Faculty Handbook

Revised 2007

(Updated June 2013)
Table of Contents

Guilford College Statement of Purpose ........................................................................................................ 2
The Guilford College Vision Statement ........................................................................................................ 4
The Guilford College Mission Statement ..................................................................................................... 5
Message From the President ....................................................................................................................... 7
Introduction .................................................................................................................................................... 8

Chapter I: Institutional Organization ............................................................................................................. 10
  1.100 THE BOARD OF TRUSTEES ............................................................................................................ 10
  1.200 ADMINISTRATION .......................................................................................................................... 11
  1.205 President .......................................................................................................................................... 11
  1.210 Director of Friends Center and Coordinator of Campus Ministry .................................................. 11
  1.215 Director of Information Technology and Services ........................................................................... 12
  1.220 Director of Institutional Research and Assessment .......................................................................... 12
  1.225 Vice President for Academic Affairs and Academic Dean ............................................................. 12
  1.230 Associate Dean for Academic Advising and Retention .................................................................. 13
  1.231 Assistant Dean for Academic Administration .................................................................................. 13
  1.235 Dean for Continuing Education and Director of Summer School ................................................ 14
  1.240 Vice President for Finance ............................................................................................................. 14
  1.245 Vice President of Administration .................................................................................................... 15
  1.250 Director of Human Resources ....................................................................................................... 15
  1.255 Vice President for Enrollment Services ........................................................................................... 15
  1.260 Dean for Campus Life ..................................................................................................................... 16
  1.265 Director of Athletics ....................................................................................................................... 16
  1.270 Vice President for Advancement ..................................................................................................... 17
  1.300 FACULTY ....................................................................................................................................... 17
  1.305 Faculty Meetings ............................................................................................................................. 17
  1.310 Clerk of the Faculty ......................................................................................................................... 19
  1.315 Recording Clerk ............................................................................................................................... 19
  1.400 COMMITTEE STRUCTURE ............................................................................................................ 19
  1.401 Admission Advisory Group ........................................................................................................... 23
  1.403 Benefits Committee ......................................................................................................................... 25
  1.404 Budget Committee ............................................................................................................................ 25
  1.405 Clerk's Committee ............................................................................................................................ 26
1.406 Community Life Committee ................................................................. 28
1.408 Diversity Action Committee ................................................................. 31
1.409 Education Studies Committee ............................................................... 34
1.410 Educational Support Team ................................................................. 34
1.411 Faculty Affairs Committee ................................................................. 35
1.412 Faculty Development Committee ......................................................... 36
1.414 Nominating Committee ................................................................. 37
1.415 Readmission Advisory Group ............................................................... 39
1.416 Strategic and Long Range Planning Committee ......................................... 39

Chapter II: Faculty Employment ........................................................................ 40
2.000 ACADEMIC FREEDOM ....................................................................... 40
2.100 FACULTY ALLOCATION AND RANKS .............................................. 41
2.110 Allocation of Faculty Positions ............................................................... 41
2.120 Allocation of Joint Faculty/Administrative Positions ............................... 43
2.130 Faculty Ranks ....................................................................................... 44
2.200 FACULTY SEARCH AND HIRING ...................................................... 44
2.210 SEARCH PROCEDURES FOR RECRUITING FACULTY GUILFORD COLLEGE ................................. 44
2.220 Part-Time Faculty Hiring Procedure .................................................... 50
2.221 Part-time Faculty Status ........................................................................ 51
2.230 Coaches ............................................................................................... 52
2.240 Provision of Reasonable Accommodation for Qualified Individuals with Disabilities ................................................................. 53
2.250 THE FACULTY LETTERS OF AGREEMENT .................................. 54
2.251 The Faculty Letters of Agreement ........................................................ 54
2.252 Renewal of Letters of Agreement--Second- and Fourth-Year Reviews ... 55
2.253 Non-renewal of Non-Tenured Faculty .................................................. 56
2.254 SALARY AND WAGE ADMINISTRATION POLICY ............................ 56
2.300 THE REVIEW PROCESS ..................................................................... 60
2.310 Information-Gathering Responsibilities ............................................... 60
2.320 Deliberative Process ............................................................................. 62
2.321 Tenure Deliberations ........................................................................... 63
2.330 Suggested Order for Reviews ............................................................... 64
2.331 ............................................................................................................. 64
2.332 ............................................................................................................. 64
2.333 ............................................................................................................. 64
2.334 ............................................................................................................. 64
2.335 ............................................................................................................. 64
2.336 ............................................................................................................. 64
2.337 ............................................................................................................. 65
2.338 ............................................................................................................. 65
2.340 Review Criteria .................................................................................... 65
2.341 Teaching Excellence .......................................................................... 65
2.342 Growth as a Scholar .......................................................................... 67
2.343 Effective Academic Advising ............................................................... 68
2.344 Service to the College Community ....................................................... 69
2.345 Evaluation of Full-time Non-tenure-track Faculty ................................. 69
2.400 TENURE ............................................................................................ 70
2.410 Tenure Program .................................................................................... 70

Revised 2007 Faculty Handbook
Chapter IV: Institutional Procedures

4.100 CORRESPONDENCE AND COPYING ......................................................... 117
4.120 Copy Service .......................................................................................... 117
4.130 Copyright Policy ...................................................................................... 117
4.140 Software Copyright ............................................................................... 135
4.200 LIBRARY ................................................................................................. 136
4.210 Lending Policies ..................................................................................... 136
4.300 INFORMATION TECHNOLOGY AND SERVICES ......................................... 136
4.310 Computers ............................................................................................. 136
4.320 Media Services ....................................................................................... 137
4.400 RESEARCH ........................................................................................... 138
4.410 Patents ................................................................................................... 138
4.420 Ethical Principles in the Conduct of Research with Human Participant .... 138
4.430 Grant Applications .................................................................................. 138
4.500 MISCELLANEOUS GENERAL PROCEDURES ............................................. 138
4.505 Purchase of Gifts ..................................................................................... 138
4.510 Telephones ............................................................................................ 139
4.515 Postal Service ......................................................................................... 139
4.520 Rental of College Facilities ..................................................................... 140
4.525 Requisition of Supplies .......................................................................... 140
4.530 Equipment Maintenance ........................................................................ 141
4.535 College Keys .......................................................................................... 142
4.545 Extracurricular Activities ....................................................................... 142
4.546 Intercollegiate Athletic Contests .............................................................. 142
4.547 Class Attendance and Extracurricular Activities (See 3.160.) ............... 142
4.550 Vehicles ................................................................................................ 143
4.551 Use of College Cars and Vans ................................................................. 143
4.552 Parking .................................................................................................. 143
4.555 Publications ........................................................................................... 144
4.556 Use of College Letterhead Stationery ..................................................... 144

Chapter V: Benefit Package ............................................................................ 145

5.000 DEFINITIONS FOR SPOUSE, COMMITTED PARTNER AND DEPENDENT

CHILDREN ........................................................................................................ 145
5.100 INSURANCE BENEFITS ............................................................................ 146
5.110 Benefits Required by Federal or State Law ............................................... 146
5.120 Group Short-Term Disability Insurance .................................................. 146
5.130 Group Long-Term Disability Insurance .................................................. 148
5.140 Group Life Insurance ............................................................................. 148
5.150 Medical Insurance .................................................................................. 149
Chapter VI: Professional Librarians

6.000 PROFESSIONAL LIBRARIANS ........................................... 174
6.100 Professional Librarian Employment ................................... 174
6.110 New Appointments ......................................................... 174
6.200 REVIEW PROCESS ......................................................... 175
6.210 Information-Gathering Responsibilities ............................... 176
6.220 Deliberative Process ...................................................... 176
6.230 Review Criteria for Professional Librarians ............................ 177
6.300 PROMOTION .............................................................. 177
6.400 TERMINATION ............................................................ 178
6.500 STUDY LEAVE ............................................................. 179
6.600 OTHER PRIVILEGES AND RESPONSIBILITIES ................. 181
6.613 Tuition Remission -- Dependents of Employees .................... 181
Appendix B.................................................................................................................................185
Appendix C ....................................................................................................................................186
Appendix D.....................................................................................................................................188
  6.06 Planning Research ..................................................................................................................188
  6.07 Responsibility ........................................................................................................................188
  6.08 Compliance With Law and Standards .......................................................................................188
  6.09 Institutional Approval ..............................................................................................................188
Appendix E.....................................................................................................................................190
  3.610 Inclement Weather, Natural Disasters and Any Unusual Work Interference
    (abbreviated) ..............................................................................................................................193
Appendix F.....................................................................................................................................196
Appendix G.....................................................................................................................................198
Appendix H.....................................................................................................................................210
Appendix I.....................................................................................................................................215
Appendix K.....................................................................................................................................217
Guilford College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools [1866 Southern Lane, Decatur, Georgia 30033-4097, telephone 404-679-4500, Web site: www.sacscoc.org] to award baccalaureate degrees. It is also affiliated with the Council on Post-secondary Education. Guilford is on the list of colleges and universities approved by the American Medical Association, and the teacher education program is accredited by the North Carolina Department of Public Instruction and the National Council for the Accreditation of Teacher Education. Credits earned at Guilford are accepted at face value in admission to graduate and professional schools and in certification of teaching.

Guilford College holds membership in a number of organizations formed by colleges and universities: the Association of American Colleges and Universities; the American Council on Education; the North Carolina Adult Education Association; the National Association of Independent Colleges and Universities; the North Carolina Association of Independent Colleges and Universities; the North Carolina Honors Association; the National Collegiate Honors Council; the Friends Association for Higher Education; The College Board; the Southern University Conference; and the North Carolina Association of Colleges and Universities. It is ranked as a Baccalaureate I Selective Liberal Arts College by The Carnegie Foundation for the Advancement of Teaching.
Guilford College Statement of Purpose

Guilford College is an educational community which strives to integrate personal, intellectual, physical and spiritual growth through participation in several rich traditions.

These traditions include liberal arts education which values academic excellence and stresses the need in a free society for mature, broadly educated men and women; career development and community service which provide students, whatever their age or place in life, with knowledge and skills applicable to their chosen vocations; and Quakerism, which places special emphasis on helping individuals to examine and strengthen their values. We believe that the wise and humane use of knowledge requires commitment to society as well as to self.

The Quaker heritage stresses spiritual receptivity, candor, integrity, compassion, tolerance, simplicity, equality and strong concern for social justice and world peace. Growing out of this heritage, the College emphasizes educational values which are embodied in a strong and lasting tradition of coeducation, a curriculum with intercultural and international dimensions, close individual relationships between students and faculty in the pursuit of knowledge, governance by consensus and a commitment to lifelong learning. Guilford College expects each student to develop a broad understanding of our intellectual and social heritage, and at the same time to develop a special competence in one or more disciplines. Flexibility in the curriculum encourages each student to pursue a program of studies suited to personal needs, skills and aspirations.

While accepting many traditional educational goals and methods, the College also promotes innovative approaches to teaching and learning. Both students and faculty are encouraged to pursue high levels of scholarly research and creativity in all academic disciplines. Guilford particularly seeks to explore interdisciplinary and intercultural perspectives and to develop a capacity to reason effectively, to look beneath the surface of issues, to understand the presuppositions and implications of ideas, and to draw conclusions incisively, critically and with fairness to other points of view.

