 1963, replacing the Carnegie Library that had been built in 1908. Renovation of the Carnegie Library was completed in the Fall of 1993 and the building was re-named A. Howard Bean Hall.

The Bowling Library contains a media center, periodicals, the basic book collection of the College, audio-visual equipment, and audio-visual materials. The two classrooms on the ground floor may be reserved for special class programs and activities.

Academic libraries are repositories of a variety of forms of information geared to the support of the curriculum, research, and special interests of the institution of which they are a part. The central function of the academic library is to be a facilitator of the learning experience at the collegiate level. For the achievement of this purpose, its collection is mainly in the academic areas supporting the curriculum. Research is facilitated by students and faculty through holdings and cooperative arrangements with other institutions; learning is the programmatic goal of the institution, and particularly of the library within the institution.

Collection Development

Priorities in collection development will be given to the following areas: basic curriculum support, correlative support for basic curriculum, and special research and special courses.

The development of the collection of the Bowling Library is a primary responsibility of the librarian. The cooperation of the faculty in the evaluation of library holdings is necessary for the accomplishment of the task.

To maintain a balanced collection, courses added to the curriculum require a library support study as a part of the consideration for approval for new courses. This study should include costs, sources of income for these acquisitions, and cost projections.

Library Budget

The library budget for acquisition of books is determined by the administration. This budget is allocated among the various departments. Costs of periodical subscriptions and binding are not currently charged to individual divisions or departments.

Acquisitions (Book Ordering)

Faculty recommendations for additions to the library are essential to the development of the collection. Recommendations from the faculty are submitted to the librarian on a standard form.

Circulation Policies

Faculty circulation is for a semester, renewable, for items currently needed. Faculty use of reserved items will be subject to the same regulations as students. Bound volumes and current periodicals are not available for circulation.

Interlibrary Relationships

Judson faculty and students may use the libraries at the University of Alabama in Tuscaloosa, Alabama, and at Samford University in Birmingham. Judson students may present their Judson ID card to check out material. Interlibrary loans are also available through various institutions. Loans follow national regulations. Individuals desiring to borrow materials from other institutions should contact the Reference Librarian for instructions on finding and requesting the desired materials. Faculty, students, and administrative staff have reciprocal library privileges at the Marion Military Institute Library.

SECTION VII

FACULTY-CLASS RELATIONSHIPS

General

Judson College has a highly favorable ratio of faculty to students. Circumstances are such as to permit faculty members to know students as individuals and to encourage them in their development as persons. Through opportunities for out-of-class contacts, as well as classroom association with the students, faculty members can make a vital contribution to students' overall educational experiences and to their awareness and understanding of continuing educational and career opportunities.

Faculty members are encouraged to be cordial to all students and to take special interest in their student advisees and in those who register for their classes. On the other hand, faculty members are cautioned against fraternization with one student or a group of students.

Class Rolls

When registration is completed, the Registrar will provide each faculty member with a class roll for each course. The class rolls will be placed in faculty mailboxes. If students whose names are not on class rolls appear, or if listed students fail to appear in class, faculty members must notify the Registrar in writing.

Grade Books

Grade books are available in the supply store. If a faculty member leaves the College before all his incomplete grades are removed from the record, the faculty member shall provide the Registrar with a complete account of the student's grades with the method whereby final grades will be determined. The faculty member will, in addition, grade any missing material and will aid the

College in arriving at the proper final grade. Such arrangements will necessitate the faculty member's leaving the College a forwarding mailing address and telephone number for future contact.

All faculty members who are leaving the employment of the College will submit to the Academic Dean the grade book for the last two years of service.

SECTION VIII

MISCELLANEOUS INFORMATION

Faculty Awards

Thompson Faculty Award

The Thompson Faculty Award is made possible by a one-time contribution to Judson College. The interest on this gift is to be used to finance this award. A winner is ineligible for the following two consecutive years. Its purpose is to recognize and encourage faculty members in their roles as teachers, mentors, scholars, and leaders. While the focus will be on identifying and rewarding excellence in instruction, success in teaching and inspiring students, and innovation in teaching methods or curricula development, the Thompson Award is based on the total contribution that faculty members make to the development of Judson College students. Candidates must have been a member of the faculty for two and one-half years consecutive years; be classified as full-time or part-time; and not have been a recipient for the last three years. The selection committee will be composed of the last three recipients of the Award, the Academic Dean, and two students who the faculty members select by secret ballot.