The College desires to have a "community of seekers," individuals dedicated to shared and corporate search as an important part of their lives. Such a community can come about only when there is diversity throughout the institution - a diversity of older and younger perspectives, a diversity of racial and cultural
backgrounds, a diversity of beliefs and value orientations. Through experiencing such differing points of view, we seek to free ourselves from bias.

As a community, Guilford strives to address questions of moral responsibility, to explore issues which are deeply felt but difficult to articulate, and to support modes of personal fulfillment. The College seeks to cultivate respect for all individuals in an environment where considered convictions, purposes and aspirations can be carried forward. (Statement of Purpose adopted by the Guilford College Faculty and Board of Trustees, 1985)
The Guilford College Vision Statement
Guilford College's sustained commitment to teaching and to graduating leaders will strengthen its national and regional identity as the outstanding small, values-oriented liberal arts college in the American South. Guilford College will be a national model for excellence in values-based education grounded in both the liberal arts and career preparation. This is in keeping with the Quaker interest in "all things civil and useful" as well as our commitment to preparing our graduates to serve, to lead and to change the world for the better.
The Guilford College Mission Statement

Guilford College's mission is to provide a transformative, practical and excellent liberal arts education that produces critical thinkers in an inclusive, diverse, environment, guided by Quaker testimonies of community, equality, integrity, peace, and simplicity, and emphasizing the creative problem-solving skills, experience, enthusiasm, and international perspectives necessary to promote positive change in the world.

Toward that end the college provides:

- Student-centered instruction that nurtures each individual amid an intentionally diverse community.
- A challenging academic program that fosters critical and creative thinking through the development of essential skills: analysis, inquiry, communication, consensus-building, problem-solving, and leadership.
- A global perspective that values people of other cultures and the natural environment in which we all live.
- A values-rich education that explores the ethical dimension of knowledge and promotes honesty, compassion, integrity, courage, and respect for the individual.
- Access to work and service opportunities that forge a connection between thought and action.

Guilford seeks above all to create a special kind of learning community. We are not perfect at this. Our goal of creating independent thinkers and change agents necessarily pulls against the needs of community, and our great diversity of backgrounds sometimes works against our professed acceptance of and equal respect for all individuals. We are as a community at best in a perpetual state of becoming.

Nevertheless, in writing about Guilford in Colleges that Change Lives, Loren Pope describes how there is "a special sense of family here." He notes of the college that "it truly is a friendly place," while also being "a stimulating place where the teachers care, where they expect a lot, and where they provide the encouragement as well as the challenge to get young people to do things they had no idea they could do." Guilford, he concludes, is "a fine example of a college family that is doubling talents."

We intend to continue to work toward being that community: a learning community.
community defined somewhat paradoxically by both challenge and nurture, a community which produces compassionate graduates who are independent thinkers, risk-takers, and change agents possessing a strong moral compass.
Message From the President

At Guilford College, we strive to be a community where each individual has a voice that is valued and respected. In an atmosphere of fact-based discussion, as we exchange opinions and earnestly seek to benefit from our diversity, the use of this handbook can help sustain a system of transparent governance. Students, staff, administrators, and faculty contribute essential elements to the life of the college, yet the academic program is our core business. Therefore, the faculty handbook is a guide for understanding how the college is structured and how it operates. It describes college procedures and explains how Quaker meeting concepts are used in decision making. The handbook also contains the terms of faculty employment and describes faculty responsibilities and benefits. As a living document, subject to amendment and change, employee handbooks are now available in an on-line version that can be printed if needed. The current edition updates the previous edition issued in 1998. I urge you to keep this handbook in a safe, but accessible, place and to periodically review its contents. I invite you to participate in the life of the Guilford College community actively and knowledgeably.

Kent John Chabotar, President
Introduction

The purpose of the Guilford College Faculty Handbook is to set out the guidelines by which the Guilford College Faculty carries out its responsibilities for the educational program at the college. The Bylaws of the institution charge the faculty with responsibility for instruction and for providing activities outside the classroom setting "that will enhance the academic activities of students." Faculty also have responsibility for establishing faculty personnel policy and procedures to protect academic freedom and tenure. In the governance of the college, the faculty works in conjunction with the administration and the Board of Trustees. Final authority rests with the Board of Trustees but the faculty has primary responsibility for making and implementing the academic policies of the college. This handbook contains the information regarding faculty procedures for conducting business as the faculty acts on its responsibilities. It contains institutional policies and procedures that affect faculty and other employees of the college, knowledge of which is necessary to the faculty. And it contains matters contractual in nature such as those bearing on faculty appointment, reviews, appeals, and the providing of benefits, which relate to the terms and conditions of the employment relationship. These matters are found primarily in Chapters II, III, and V.

The Clerk’s Committee will oversee the process of making changes in the handbook. Changes in The Faculty Handbook may be proposed by any individual member of the college community, or by any standing committee. Proposed changes will be reviewed by any committee whose responsibility relates closely to the proposed changes. These proposed changes will be forwarded to Clerk's Committee for approval, which will decide which items shall also go to the faculty meeting for approval. The Clerk's Committee will forward all proposed changes, together with faculty and committee recommendations, to the President. The President will forward any contractual matters to the Board of Trustees for final action. Changes will take effect on the June 1 following approval by the Board of Trustees. Other changes require the approval only of the President to the extent practicable. These, too, will take effect on the June 1 following her or his approval. These items will be inserted into the Faculty Handbook by the Director of Human Resources. Each new insertion will be headed by a bracket indicating the date of approval and the name of the approving body. Deletions will be removed without trace.

This document was approved by the faculty at its meeting on April 22, 1995. The Board of Trustees approved the Guilford College Faculty Handbook on
Chapter I: Institutional Organization

1.100 THE BOARD OF TRUSTEES

The Board of Trustees is the governing body of Guilford College. It is the responsibility of the Trustees to determine and periodically review the College’s mission and purposes, to establish the general policies necessary to accomplish these goals, and to manage the business and affairs of the College. The responsibility for implementing these policies and for managing the College's business and affairs may be delegated to the Board's standing committees, or the President, and, through the President, to other members of the administration and faculty. The Board of Trustees has the authority to appoint and remove the President of the College and to approve institutional policies bearing on faculty appointment, promotion, tenure, and dismissal, as well as personnel or anti-discrimination policies for other categories of employees. The Board of Trustees determines and sets the President's annual salary. The salary is reviewed annually by the Board, and may be increased at the sole discretion of the Board or its designees. Each year, the President informs the Board of salary and fringe benefit increases for Vice Presidents and Deans.

The Board of Trustees delegates much of its work to twelve standing committees: Academic Affairs; Advancement; Audit; Buildings and Grounds; Enrollment and Financial Aid; Executive; Finance; Investment; Planning; Quaker Life; Student Affairs, and Trusteeship and Governance. The members of the standing and any ad hoc committees (with the exception of the executive committee) shall be members of the board and appointed by the chair of the board, with the concurrence of the board, at the annual or any regular meeting. In making appointments, the chair shall also designate the chair and vice-chair of each committee. The chair is expected to appoint committee officers and members so as to assure rotation, at reasonable intervals, of committee officers and committee members. The chair, with the concurrence of the board, may also designate non-trustee representatives to the committees, which representatives shall serve the committees in an advisory capacity only, and which representatives shall have no deliberation and decision making authority. Only the Board of Trustees can adopt, amend, or repeal bylaws or the Charter, or review and approve proposed substantive changes in the College’s degree programs and other major enterprises consistent with the College’s mission, and financial resources.

The Board of Trustees uses the Quaker process of seeking the sense of the
meeting in its business meetings.

1.200 ADMINISTRATION

Job descriptions of those positions that report to the President are included in this section. Complete job descriptions of all administrative and staff positions are on file in the Office of Human Resources. The development of administrative job descriptions, except for those defined by the bylaws, and any changes in them, is the responsibility of the President. (See Appendix A, The Organizational Chart.) [Revisions approved by the President, Vice Presidents, and Deans November, 2002]

1.205 President

The President is the chief executive officer of the College. It is the responsibility of the President to supervise and direct the business and affairs of the College. The President is charged by the Board of Trustees with the general oversight of the instruction, discipline, and physical property of the College and is responsible for reporting to the Board on the general condition and progress of the College. The President plays a leadership role in institutional advancement and represents the College in state and national higher education organizations. In performing the appointed functions, the President may delegate authority and responsibility to certain administrative officers, and to the faculty of the College who are responsible to the President, either directly or indirectly, for the performance of their assigned functions. The Director of the Friends Center and Coordinator of Campus Ministry, Director of Information Technology and Services (IT&S), Director of Institutional Research, Director of Human Resources and Payroll, Vice President for Academic Affairs and Academic Dean, Vice President for Finance and Administration, Vice President for Enrollment and Campus Life, and Vice President for Advancement report to the President. The President makes the final recommendation to the Board of Trustees on matters concerning appointment, promotion, tenure, and salary of faculty and senior administrators of the College.

The President serves ex-officio on all Board committees and is authorized to call meetings of the Executive Committee.

1.210 Director of Friends Center and Coordinator of Campus Ministry

The Director of Friends Center and Coordinator of Campus Ministry reports directly to the President and works with the Friends Center Steering Committee. The Director is responsible for educational and outreach programs that involve
cooperation with local, state, national, and international Friends organizations. The Director oversees programs on and off campus, the Friends Center budget, and fund raising for operations and endowment. The Director also serves as Coordinator of Campus Ministry who facilitates campus religious organizations, provides assistance for emerging ones, and aids community members in the process of spiritual discernment. The Director of Friends Center serves as administrative liaison for the Quaker Life and Heritage Committee of the Board of Trustees.

1.215 Director of Information Technology and Services
The Director of Information Technology and Services (IT&S) reports to the Vice President of Administration and supervises the purchasing, installation and maintenance of system-level academic and administrative hardware and software. The Director also supervises telephone services through the Telecommunications Manager. Additional duties include providing support programming for academic and administrative applications and developing the network for campus-wide computer access. The Director also has oversight for campus systems training for faculty, staff and students.

1.220 Director of Institutional Research and Assessment
The Director of Institutional Research reports to the Vice President and Academic Dean and is responsible for preparing reports related to enrollment projections, student retention, financial aid, faculty work loads, costs of instruction, budget models, equity of compensation, comparisons with peer institutions, and Advancement office performance. The Institutional Research Office also assists departments with the development and implementation of assessment plans. The Director is the College’s contact person for a variety of off-campus agencies, such as the Higher Education Data Sharing Consortium (HEDS), the Higher Education Panel (HEP) of the American Council on Education (ACE), and the North Carolina Center for Independent Higher Education (NCCIHE) on matters concerning institutional research.

1.225 Vice President for Academic Affairs and Academic Dean
Reporting directly to the President, the Vice President for Academic Affairs and Academic Dean is the chief academic officer of the College. The Academic Dean is the primary educational officer of the College and has overall responsibility for the quality and operation of the academic program. Working with faculty committees and Academic Divisions, the Dean serves in a leadership capacity
with respect to faculty personnel policies and their implementation, curriculum, academic budgets, teaching standards, faculty morale, student academic performance, faculty development, and all phases of campus life that bear directly on the academic program of the College. The Academic Dean interviews all candidates for faculty positions and works with academic departments in filling vacancies.

The following individuals report directly to the Academic Dean: the Associate Dean for Academic Advising and Retention, the Assistant Dean for Academic Administration, the Dean of the Center for Continuing Education and Director of the Summer School, the Director of Faculty Development, Director of Study Abroad Programs, the Registrar, Director of Institutional Research and Assessment, and the Academic Division Chairs. The Academic Dean serves as administrative liaison to the Academic Affairs Committee of the Board of Trustees.

1.230 Associate Dean for Academic Advising and Retention

The Associate Dean for Academic Advising and Retention reports directly to the Vice President and Academic Dean and is responsible for student grade appeals and other academic petitions, for conducting administrative hearings for violations of the academic honor code, and for enforcing college policy on academic probation, suspension, and dismissal. The Associate Academic Dean conducts advising workshops for faculty, prepares and analyzes student evaluations of faculty advising, assigns advisers to transfer students, and annually updates the Faculty Adviser’s Handbook.

The following individuals report directly to the Associate Dean: Director of the Learning Commons, International Student Adviser, Director of the Honors Program, and Director of the First Year Experience.

1.231 Assistant Dean for Academic Administration

Reporting directly to the Vice President and Academic Dean, the Assistant Dean for Academic Administration oversees academic support services by coordinating staff space allocations, staff position and budget requests, staff personnel issues and general performance. The Assistant Dean represents the Vice President and Academic Dean on the budget committee and other administrative committees, as needed, and acts as a liaison between the College’s academic program and outside partnerships and linkages. In addition, the Assistant Dean may teach one class per academic year in an appropriate department. Those who report directly
to the Assistant Dean include the directors of Hege Library, Study Abroad, Career & Community Learning, Multicultural Education, Interdisciplinary Leadership for Social Change, Initiative on Faith and Practice, Conflict Resolution Center, and the Art Gallery Director and Curator. The Assistant Dean may also act as a liaison between the Academic Dean's office and initiatives with other institutions.

**1.235 Dean for Continuing Education and Director of Summer School**

The Dean for Continuing Education and Director of Summer School reports to the Vice-President and Academic Dean and is responsible for all aspects of adult student programs. The Dean is responsible for all efforts to recruit adult students to attend Guilford College as either credit or non-credit students and for recruiting all students to the Guilford College Summer School. In addition to recruitment efforts the Dean is responsible for adult student program development and for improving adult student retention. The Dean for Continuing Education and Director of Summer School approves evening class part-time instructors and summer school instructors, and also approves evening and summer school course offerings.

The following individuals report to the Dean for Continuing Education and Director of Summer School: Associate and Assistant Directors of Continuing Education, Office Manager, Business & Industry Liaison Officer, Coordinator of Professional Development and Training Center.

**1.240 Vice President for Finance**

The Vice President for Finance and Administration reports to the President and is responsible for managing the financial assets and liabilities of the College. The Vice President for Finance has primary oversight of the financial operations of the College, supervises the Business Office staff, and assists in the carrying out of its work. He or she oversees the collection of monies owed to the College, the preparation and control of the budget, the disbursement of budgeted funds, the insurance program of the College, the insurance of directors and officers, the oversight of special trusts and normal funds, and, with the advice and consent of the Trustee Budget, Audit and Investment Committee, the investment of restricted and unrestricted funds.

The Vice President for Finance and Administration oversees auxiliary services, postal services, and the consolidated mailroom/print shop. He or she supervises
the College purchasing function, the Office of Public Safety, and Facilities. The Vice President for Finance and Administration serves as the Assistant Treasurer of the Board of Trustees and is the administrative liaison for the Budget and Planning and Investment Committees of the Board of Trustees.

1.245 Vice President of Administration
The Vice President of Administration reports to the President and is responsible for the overall supervision and coordination of maintenance, physical plant, landscaping and grounds, custodial services, Public Safety and Security, auxiliary services, and all facilities. The Associate Vice President of Operations and Facilities supervises the use of all facilities by summer conferences on campus. He or she maintains fiscal responsibility and controls expenditures in all areas of supervision, participates in the long-range planning for campus facilities, oversees new construction and renovation projects, maintains close working relationships with outside contractors, and works closely with the Vice President for Finance and Administration to ensure the appropriate maintenance and renovation of campus facilities.

The Associate Vice President of Operations and Facilities serves as administrative liaison for the Building and Grounds Committee of the Board of Trustees.

1.250 Director of Human Resources
The Director of Human Resources reports to the President and is responsible for managing a program of human resource administration which includes personnel policies, recruitment and employment, job evaluation and salary administration, benefits management, payroll, personnel records, staff training and development, human resource research and studies, affirmative action in hiring and promotion, and monitoring of the College’s compliance with applicable employment-related laws.

1.255 Vice President for Enrollment Services
The Vice President for Enrollment Services reports to the President and supervises the Director of Athletics, the Traditional Office of Admission, and the College’s financial services program through the Director of Student Financial Services.

Duties include identification and recruitment of qualified traditional applicants, interpretation of College programs and requirements to prospective students and
their families, and the processing and monitoring of applications. Within policy guidelines determined by the Admission Committee, the Vice President for Enrollment and Campus Life is responsible for the admission of candidates to the college. Special emphasis is given to recruitment of Quaker, minority, honors, and international students.

The Vice President of Enrollment Services supervises the admission staff and coordinates staff development, assists the Office of Communications and Marketing in the preparation of recruitment publications, conducts research on marketing and student profiles, and makes regular assessments of the effectiveness of College recruitment efforts. The total development of each student outside the classroom is a principal concern of the Vice President for Enrollment and Campus Life, who is also responsible for the quality of campus and residential life, the general welfare of the student body, and for supervising programs and services designed to provide a campus and residential environment conducive to academic and personal growth.

The Vice President for Enrollment Services serves as the administrative liaison to the Student Affairs Committee of the Board of Trustees.

1.260 Dean for Campus Life
The Dean for Campus Life provides leadership for the residential life program, orients Student Campus staff, and leads the coordination of operations of other areas within Campus Life, including Student Activities/Events Planning, First Year Program, Student Health and Counseling, and Judicial Affairs. The central responsibility of the Dean for Campus Life is to direct collaborative efforts toward common goals, particularly as they relate to campus living conditions. He or she leads the Campus Life staff in policy and program development and assists the Vice President for Enrollment and Campus Life with long-range planning, including identification of useful research initiatives.

1.265 Director of Athletics
The Director of Athletics reports to the Vice President for Enrollment Services, works with the Athletics Committee in matters of athletic policy, and is responsible for the intercollegiate athletic program, intramural program, and club sports. The Director of Athletics supervises all coaches and athletic staff, oversees the scheduling of athletic competitions, manages the athletic budget, coordinates the Quaker Club, and ensures that the program of intercollegiate athletics is consistent with the educational mission of the College.
1.270 Vice President for Advancement
The Vice President for Advancement reports directly to the President and has the responsibility for planning and implementing the overall advancement program to include all college fund-raising and friend-raising activities, alumni and family relations programs and college relations; planning, organizing, and directing comprehensive campaigns; participating in the collegial process of institutional planning and priority-setting; and developing productivity guidelines in meeting fund-raising objectives. The Vice President oversees a staff of advancement professionals.

The Vice President for Advancement serves as administrative liaison for the Nominating and Institutional Governance Committee of the Board of Trustees.

1.300 FACULTY
The faculty of the College consists of the President, the Chief Academic Officer, the officers of the administration who also hold faculty rank, the professional librarians, and the teaching faculty classified as follows: Professor, Associate Professor, Assistant Professor, Instructor, Lecturer, as well as adjunct and visiting faculty.

The faculty shares responsibility with the administration and Board of Trustees for maintaining the academic standards and the general well-being of the College. The faculty establishes policies regarding curriculum, faculty personnel, degree requirements, methods of instruction, and educational issues related to campus life, subject to the authority of the President, and the Board of Trustees. The faculty participates in the decision-making process through meetings of the faculty; the Academic Dean; departmental chairpersons; committees chaired by faculty; faculty representatives to the Board of Trustees (including representatives to Board of Trustees standing committees), the Budget Committee, Strategic and Long-Range Planning Committee, and other College committees. In the event that the administration or the Board of Trustees disagrees with a decision of the faculty on an academic matter, every opportunity will be afforded the faculty to communicate its views to the administration and the Board of Trustees.

1.305 Faculty Meetings
The faculty normally meets once each month during the academic year, ordinarily on the second Wednesday, the time to be determined by the Clerk’s Committee. Special meetings may be called by the Clerk of the Faculty. The
President, Academic Dean or any faculty member may request of the Clerk of the Faculty that a meeting be called. The Clerk presides at faculty meetings and, in consultation with the Clerk's Committee, is responsible for the agenda. Items for the agenda (e.g. committee reports and matters calling for a faculty decision) are to be communicated to the Clerk and placed on the agenda. The agenda is duplicated for distribution to the faculty at least forty-eight (48) hours prior to the faculty meeting. This does not preclude the faculty meeting, as the final faculty authority, from choosing to make decisions about matters that emerge in the course of the meeting.

Faculty meetings are conducted according to Quaker business procedures. Meetings begin with silence in order to reach beneath individual preferences to a level of openness that will facilitate decision-making for the good of the whole and end in silence to affirm the unity of the whole. The gathering of a sense of the meeting normally involves two stages: a tentative exploration of the issue, raising questions of clarification and criticism, and a convergence toward decision, presenting considered judgments. As the tide builds, members add "I agree" or "I approve of that" in order to assist the Clerk in sensing how far the group has moved toward unity and to avoid repeating the same point just said by another.

In the process of reaching decisions, faculty members have the responsibility to share their concerns with their colleagues, to listen carefully to the views of others, and to be willing to lay aside personal or group interest in order to allow a harmonious sense of the meeting to emerge. It is crucial that objections be raised in a timely, respectful, and direct manner during the meeting. Decisions rest upon a general sense of the meeting. The sense of the meeting is not identical to unanimity, but implies a willingness of the group to go forward with the proposal. If a faculty member does not agree with the sense of the meeting, he or she may

- "Stand aside" and allow the decision to proceed while not actually endorsing the action or policy,
- Ask to be recorded as opposed but allow the group to go forward, or
- Choose to delay the group’s decision when the issue is a matter of deep personal conscience.

In the latter case, the Clerk will normally ask for further discussion or propose that a committee work with the dissenting member(s) to understand better the roots of the objection and continue discussion of the issue at another faculty meeting. The faculty may move forward despite an individual's objections if the
Clerk senses that his or her concerns are not rooted in the best tradition of Friends' practice or do not spring from deep conscience. Once an issue is resolved, the decision is read back to the meeting and recorded in the minutes. For further clarification, see Howard Brinton's Guide to Quaker Practice and Michael Sheeran's Beyond Majority Rule: Voteless Decisions in the Religious Society of Friends.

All faculty are permitted to attend faculty meeting, and regular attendance is considered a major responsibility of full-time faculty. In addition, academic staff and senior staff members of the administration may attend the meeting. All others must request and receive prior permission to attend from the Clerk's Committee.