Holley Award

The corpus of the Endowment Fund shall be held and managed by the Grantee in perpetuity and only the income from the fund shall be used for the annual award for excellence in classroom teaching. The Grantors desire that the senior class of students in good standing at Judson College shall take part in the selection of the recipient of the annual award and the recipient shall be selected from candidates nominated by such students by a joint decision of the President and the Academic Dean. The faculty sponsor of the senior class shall be ineligible to receive the award and no

recipient of the award shall again be eligible to receive the award until the passage of at least six years.

The College Calendar

The official college calendar is prepared and maintained by the staff of the Office of Student Services. All scheduled events must be entered on the calendar. No major events will be scheduled during the week preceding final examinations.

College Housing

The Vice President for Business Affairs of the College administers College housing and receives all requests or notices regarding such property. Communications concerning rentals or related matters should be directed to the Vice President for Business Affairs.

Administration, faculty, or staff members who rent living quarters from the College may have charges deducted monthly from their salaries. Others may pay their monthly rent in the Business Office.

The renter shall be responsible for damages to property resulting from negligence or willful destruction. The lawns of family dwellings rented from the College should be kept in good appearance at all times.

Maintenance and Repairs

Maintenance requests should be placed in the facilities manager's mailbox. Forms are available in the Business Office. Should an emergency involving College facilities arise the Vice President for Business Affairs should be contacted.

Office Supplies

Supplies provided by the College may be secured through the Student Store.

Facilities Reservations

Please see the “Campus Facilities Usage Policy” and the “Official College Calendar and Facility Reservation Form” for information regarding reservations for College facilities.

Appendix A
FACULTY EMPLOYMENT POLICY AND PROCEDURES

Policy: It is the policy of Judson College that all faculty will hold the appropriate credentials, work experience, additional training or course work necessary for Baccalaureate instruction.

Procedures:

All advertising and notices announcing full and part time faculty vacancies will include a statement listing the appropriate credentials, work experience, additional training or course work necessary for Baccalaureate instruction in each position.

To be considered for a faculty appointment all candidates must provide transcripts and evidence of work experience, additional training or course work to the College before receiving an interview.

The Vice President and Academic Dean, along with each division chair seeking a new faculty member, must review and approve all transcripts, work experience, additional training or course work.

Only those candidates with the appropriate credentials, work experience, additional training or course work necessary for the College to meet requirements of Southern Association of Colleges and Schools criteria will be interviewed and considered for employment.

Questions about individual faculty meeting the Southern Association of Colleges and Schools criteria will be referred to the President.

The President must approve all candidates for full time and part time/adjunct faculty positions before an offer of employment is extended.

Judson College, for the purposes of continued accreditation by the Southern Association of Colleges and Schools, must have official transcripts of all faculty on file. The office of the Vice President and Academic Dean will retain the official transcripts of all faculty.

ACADEMIC FACULTY FILES

The Vice President and Academic Dean will have the custodial responsibility for all faculty academic files. The academic file for each faculty member will include, but will not be limited to, the following: resume, credential evaluation form, official transcripts, all licensure and certification documents, letters of reference, and all other documentation necessary to support academic qualifications.

PERSONNEL FILES

The Vice President for Business Affairs will have custodial responsibility for all personnel files. The files will include, but not be limited to, all federal and state required information for employment

APPENDIX B

FUND-RAISING AND SOLICITATION POLICY FOR CAMPUS ORGANIZATIONS AND DEPARTMENTS

The subcommittee on fund-raising has reviewed the process for coordination of fund-raising on Judson College's campus. The committee concludes that there is confusion on the process and recommends the following policy on fund-raising.

- I. Solicitation for funds and gifts for all campus organizations should be coordinated and approved through the development office. The development office should be presented a written plan in advance of any fund-raising. The plan must include a draft(s) of correspondence to be sent, a list of entities to be solicited, and a timetable for the solicitation. The development office will determine the appropriateness of the plan on an individual basis. College-wide appeals **must** take precedent in timing; mailing lists must be approved by the development office, and appeals **must** be planned well in advance in order for their timing to be coordinated by the development office.
- II. All funds given that require a receipt for tax purpose must be processed through the development office. Processing includes presenting the original check or cash, documentation and appraisal of in-kind gifts, and full name, address, phone number of donor(s).
- III. Fund-raising where goods and services (i.e. doughnuts, car washes, ads for student publications) are exchanged for monies and require no receipt for tax-deductions purposes **must** be approved by the appropriate sponsor and coordinated by the office of student services.
- IV. The development office shall be responsible for restricting the gifts to the appropriate organizations or department.
- V. Appropriate measures shall be taken to inform each department or organization on campus of the procedures for fund-raising.

(Approved by SII Steering Committee on June 23, 1998)