1.310 Clerk of the Faculty
The Clerk of the Faculty, recommended by the Nominating Committee and approved biennially by the faculty meeting, is its presiding officer who, according to Quaker business procedure, clerks the faculty meeting and presides over Clerk's Committee. (See "Nominating Committee" 1.425). In these capacities, the Clerk functions as a spokesperson for the faculty to the administration and serves on the Budget Committee and Strategic and Long Range Planning Committee. The Clerk also sits with the Board of Trustees. (See "Board of Trustees Faculty Representatives" 1.408) Together with the faculty members serving on Budget, Strategic and Long Range Planning, and the Board of Trustees, the Clerk represents the concerns of the faculty in the governance of the College. The Clerk, working with his or her academic department and the Academic Dean, receives partial released time (one course per semester) from teaching responsibilities during the period of service.

1.315 Recording Clerk
The Recording Clerk, recommended by the Nominating Committee and selected biennially by the faculty meeting, keeps the minutes of the faculty meetings. (See "Nominating Committee" 1.425) These minutes constitute the official record of the actions taken by the faculty. Any subsequent confusion about faculty decisions that cannot be clarified by the minutes must be discussed and acted upon again by the faculty. The official minutes of the faculty are housed in the Friends Historical Collection of the library.

1.400 COMMITTEE STRUCTURE
[The entire committee structure description was updated January – September]
The College Committee structure serves as an important vehicle through which issues are discussed and decisions affecting the College and its various constituencies are made. All committees use Quaker business procedure. (See "Faculty Meetings" Section 1.305.)

**Types of Committees** Standing committees, listed in the Faculty Handbook, meet regularly throughout the academic year; all faculty who serve on standing committees are recommended by the Nominating Committee and approved by the faculty meeting. (For the nomination process, see "Nominating Committee" 1.412.)

All standing committees in this handbook are designated as a faculty or collegewide committee. Faculty committees consider academic, curricular, faculty governance, and faculty personnel issues and can also act as liaisons to other College offices. Collegewide committees consider administrative issues that broadly affect the College community or that are specific to a non-academic area. Collegewide committees may or may not have faculty representation.

Faculty committees include: Assessment Committee, Clerk’s Committee, Community Life Committee, Curriculum Committee, Education Studies Committee, Educational Support Team, Faculty Affairs Committee, Faculty Development Committee, Honors Council, and Nominating Committee.

Collegewide committees include: Admission Advisory Group, Benefits Committee, Budget Committee, Diversity Action Committee, Readmission Advisory Group, and Strategic and Long-Range Planning Committee.

Ad hoc or subcommittees may also be convened as needed. Faculty representatives on ad hoc search committees for senior administrators (defined as President, Vice President, and those reporting directly to the President) are appointed by the Nominating Committee. In cases where an administrator is conducting a search for an individual to fill a position other than those listed above, that administrator shall invite faculty representatives to serve on the committee.

Non-search ad hoc committees work with the Clerk’s Committee, as appropriate, to determine a written charge for the committee. The Clerk’s Committee decides
on an ending date for the ad hoc committee, to be determined by the nature of the work and the starting date, and requests a final report. Unless otherwise specified at the time the committee is created, non-search ad hoc committees are faculty committees.

**Decision-Making Process.** Major policy recommendations from collegewide committees go to the President for approval. Major policy recommendations from faculty committees go through the Clerk’s Committee to the faculty meeting for approval (with the exception of changes in the Faculty Handbook for which the process described in the Introduction applies). All recommendations of the faculty meeting and the President will be accepted as binding upon the College unless determined otherwise by the Board of Trustees.

Recommendations regarding routine policy coming from College committees shall appear in the *Beacon*, published weekly during the academic year. Unless challenged within thirty (30) calendar days, excluding holidays and summer recess, by petition of one (1) or more faculty or staff members, the policies will be considered approved and binding upon the College.

However, one or more faculty or staff members may challenge a specific decision by petition to the Clerk’s Committee for decisions of faculty committees or the President for decisions of collegewide committees, Such challenges shall include a written rationale. Clerk’s Committee or the President, the originating committee, and the petitioner(s) should first attempt to find a resolution. If no resolution is forthcoming, Clerk’s Committee will address petitions by bringing the issue to the faculty meeting, or first sending it to the appropriate committee or to a special ad hoc committee; and the President will address petitions by making a final decision or first sending the issue to the appropriate committee or to a special ad hoc committee.

**Changes in Committees.** All standing committees of the College shall be approved by the President in consultation with Clerk’s Committee and, for faculty committees, the faculty meeting before they become official or before they are laid down. If there is a proposal to change the duties or composition of a committee, that change shall be also approved by the President and the Clerk’s Committee. All such changes must be published and made accessible to all community members, giving the rationale for the change. (See Clerk’s Committee 1.404.)

**Selection of Committee Representatives.** Administrative representatives to
committees are selected by the President. Student representatives serve one-year terms. Traditional students are selected by the Community Senate. CCE students are selected by the Student Government Association. If only one student or more than two students serve on a committee, the additional students are chosen alternately by Community Senate and CCE Student Government Association.

Faculty members serving on all standing committees are recommended by the Nominating Committee and then approved by the faculty meeting, except for the Nominating Committee whose members are recommended by the Clerk's Committee and approved by the faculty meeting. The normal term of service for faculty on committees is three years, with one third of the faculty membership rotating off the committee each year. A faculty member shall serve no more than two consecutive terms (or six years) on one committee. Full-time faculty are normally appointed to one committee per year. Continuing part-time faculty may serve on one committee per year but are not required to serve on any committees. Professional librarians may also be asked to serve on one committee. For specific regulations concerning faculty representation on individual committees, see individual committee descriptions. For further details about the process of appointing faculty to standing committees, see "Nominating Committee" 1.412.

If faculty on any committee believe that a faculty member of that committee has been negligent in his or her participation, they will first speak with the individual. If difficulties continue, they then inform the Clerk's Committee of their concern and provide supporting evidence. The Clerk's Committee will consider the merits of the case and meet with the faculty member involved if he or she so desires. If the Clerk's Committee decides that the complaint has merit, it will declare the position vacant and ask the Nominating Committee to recommend a replacement to the faculty meeting for approval. It is acknowledged that the Academic Dean sits on the Clerk's Committee and could take responsibility for the delivery of the message to the faculty member that she or he is being replaced. If the individual believes he or she has been treated unfairly, s(he) may utilize the College grievance procedure (see Section 2.620).

**Responsibilities of Committee Chairs.** Each committee is chaired by a faculty member, staff member, or administrator, as noted in the committee description in this handbook. The chairs of those committees headed by faculty or staff members are selected annually--either at the end of the year preceding their term as chair with new members present or early in the new year--by achieving a
sense of the meeting. Ad hoc committees select their chair by achieving a sense of the meeting.

All committee chairs are responsible for convening regular meetings of the committee, notifying the Community Senate President and SGA President of the time and place of meetings, preparing agendas, arranging for minutes to be taken, approved and properly filed (see below), encouraging all members of the committee to attend regularly and to participate fully in the discussions, completing annual reports and, with the exception of the Faculty Affairs Committee, reporting committee recommendations to the community (see "Decision-making Process" above).

Committee Files: Files of the committees shall be preserved for posterity. At the end of each academic year, each outgoing chair of a standing committee will prepare two sets of minutes, numbered by meeting, essential documents, and reports for that year's activities. One set of materials, excepting confidential information regarding personnel considerations, will be submitted to the President's Office (collegewide committees) or the Vice President and Academic Dean's Office (faculty committees); a second set will be added to a cumulative file for that committee located in the Friends Historical Collection in the library. The files in the library are available for perusal by all members of the College community.

The chair will also be required to file an annual report.

1.401 Admission Advisory Group
Members of the Admission Advisory Group make recommendations about admission in cases that seem to merit consideration but cannot be judged according to established guidelines.

After reviewing a student's application for admission, the appropriate admission office (Early College, Center for Continuing Education (CCE), Traditional) may, at its discretion, solicit recommendations from members of the Admission Advisory Group.

Membership. Associate Academic Dean for Advising and Retention; Director of
the First Year Experience; one representative from the Disabilities Services Committee selected by the Director of Disabilities Services; one representative from the traditional student admission staff selected by the Vice President for Enrollment and Campus Life; the Early College Liaison; one representative from the CCE admission staff selected by the Dean for Continuing Education and Director of Summer School; one Early College student selected by the Early College Liaison from the Early College Student Court; one CCE student, selected by the Student Government Association; and one traditional student, selected by the Community Senate. A student member participates only in admission decisions that involve applications to the admission office, CCE, Early College, or Traditional, that the student member represents.

1.402 Assessment Committee

[Addition approved by the corporate faculty, April 11, 2012]

Assessment Committee is responsible for administration and oversight of the assessment of student learning with respect to the curriculum at the college, in order to continuously enhance and improve student learning in the general education curriculum and to assure compliance with academic standards for accreditation by the Southern Association of Colleges and Schools (SACS). Assessment Committee conducts regular reviews of the curricular requirements of the academic program of the college. It provides reports and presents recommendations to those providing curricular oversight (such as division chairs, program directors and coordinators), to the Curriculum Committee, and to the Academic Dean. The Assessment Committee communicates with those providing curricular oversight in order to monitor actions to improve student learning in the curriculum (or academic program) and to maintain records that demonstrate compliance with standards established by SACS. The Assessment Committee shares responsibility with the Curriculum Committee regarding proposals and revisions related to the general education learning outcomes of the college. When proposals and reports necessitate changes in the general education curriculum, a joint committee will be constituted with three members of the Assessment Committee and three members of the Curriculum Committee to review relevant assessment and create a formal proposal; this proposal will then be reviewed and approved by both Assessment and Curriculum Committees before being forwarded to Clerk’s Committee.

Membership. Six faculty members, five representing each of the academic divisions. A tenured faculty member will chair the committee. The Academic
Dean or a representative; Director of Institutional Research and Assessment; and one student representative at a junior- or senior-level are also on the committee.

1.403 Benefits Committee
[Changes in membership approved by the corporate faculty, April 13, 2011, and the Clerk’s Committee, March 22, 2012]

The Benefits Committee makes recommendations to the President and -- when necessary -- to the Budget Committee and to the Strategic and Long-Range Planning Committee. The committee has the responsibility for evaluating all policies related to employee benefits and recommending changes when appropriate. The committee is responsible for reviewing the cost of the benefit program and working with the Budget Committee to be sure that appropriate funds are allocated to support it.

Membership. Controller/Director of Budgets; one representative from the Facilities staff, one exempt administrative staff member (chosen by the Staff Association), one non-exempt administrative staff member (chosen by the Staff Association). Three faculty members, one of whom chairs the committee and one of whom also serves on the Retirement Oversight Committee; at least one faculty member must be tenured.

1.404 Budget Committee

Within parameters provided by the President and strategic plan, the Budget Committee is charged with formulating a clear, realistic and fair annual budget. The Vice President for Finance and Administration issues budget requests to all College departments in the fall and the Committee reviews them and develops a budget in the fall and winter that will be recommended to the President and, if approved, to the Trustees. The committee is responsible for recommending to the President any changes in the current operating budget during the fiscal year. The committee is responsible for advising the President on multiple year budgets within projected available budgets and major revenue and expense drivers of the budget (e.g., student fees, endowment spending, institutionally funded financial aid, debt service, reserves).

Membership. Three faculty members, one of whom will serve as chair; Vice
President for Finance and Administration, as vice-chair; Vice President and Academic Dean; Vice President for Enrollment and Campus Life; Vice President for Advancement; Clerk of the Faculty; Clerk of the Staff Meeting or designee; Clerk of Academic/Administrative Staff Support Association or designee; and Treasurers of the Community Senate and CCE/SGA. The Controller/Director of Budgets, Director of Human Resources, and Director of Institutional Research, and others as appropriate, serve as staff to the Budget Committee as needed. Beginning the March prior to assuming the Clerkship in August, the Clerk-elect will serve as an ex-officio member of the Budget Committee in order to provide transition and continuity. The committee will report to the President. The Nominating Committee, in consultation with the President, shall name which of the faculty members of the Budget Committee shall be chair.

1.405 Clerk’s Committee
The Clerk’s Committee, functioning as the executive committee of the faculty, has the primary responsibility for recommending to the President the allocation of faculty by department, although the final decision is made by the President. Discussion of requests for allocation normally occurs in the spring semester. Guidelines for making departmental requests are available from the Clerk of the Faculty. (See also "Allocation of Faculty Positions" 2.110.)

In the fall semester, Clerk’s Committee reviews faculty study leave proposals, and makes recommendations to the Academic Dean. (See also "Faculty Study Leaves" 5.240.)

The Clerk’s Committee also supervises, coordinates, and reviews periodically the structure and functions of all committees chaired by faculty. The Clerk's Committee and the faculty meeting recommend to the President the addition and deletion of all College committees which deal with academic and faculty issues. It recommends to the President the number of faculty and student representatives on any new committee which deals with administrative matters. And it recommends to the President any change in the number of faculty and student representatives on any standing committee. (See "College Committee Structure" 1.400.)

The Clerk’s Committee assigns to the appropriate committee or committees any academic or faculty issue not already allocated as a regular function of an existing committee when consideration of such an issue has been requested by faculty, administration or students. It adjudicates disagreements arising between
two or more committees concerning responsibility for academic or faculty issues. The Clerk's Committee may appoint ad hoc faculty committees for special purposes. (For additional information on ad hoc committees, see "Types of Committees" 1.400.)

The Clerk's Committee has the executive function of assigning faculty to the Nominating Committee. (See "Nominating Committee" 1.412.) It confirms Faculty Development Associates who are appointed by the Faculty Development Committee. The Committee also names an alternate representative to the Board of Trustees if neither the appointed representative nor the Clerk of the Faculty is able to attend.

The Clerk's Committee considers all major changes in policy recommended by other committees prior to their submission to the faculty meeting. It assists the Clerk in planning the agenda for faculty meetings and in expediting the business of the faculty.

The Clerk's Committee works with the Faculty Affairs Committee and Curriculum subcommittee to seek faculty and academic excellence. In conjunction with the Curriculum subcommittee, the Clerk's Committee concerns itself with long-range academic planning. The Clerk's Committee deals with matters of faculty and matters of faculty/student morale. It provides liaison between the faculty and the administration on matters of concern to the faculty meeting. Although it serves the administration as a forum for discussion of such matters, it may neither act nor speak as the official representative of the faculty in this respect.

If a member of the Clerk's Committee or the Clerk is a member of a department under consideration for a faculty position allocation or has another conflict of interest, that person will withdraw from the discussion of all faculty position allocations. The person will neither attend meetings of the Clerk's Committee nor receive meeting minutes until the discussion is completed. If this withdrawal results in one of the five academic divisions (Arts, Humanities, Natural Sciences and Mathematics, Social Sciences, or Business and Policy [Accounting, Justice and Policy Studies, Business Management, Sport Studies programs]) not being represented, the Nominating Committee will name a faculty member from a department not under consideration in that division for a faculty position, preferably with previous experience on Clerk's Committee, to replace the excused member for the deliberations of all faculty position allocations. If the Academic Dean is a member of a department requesting a position allocation, he or she will participate in the discussion because he or she has responsibility for oversight over the whole College but may step aside during particular parts of the
discussion bearing on his or her department. Student representatives from departments requesting position allocations may remain in the discussions but may choose to step aside during all or some of the discussion.

**Membership.** Clerk of the Faculty, who presides over the committee; five tenured faculty members representing the five academic divisions of the College; Academic Dean; Recording Clerk; one traditional student and one from CCE. Beginning the March prior to assuming the Clerkship in August, the Clerk-elect will serve as an ex-officio member of the Budget Committee, the Strategic and Long-Range Planning Committee, and Clerk’s Committee in order to provide transition and continuity.

**1.406 Community Life Committee**
The Community Life Committee is a pool of faculty members who are responsible for performing certain tasks that occur sporadically throughout the academic year.

These tasks consist of the following:

- **Serving as the faculty representatives on Student Academic Honor Code Violation proceedings** (three faculty members and one alternate): These faculty members will serve on hearing panels convened by the Academic Dean in cases of alleged academic honor code violations as described in section 3.314 of the Faculty Handbook. Three students will comprise the rest of this hearing panel, one of whom will act as chair. The Academic Dean will appoint and instruct the chair of this panel. For cases involving an Early College student, the student panel members will be selected by the Early College Principal from the members of the Early College Student Court. For cases involving a traditional student, the student panel members will be selected by the Community Senate Judicial Committee. For cases involving a Center for Continuing Education (CCE) student, the student panel members will be selected by the Student Government Association.

- **Serving as the Faculty Representative to the Board of Trustees: (One faculty member).** The Faculty Representative and the Clerk of the Faculty speak for the faculty during the deliberations of the Board and report to the faculty as appropriate. Should these two representatives be unable to attend a meeting, the Clerk’s Committee will select an alternate.
The Faculty Representative also represents the faculty at Alumni Board meetings. This representative should provide a written report to Clerk’s Committee after each meeting that focuses on items that affect the faculty.

- **Serving as the faculty representatives on student disciplinary proceedings** (two faculty members and one alternate): The Judicial Board shall have original jurisdiction over all non-academic cases involving students where suspension or dismissal is recommended or possible, given the nature of the alleged violation(s) of regulations in the student handbook. Thus, the board hears all cases where the defendant comes to the hearing already on disciplinary probation.

- The Judicial Board shall hear cases where guilt and responsibility are not freely admitted. In such cases the board has as its chief responsibility to establish the truth and assign appropriate sanction(s).

- Other members include a traditional student chair; six additional traditional students; one traditional student alternate. The faculty members are chosen from among the faculty on the Community Life Committee by the chairperson of that committee.

- Working with The Convocations and Celebrations Committee for convocations and graduation.

**Working as a member of Sexual Assault Response Team.**

Four faculty and four staff members serving on this team would serve in a duty rotation to receive calls and serve as advocates for students who have experienced sexual assault. Members of the team would be drawn from individuals who self-identify as interested and willing to serve. Advocates will be trained in crisis intervention and survivor support (and educated about the options available to survivors through the College judicial system and the local criminal justice system) and would serve on three-year terms with a possible one term extension. The advocates will carry the Sexual Assault Survivor Advocate cell phone or transfer the Sexual Assault Survivor Advocate cell phone number to their personal cell phones for immediate 24 hours response. Most often, advocates will speak to survivors on the phone, but advocates will sometimes find that students ask them to accompany them to the hospital, counseling, or legal services. Advocates will make a determination about what they feel comfortable doing for students and will have support from residence life staff, counseling staff, and other advocates on the team to handle difficult situations (advocates should never feel alone in their endeavors and will always have resources available). Advocates share the duty responsibility according to a schedule that fits their lives; i.e., a week at a time and then off for a few weeks so
as to not burden any one advocate too much. If any faculty member believes, at any time, that any case may be a conflict of interest, they can provide the student with another advocate from the response team.

**Membership.** Eight faculty members, one of whom chairs the committee; four staff members; Vice President for Enrollment and Campus Life; Director of Student Financial Services; one representative from the CCE staff; and two traditional students.

### 1.407 Curriculum Committee

[Addition approved by the corporate faculty, April 11, 2012]

Curriculum Committee is responsible for evaluating and endorsing proposals to enhance and improve student learning at the college. A proposal may request a new major or program, change an existing major or program, or changes to the general education program of the college among many possible types of proposals. The Curriculum Committee will also propose changes to the general education program based on regular reviews conducted by the Assessment Committee. These recommendations are then forwarded to the Clerk’s Committee for consideration by the faculty. The Curriculum Committee shares responsibility with the Assessment Committee regarding proposals and revisions related to the general education learning outcomes of the college. When proposals and reports necessitate changes in the general education curriculum, a joint committee will be constituted with three members of the Curriculum Committee and three members of the Assessment Committee to review relevant assessment and create a formal proposal; this proposal will then be reviewed and approved by both Assessment and Curriculum Committees before being forwarded to Clerk’s Committee.

Whenever the catalog is revised, the Registrar should consult with the committee as needed and confirm that all changes proposed by academic departments and interdisciplinary programs have been approved by Curriculum Committee.

Membership. Five faculty members representing each of the academic divisions and the Interdisciplinary Studies Division Chair or a representative. A tenured faculty member will chair the committee. The Academic Dean; Registrar; one representative from the CCE professional staff; one traditional student, and one student from CCE are also on the committee.
1.408 Diversity Action Committee

The Diversity Action Committee will coordinate the work of the Diversity Plan (Connecting Communities and Embracing Diversity: A Plan for Guilford College, 2010-2015), approved by the President and Board in February 2009, and advise and make recommendations to the President of the College, Vice President and Academic Dean, and other governance units on matters related to diversity, substantive equality, cultural pluralism, and anti-racism.

While also addressing emerging issues in the community, the Diversity Action Committee is responsible for oversight and administration of the Diversity Plan initiatives. It provides direct feedback from and representation to the various campus constituencies and stakeholders to steer the plan.

The Diversity Plan reflects Guilford’s desire for an anti-racist institution characterized by substantive equality and our vision of diversity, cultural pluralism, and inclusion. Diversity at Guilford means that the College is committed to creating an academic institution where a variety of persons, identities, cultures, backgrounds, and perspectives are welcome and may succeed. Cultural pluralism is defined as a condition of community in which numerous distinct ethnic, religious, or cultural groups interact constructively and an atmosphere of acceptance, understanding, and respect for all community members. Substantive equality builds on cultural pluralism and focuses on the acceptance of many identities, desire for inclusive engagement, and assurance that entitlements, opportunities, and access are fairly and justly distributed throughout an organization. The committee supports and promotes respect for all persons within a community whose diversity is characterized, but not limited, by race, ethnicity, socio-economic background, religion, age, sex, gender identity, gender expression, sexual orientation, physical ability, international origin, point of view, and intellectual perspective.

The committee is guided by the ideal of Guilford College as a true community of seekers, based on the affirmation of academic freedom as essential to the pursuit of truth and a foundation for a community of openness and inclusiveness. The committee supports and promotes an appreciation of the value of cultural and intellectual diversity, and it seeks to make the College a place where diverse and sometimes conflicting ideas are encouraged and function to enrich the pursuit of wisdom and integrity.
The Diversity Action Committee, as a major policy committee, takes a proactive role in the support and maintenance of Guilford College as an institution committed to diversity, equality, cultural pluralism, and anti-racism. As such, the charge to the group is as follows:

- To coordinate the work of the Diversity Plan and promote progress toward achieving the goals, objectives, and action steps therein;
- To establish a working relationship with all constituents of the College in order to disseminate information and foster open communication and respect for all identities;
- To assess and interpret the needs of the campus community in terms of diversity, equality, and cultural pluralism;
- To recommend programs and activities to the appropriate campus bodies in order to meet those needs and to set goals and targets for the achievement of those ends;
- To confer with the President and Vice President and Academic Dean on policies and practices, including benchmarking efforts to determine campus-wide effectiveness of diversity, equality, and cultural pluralism initiatives and on general policies bearing on diversity, equality, and cultural pluralism for faculty, staff and students;
- To insure the availability of and participation in diversity/anti-racism/anti-oppression training for all campus constituencies; and
- To serve as an advocacy group that will not attempt to resolve individual grievances, but will make recommendations based on observable patterns of systematic and systemic acts that create an environment hostile to diversity, equality, and cultural pluralism.

Membership. The Diversity Action Committee aims to both (a) ensure minimal bureaucracy and preserve the ability to effectively and strategically administer the Diversity Plan and monitor the outcomes, and (b) ensure adequate involvement by key stakeholders and deep and diverse engagement so that all voices are heard and all College efforts are united. These aims are mutually-supportive. To accomplish this, the Diversity Action Committee is comprised of a diverse membership and, as stated in the Diversity Plan, supported by the Assistant to the President for Planning and Management and the Director of Multicultural Education. The Faculty Nominating Committee, in consultation with the President, makes faculty appointments to the Diversity Action Committee. The President, upon the recommendation of the Diversity Action Committee and in consultation with departments and groups with representatives on the Diversity Action Committee, appoints the remaining members.
In any organization striving to become more inclusive and diverse, the challenge is to create a committee whose membership models substantive equality while also possessing sufficient visibility and authority to support the Diversity Plan. Thus, the Diversity Action Committee is comprised of members who are also diverse in race, ethnicity, sex, gender identity, gender expression, sexual orientation, international origin, organizational level, and other attributes from the following groups:

- Community Senate Student Representative – 1 traditional student, serving a one-year term
- Student Government Association Student Representative – 1 CCE student, serving a one-year term
- Multicultural Leadership Scholar Student Representative – 1 student, serving a one-year term
- Friends Center and Campus Ministry – 1 staff member, serving a two-year term
- Academic Affairs and Academic Dean – 1 staff member, serving a two-year term
- Enrollment Services – 1 staff member, serving a two-year term
- Director, Bonner Center for Community Learning – 1 staff member
- Faculty – 3 representatives, serving three-year staggered terms
- Human Resources – 1 staff member, serving a two-year term
- Strategic Long Range Planning Committee (SLRP) – 1 representative, serving a two-year term
- Multicultural Education (Director of Multicultural Education and Multicultural Leadership Scholars Coordinator) – 1 staff member
  - Coordinator of GLBTQA Resources – 1 staff member
  - Latino Community Coordinator and International Student Advisor – 1 staff member
  - Africana Community Coordinator and Multicultural Leadership Scholars Coordinator – 1 staff member
  - Native American Program Coordinator – 1 staff member
- President (Assistant to the President for Planning and Management) – 1 staff member
- Disability Services Coordinator – 1 staff member
- Student Affairs – 1 staff member, serving a two-year term
- Athletics Department – 1 staff member, serving a two-year term
- Academic/Administrative Staff Support Association (A/ASSA) Staff Representative – 1 staff member, serving a two-year term
The chairperson is selected annually by the membership of the committee. The Diversity Action Committee can call on administrators, faculty, students (including students as needed for affinity group representation), and staff as needed as consultants.

1.409 Education Studies Committee
The Education Studies Committee works with the Education Studies Department in developing for prospective teachers a curriculum which meets the liberal arts objectives of the College and the requirements for teacher certification. It fosters dialogue about the nature of education beyond the Education Studies Department. In addition, the committee helps develop collaborative projects with the public schools.

Membership. Two members of the Education Studies Department faculty, one representing primary and one secondary education; one faculty representative from each of the four certification areas (English, Foreign Languages, History/Social Sciences and Physical Education); two at-large faculty representatives; one traditional and one CCE student representative; and three public school teachers. The committee is chaired by a faculty member who is not a member of the Education Studies Department.

Ex-officio members include the Academic Dean, all other members of the Education Studies Department faculty, one representative from The Learning Commons, Director of Study Abroad Programs, and one professional librarian.

1.410 Educational Support Team
The Educational Support Team will provide faculty oversight and advice on key facilities and educational services issues. One or more members of this committee, as needed, will be appointed as a liaison for each of the following facilities or services:

- Athletics
- IT&S
- Art Gallery
- Library
- Security & Safety
- Facilities
The liaison(s) will work closely with the director of the facility or service. Faculty members can bring problems with a particular facility or service to the liaison(s), who will convey the problem to the director of the facility. In most cases problems should be settled by the liaison(s) working in conjunction with the director of the service or facility in question.

Working with the Director of Student Financial Services in the awarding of scholarships, grants, loans and work-study assistance. The Committee will also serve as liaison to the Director on policy changes in standards for financial aid, hear appeals and approve exceptions to general policies.

The Director of Student Financial Services also distributes notice of the Charles A. Dana, the Lawrence T. Hoyle, and the Alden Excellence Scholarships. The Committee receives applications supported by faculty, staff, student, and other recommendations, for these scholarships, and awards the scholarships to those students it judges most worthy of them. The Hoyle and Alden Scholarships may be withheld in any year in which no worthy candidate appears and the funds distributed in following years.

The committee as a whole will study and approve broad policy changes relating to these facilities or services that will have significant implications for the academic program. The committee as a whole will also work to resolve major problems that the liaison(s) have not been able to resolve. Recommendations for major policy changes related to the academic program will proceed from the committee as a whole to the Clerk’s Committee for discussion prior to their presentation to the faculty meeting for final approval.

Membership. 8 - 14 faculty members. The chairperson will be responsible for overseeing the division of labor within the committee and for convening the committee if a major problem arises or a policy change needs to be addressed by the committee as a whole.

1.411 Faculty Affairs Committee
The Faculty Affairs Committee (FAC) serves as a confidential advisory
committee to the Vice President and Academic Dean and the President in the promotion, termination, reappointment and granting of tenure to members of the faculty, and in other issues related to faculty personnel. This committee develops and implements a system of faculty evaluation. (See “The Review Process” 2.300.)

The FAC also hears concerns about personnel matters from individual faculty members. This committee formulates and recommends, as necessary, policies for implementing its delegated responsibilities.

[The inserted paragraph approved by the Teachers, Officers and Curriculum Committees of the Guilford College Board of Trustees, January 28, 2000] When 1) oneself, 2) a member’s spouse or committed partner, or 3) a person in the same department as a member of FAC has been nominated for tenure or promotion, or is being evaluated for review, the faculty member will excuse herself or himself from the deliberations having to do with these persons’ leaves, evaluations, tenure, or promotion, whichever is relevant. Prior to the discussions of the person to be evaluated, a replacement should be arranged. In all of the above cases, the FAC will ask the Nominating Committee to provide a replacement from the same division as the person stepping aside, preferably someone with previous experience on the FAC.

**Membership.** Five tenured faculty members representing the major academic divisions of the College, one of whom chairs the committee; and the Academic Dean.

**1.412 Faculty Development Committee**

The Faculty Development Committee establishes and promotes programs which encourage the intellectual and pedagogical development of the faculty, reviews applications for and makes decisions on Kenan faculty development grants, and determines the allocation of faculty development funds, although final authority for these allocations rests with the Academic Dean. The committee also assists newly appointed faculty in their orientation to Guilford life.

**Membership.** Director of Faculty Development and five members of the faculty, one of whom chairs the committee. Faculty Development Associates, appointed by the Faculty Development Committee and confirmed by the Clerk’s Committee, normally meet with the Faculty Development Committee during their two-year terms as associates.
**1.413 Honors Council**

The Honors Council establishes and maintains standards of excellence for the Honors Program. It oversees and supports the activities and curriculum of the Honors program, ensuring sufficient offerings across divisions and in general education for students to complete the requirements by graduation. This includes consideration of request for contract honors courses. They are responsible for organizing (and supporting the students who organize) activities and events for honors students. Finally, they advise students working on senior research projects and support students who present at local and national research conferences.

**MEMBERSHIP:** Three faculty selected from different divisions, one of whom chairs the committee, plus the Director of the Honors program and one administrative staff member (chosen by the Academic Dean).

**1.414 Nominating Committee**

The Nominating Committee recommends to the faculty meeting the faculty representatives for all standing committees, and faculty representative to the Board of Trustees. It nominates individuals to fill the positions of Clerk of the Faculty and Recording Clerk; these two positions are then approved by the faculty meeting. A week in advance of the January Faculty Meeting, Nominating Committee will announce the faculty nominee(s) to serve as the next Clerk of the Faculty. Nominating Committee at the January Faculty Meeting will also accept nominations for Clerk from the corporate faculty. In addition, nominations for Clerk will be accepted by Nominating Committee up to two weeks prior to the February Faculty Meeting to determine availability. If a ballot is necessary, it will be published a week before the February Faculty Meeting. If there are several candidates, Clerk will be approved by ballot. First and second choice will be indicated on the first ballot to make multiple balloting unnecessary. The Clerk of the Faculty for the next two-year term will be approved at the February Faculty Meeting.

Beginning the March prior to assuming the Clerkship in August, the Clerk-elect will serve as an ex-officio member of the Budget Committee, the Strategic and Long-Range Planning Committee, and Clerk's Committee in order to provide transition and continuity. Unless the Clerk-elect currently serves on the Faculty Affairs Committee, s/he may withdraw from current committee assignments for
the months of March and April. During the academic year the committee also fills vacancies as they arise and names faculty representatives to ad hoc search committees for the President and those administrators reporting directly to the President. Advisory positions to student organizations do not count for any of the standing committee assignments. (See "Committee Service" 3.420.)

In making its recommendations, the Nominating Committee normally appoints full-time faculty to one standing committee. New faculty normally do not serve on committees the first year. Continuing part-time faculty, professional librarians, and faculty serving in an administrative capacity (department chairs; Associate Dean for Academic Advising and Retention; Assistant Dean for Academic Administration; chair of FYE faculty group; and Directors of Honors, Institutional Research, Intercultural Studies, Music, Study Abroad and Writing Programs) are named to serve on one standing committee. Full-time faculty, with the exception of the Clerk, normally serve on only one major policy committee at a time. The normal term of committee service is three years, and no faculty member shall serve more than two consecutive terms (six years) on a single standing committee.

Early in the spring semester, the Nominating Committee asks faculty for their preferred committee assignments and then submits a tentative list of nominees for the subsequent academic year to the entire faculty. It is customary for the Nominating Committee to review proposed faculty assignments with the Academic Dean, although the Dean has no veto power over committee recommendations. Once the tentative list of nominees has been circulated, there will be an opportunity to express individual concerns at an open meeting of the Nominating Committee. Following the open meeting, a revised list of nominees is prepared for faculty approval. Approval of the final list of nominees is through a sense of the meeting of the faculty meeting.

**Membership.** Four faculty members; one of the tenured members chairs the committee. Candidates for the Nominating Committee are recommended to the faculty by the Clerk’s Committee at the March or April faculty meeting; additional nominations may be made from the floor. In presenting candidates for the Nominating Committee, the Clerk’s Committee should attempt to formulate a balanced slate based on considerations such as gender, length of service, and academic discipline. The number of candidates may be greater than the number of positions to be filled. When there are two candidates for any single position, the selection will be made by secret ballot.
1.415 Readmission Advisory Group
When asked by the Associate Academic Dean for Advising and Retention (AADAR), members of the Readmission Advisory Group advise the AADAR on readmission decisions for applicants who have been academically suspended or academically dismissed from Guilford.

After reviewing a student's application for readmission and receiving clearance from the Office for Campus Life, the Office of Student Financial Services, the appropriate admission office [Early College, Center for Continuing Education (CCE), Traditional] may, at its discretion, offer the student admission, deny the student admission, or refer the application to the AADAR for her/his recommendation.

However, if an applicant who is applying for readmission is otherwise admissible but had been academically suspended or academically dismissed from the College or has a pending academic honor code charge, the admission office must, after receiving clearance from each of the offices listed above, refer the person's application to the AADAR for her/his approval before the person may be offered readmission. The AADAR may either grant or deny such approval with or without soliciting advice from members of the Readmission Advisory Group. The AADAR and the Readmission Advisory Group may consider information provided by the Dean of Students, and any other appropriate college officials in making their determination. For an application following a medical withdrawal, the AADAR and the Readmission Advisory Group may also consult the Director of Student Health and/or the Director of Counseling Services.

Membership. Director of the First Year Experience; one representative from the Disabilities Services Committee selected by the Director of Disabilities Services; one representative from the traditional student admission staff selected by the Vice President for Enrollment and Campus Life; the Early College Liaison; one representative from the CCE admission staff selected by the Dean for Continuing Education and Director of Summer School.

1.416 Strategic and Long Range Planning Committee
The Strategic and Long Range Planning Committee (SLRP) is charged with formulating as needed and reviewing annually a long-range strategic plan for the college which will be referred to the President and, if approved, to the Board of Trustees. This includes long-term educational goals, budgeting priorities, major new or improved facilities, and plans for capital funding improvement. The
committee also assesses the external environment in which the College operates. SLRP recommends to the President 1) broad guidelines within which other committees of the College operate; 2) strategies for achieving institutional long-range goals; 3) guidelines for assessing whether the college is attaining its goals; and 4) plans for adjusting goals and strategies as internal and external circumstances demand. In addition, SLRP monitors the congruence of annual budgets with the strategic plan.

Educational goals should be the primary shaping and coordinating perspective by which the SLRP Committee involves the interactions of educational goals, faculty and administrative staffing, facilities planning, budgeting priorities, and fund raising priorities. The SLRP Committee is charged with the task of reviewing long-range plans and goals annually and with providing the institutional memory required to remain focused on the College's goals. It advises the President on the evaluation of institutional effectiveness.

**Membership.** President, who chairs the committee; Vice President and Academic Dean as vice-chair; Vice President for Finance and Administration; Vice President for Enrollment and Campus Life; Vice President for Advancement; Clerk of the Faculty; Dean for Continuing Education and Director of Summer School; five faculty members representing the academic divisions; Clerk of the Staff Meeting or designee; Clerk of the Academic/Administrative Staff Support Association or designee; and two students, normally the Presidents of the Community Senate and the Student Government Association (SGA). SLRP can call on administrators and faculty as consultants as needed.

**Chapter II: Faculty Employment**

**2.000 ACADEMIC FREEDOM**

Freedom to search for truth and to teach without fear of arbitrary interference is central to a community of learning and to the common good of the larger society. Guilford College is fully committed to the preservation of this freedom.

Guilford College affirms that the academic freedom of its professors is respected and protected regardless of tenure. Newly appointed members of the faculty without tenure enjoy the same privileges and responsibilities of academic freedom as tenured professors.

Guilford College affirms a set of values which seek to guarantee and protect the dignity of each individual. Unjustified profanity or racial, ethnic, sexual and other slurs violate those values and strain the limits of academic freedom. (See
Academic freedom involves responsibilities as well as privileges. (For other faculty responsibilities, see Chapter III.) Teachers are entitled to freedom in the classroom in discussing course subject materials, but should be careful not to introduce controversial matter which is irrelevant to the subject taught. Although they may speak and write freely as private citizens without institutional censorship or discipline, professors should make every effort to indicate in such cases that they are not speaking for the institution.

Freedom of research and publication of results are assured; however, the College’s provision of the time and facilities necessary for research presupposes that care will be taken to perform thoroughly and carefully other assigned duties. Research for pecuniary return (beyond the scope of normal scholarly books, articles, papers, presentations and the like, which may involve royalty or honorarium payments) should be based upon prior understanding with the department chairperson, the Academic Dean, and the President.

2.100 FACULTY ALLOCATION AND RANKS
2.110 Allocation of Faculty Positions
[Updated by the Teachers, Officers and Curriculum Committees of the Guilford College Board of Trustees, January 28, 2000]

The Clerk’s Committee has the primary responsibility for recommending to the President the allocation of faculty positions by department, although the final decision is made by the Board of Trustees on recommendation of the President. The Academic Dean, department chairpersons, or interdisciplinary program coordinators (e.g., African American Studies, Communications, Computing and Information Technology, Environmental Studies, Intercultural Studies, Medieval Studies, Peace and Conflict Studies, Women's Studies, etc.), who are seeking to have vacant positions continued, added or transferred from one department/program to another, shall make proposals to the Clerk’s Committee and the Academic Dean, who sits with the Clerk’s Committee. Prior to submission to the Clerk’s Committee, these proposals should be reviewed and endorsed by the Division Chair. During the spring semester the Clerk’s Committee examines all position requests to determine whether they should be added, deleted, remain in the same academic department, or be allocated to another department, or not be filled. The position requests should carefully
address how the proposed position will meet the "position of the College" guidelines. The Clerk's Committee will request from the interdisciplinary program coordinators and the Interdisciplinary Studies Division Chair assessments of their program needs and requests for participation in specific faculty searches. The Committee uses the following criteria in making its recommendations to the President:

- Long-range planning;
- Institutional curricular goals;
- Course loads and faculty student loads in programs of the college, major, service to other majors and to interdisciplinary programs and general education requirements;
- Institutional and departmental educational goals and thus the types of courses needed for programs of the college, major, service to other majors and interdisciplinary programs and general education requirements;
- Minimum size for departmental effectiveness; and
- Advising load. Specific guidelines and deadlines are available from the Clerk of the Faculty. When recommendations under consideration would have significant new curricular or financial implications, the Clerk's Committee shall consult with the Strategic and Long-Range Planning Committee and/or Curriculum Committee. Final decisions are communicated to departments and program directors no later than the end of the academic year and reported in the Beacon.

[The inserted paragraph approved by the Teachers, Officers and Curriculum Committees of the Guilford College Board of Trustees, January 28, 2000]

Often, allocated faculty positions will reside within one department or interdisciplinary program to provide the faculty member with a clear administrative home and to ensure our faculty has strong disciplinary background and skills. Less frequently, the Clerk's Committee will approve positions that hold joint appointments in two related departments or programs. Given the need to support our interdisciplinary programs in a more deliberate manner, the Clerk's Committee will recommend to each approved position an interdisciplinary area that should participate in the new position. A representative of this chosen interdisciplinary program will serve on the search committee (See Section 2.210 New Faculty Appointments: Search Process) The Clerk's Committee encourages the requesting department to meet with related departments and interdisciplinary programs to discuss possible joint appointments before submitting a position request. While the Clerk's Committee will generally attempt to honor these joint requests, its decisions must reflect broad institutional goals and highest program needs.
2.120 Allocation of Joint Faculty/Administrative Positions

Requests for the allocation or reallocation of appointments involving substantial responsibility in the instructional program of the College in addition to administrative responsibility are considered as follows:

- Requests for positions should include a detailed position description, a rationale for the position, an analysis of the anticipated workload, and designation of the reporting structure and budgetary implications.
- Requests are presented simultaneously to the President, the Academic Dean, and the Clerk of the Faculty (or in the case of the President, the Board of Trustees).
- The President, Academic Dean and Clerk screen requests to be sure that the allocation discussions are handled appropriately and represent positions which are not otherwise clearly within the designated procedures for either faculty position allocations or administrative position allocations described in this Handbook.
- Requests are examined by Clerk's Committee.
- Requests for joint faculty/administrative appointments are submitted on or before March 15 for appointments to begin June 1 of the following year. It is recognized that, in some cases, requests may have to be considered during the fall as well.
- In cases involving joint faculty/administrative appointments, the College’s guidelines for carefully controlling growth within the faculty and administration will be maintained unless there are unusually convincing reasons why a special exception should be granted. Granting an exception would involve the concurrence of both the Clerk's Committee and the President.
- Full-time faculty (tenured or tenure-track) who hold the positions of Clerk of the Faculty, Associate Dean for Academic Advising and Retention, Director of the Writing Program, Director of the Honors Program, Director of Intercultural Studies, Director of Institutional Research, Director of Study Abroad Programs, as well as faculty who are assigned part-time to The Learning Commons, accrue leave time at a full-time rate, are eligible for faculty travel funds, and may apply for faculty development grants and research funds.

Normally, only tenured faculty assume these positions, but if the faculty member
is untenured and in a tenure-track position, credit toward tenure is accrued at the full-time rate.

### 2.130 Faculty Ranks

Full-time tenured or tenure-track teaching faculty members are assigned the faculty ranks of Instructor, Assistant, Associate, or Full Professor. The modifier, "Visiting," is used to denote a full-time faculty member who is teaching on a temporary basis.

Part-time faculty members are assigned the rank of Lecturer, either "temporary" or "continuing." Normally, part-time faculty will have a graduate degree in the appropriate field. See "Part-time Faculty Status" (2.221).

Adjunct faculty status is a courtesy appointment in a department for administrators or persons within the wider community, normally without tenure, which recognizes the person's ability to contribute to the College's academic program. The appointment will be made upon recommendation of the department, the FAC, and the Academic Dean with the written consent of the President.

### 2.200 FACULTY SEARCH AND HIRING

#### 2.210 SEARCH PROCEDURES FOR RECRUITING FACULTY GUILFORD COLLEGE

[Updated by Clerk’s Committee, December 12, 2001]

**I. Preface:**

A. The College is committed to the recruitment and retention of a diverse faculty as an important way to add value to the educational experiences we seek to offer our students. As a community of scholars, therefore, we are committed to the "Educational Principles and Realities Underlying the Need for a Diverse Faculty at Guilford College," which is incorporated herein by reference.

B. As discussed in the aforementioned "Educational Principles," the College has adopted the following statement:

**Statement on Diversity:**

*At Guilford College, we believe strongly that having a faculty representative of people of diverse backgrounds, experiences and perspectives is central to our heritage and to the mandate we have to prepare our students for the society in which they will live and the*
vocations they will pursue. The faculty is convinced that having a diverse faculty reflects the College's stated values of guaranteeing and protecting the dignity of each individual, while pursuing the common goals of our larger society. Therefore, the faculty views its commitment to providing an education animated by these values as an important expression of its right to academic freedom.

We define diversity broadly to include group differences (based on age, race, gender, sexual orientation, disabilities, ethnicity, religion and national origin) as well as individual differences, including career and life experiences, socioeconomic background, geographic roots, and other variables.

Our heritage and our history call us to focus on improving the diversity among our faculty. Consequently we will aggressively recruit, and seek to hire and retain faculty role models representative of the diversity that we and other educators believe is necessary to provide an educational experience for Guilford College students that is in keeping with our Quaker traditions and relevant to the 21st Century. At the same time, our legacy also compels us to continue to seek to hire Quaker faculty as a way of maintaining the College's heritage and core educational values.

C. Because of its role in faculty recruitment, the faculty can be the single most important component in helping the College pursue the faculty diversity necessary to provide an excellent education for our students. The Clerk's Committee has therefore approved the following search procedures as a necessary part of the College's diversity recruitment efforts. They apply to all tenure track searches. In cases where a position changes from temporary to tenure track, the College shall carry out a national search that follows these guidelines.

II. Monitoring the Search Process:

A. The Academic Dean is responsible for monitoring the faculty search process to ensure that searches are conducted in compliance with these procedures. Search Committees are required to report formally to the Academic Dean at three steps in the search process as outlined herein.
B. Advertising and Contacting Potential Candidates.
   The Search Committee shall submit to the Dean's Office a list of sites/publications where the ad will be posted before the ad is placed.
C. *Interim Report to the Academic Dean's Office.*

1. The Search Committee shall submit to the Dean's Office a short list (6-10 files) of candidates whom they consider to be the top applicants for the position before inviting anyone for interviews.
2. Each Search Committee shall submit with the short list of candidates a full report on search steps 1-6 below, along with dates showing when the department accomplished each of the required tasks for the search.
3. If the list of the three candidates whom the Search Committee proposes to invite for campus interviews does not include a candidate who would promote the College’s goal of hiring diverse role models for our students, the committee must request permission of the Academic Dean to invite any candidates to campus. In making their request, the Committee shall describe in detail their search process and the steps taken to include candidates representing diversity in their selection pool.

D. *Conclusion of the Search.*

Following the conclusion of a search, each Search Committee shall submit a report of the search process, including a list of those candidates invited to campus and the hiring decision.

III. **Search Committee and Administrative Support:**

A. The Search Committee will consist of members of the relevant academic department and a representative from the IDS major/program(s) which is/are included in the ad. The IDS representative is a regular member of the committee and is expected to read files and participate in interviews that are conducted at conferences.

B. The Dean's Office will identify a secretary who is (or becomes) familiar with all aspects of the search process who will be available to assist with each search.

IV. **Language Used in Publicizing the Position:**

Each ad as part of a search shall contain the following language:

*Guilford College seeks applications from people representative of diversity based on age, race, gender, sexual orientation, disabilities, ethnicity, religion, national origin, career and life experiences, socioeconomic background, geographic roots, as well as members of the Religious Society of Friends. EOE/AA*
V. **Details of the Search:**

A. Introduction: The search committee must know in detail the nature of Guilford’s curricular commitment to multicultural and diversity issues, so that it can be absolutely frank and accurate about Guilford’s situation -- both points that may appeal and points that may not. It must have similar knowledge about the commitment of Student Life and Admissions to students of diverse backgrounds and the issues that are unique to them. The committee must also be knowledgeable about what life in Greensboro might be like for a faculty member who will contribute to Guilford’s diversity, and to his or her family.

The search committee should be adept in recognizing details in a cover letter, resume or recommendation letter that indicate great ability. It should also be able to imagine why a person of great ability might have followed an unusual route toward and through graduate school and through the early stages of a post-doctoral career.

B. Each academic department conducting a search **must** follow steps 1-6 below. The department chair (or faculty member in charge of the search) shall record the date(s) these items are accomplished in the blank in front of each task. The additional steps listed in C. are encouraged, if possible and relevant to a particular search.

1. _____ place ads (to the extent affordable) in journals oriented toward the diversity Guilford seeks. (See section VIII);
2. _____ use directory of associations (See appendix) to obtain names of all associations connected to field of search, and request that these associations post the announcement in appropriate places, including WEB sites, if available;
3. _____ identify schools granting a large percentage of their degrees to students representing diversity and request that they post the announcement on their web sites and in other relevant media (See section VIII);
4. _____ seek listings of scholarship and award recipients who would contribute to Guilford’s diversity and send letters to potential candidates encouraging them to apply for a position at Guilford (See section VIII);
5. _____ post job-opening ads on Guilford's web site;
6. _____ review all directories of candidates who would contribute to
Guilford's diversity (See section VIII); and send letters to potential candidates encouraging them to apply for a position at Guilford.

C. The following are additional ways in which a diverse pool of candidates may be identified. Departments are encouraged, but not required, to implement whichever actions are feasible.

* attending sessions on diversity issues at national higher education association meetings;
* getting into the habit of attending diversity caucus sessions at field specific professional association meetings;
* working with our own existing contacts to discover strong potential candidates; developing new contacts;
* being on the lookout at professional meetings for strong graduate students, even those just advancing to candidacy, and faculty at other institutions for whom Guilford might be appealing, for future reference; doing the same in perusing professional journals;
* visiting graduate schools and department placement officers at graduate programs that appeal to candidates who would contribute to Guilford's diversity (See appendix);
* being attentive to prospects in the consortia in graduate programs that strive to attract and graduate candidates who would contribute to Guilford's diversity (See appendix);
* seeking nominations from colleagues in the field, and contacting nominated candidates:
* contacting Guilford College alumni representative of the diversity we seek;
* connecting with Board of Trustees to advise them of openings;
* seeking helpful information for different departments from various Higher Education associations (See appendix);
* contacting graduate schools in the British West Indies;
* locating and contacting graduate schools in London, Paris and other foreign cities that are sites of candidates who would contribute to Guilford's diversity;
* seeking Fulbright scholars;
* contacting major university student associations of groups which would contribute to Guilford's diversity;
* determining e-mail addresses of web sites for students who would contribute to Guilford's diversity (See appendix);
* contacting sororities and fraternities whose membership would contribute to Guilford's diversity;
* searching through the file in the Dean's Office of possible
candidates who have been identified as representative of diversity.

VI. **Campus Visit**

During their campus visit, candidates for faculty positions should meet with the following people:

- President
- Academic Dean
- Members of the department to which the candidate will be appointed
- Representatives from IDS major(s) which is (are) involved in the job description
- Representatives of additional departments, if applicable (e.g., in case of a joint search)
- Especially, where appropriate, African-American, Latino, Asian, and other faculty groups (e.g., Quakers, gay and lesbian faculty) with shared backgrounds and interests
- Students who are majoring in the discipline and the IDS program
- Director of Faculty Development
- Director of Human Resources
- A representative of the Clerk’s Committee

All candidates shall be required to teach a class or give a scholarly presentation that is directed at an undergraduate audience.

VII. **Assessment**

Each year the Academic Dean and Clerk’s Committee will assess the effectiveness of the Search Procedures and report on the progress made during the year on improving the diversity of the faculty.

VIII. **Resources**

The office of the Academic Dean will compile and regularly update the resources referred to throughout this document. A small sample of these resources follows.

- [www.preparing-faculty.org/PFFweb.jobs.htm](http://www.preparing-faculty.org/PFFweb.jobs.htm)
- *American Association of Colleges and Universities (AACU)*
The Black Collegian
- Black Equal Employment (database with job listings)
- Committee on Institutional Cooperation
- Directory of Minority PhD & MFA & MLS Candidates and Recipients (copy available in Academic Dean’s Office)
- Hirediversity.com
- Historically Black Colleges and Universities (HBCU)
- ImDiversity.com 909 Poydras Street New Orleans, LA 70012 504-523-0154 (allows institutions to post jobs and search resumes)
- Minority On-Line Information Services (MOLIS) (will do faculty profile searches)
- National Association of Graduate-Professional Students (NAGPS).
- HERI
- Minority job banks -- The Chronicle for Higher Education
- Modern Language Association
- American Psychological Association
- College Language Association
- Quaker Life 101 Quaker Hill Drive Richmond, IN 47374-1980 Advertising Manager: Annie Glen, annie@fum.org or (765) 962-7573
- Friends Journal Advertising Manager, Friends Journal 1216 Arch Street, 2A Philadelphia, PA 19107-2835 (215) 563-8629
- The Friends Association for Higher Education (FAHE) 1501 Cherry St. Philadelphia, PA 19102.

[1] These "Search Procedures for Recruiting Faculty, Guilford College" are not a guarantee or contract of employment, nor do they operate to impose any hiring quotas on faculty hiring decisions.

**2.220 Part-Time Faculty Hiring Procedure**

Part-time employment is contingent upon departmental enrollment being sufficiently large to justify additional staff. The Academic Dean determines needs and allocation of funds available to employ part-time personnel. In the selection of part-time faculty, the Academic Dean consults with the department chairperson concerning the job qualifications required. The chairperson reviews available candidates with department faculty members and makes a
recommendation to the Academic Dean. The Academic Dean, as appropriate, may conduct an interview. Search processes and selection criteria are different for part-time and full-time positions; and regular, long-term service as a part-time employee does not qualify an individual for special consideration for full-time appointment.

Up-to-date vita, certification of credentials by the Director of Human Resources, and letters of recommendation, where appropriate, for all part-time faculty members are required and are kept in the Office of Human Resources.

The title assigned to part-time faculty is lecturer. Part-time faculty are employed on a semester or (rarely) yearly basis and are compensated in accordance with qualifications, number of courses taught, and enrollment in individual courses. Compensation is adjusted for teaching a four-credit course enrolling fewer than ten students. Forty students is the maximum for one course, unless otherwise jointly approved by the teacher and the Academic Dean.

Compensation for part-time faculty will be reviewed annually by the Academic Dean in consultation with the department chairperson.

Department chairpersons will acquaint part-time faculty with the College in an appropriate orientation session. The department chairperson, working with the Academic Dean and the Business Office, will see to the physical arrangements (office, telephone, etc.) for part-time instructors.

For adjunct faculty, see "Faculty" (2.130)

**2.221 Part-time Faculty Status**

The College has adopted a two-tiered structure for part-time faculty members. The first group, "temporary" part-time faculty members, are individuals recently hired or filling slots which are designated temporary. A second group, "continuing" part-time faculty members, are individuals who have taught at the College for a substantial length of time and for whom future assignments appear likely. "Continuing" part-time faculty are eligible for faculty travel funds and may apply for faculty research and faculty development funds. Both "temporary" and "continuing" part-time faculty normally have a graduate degree in the appropriate field, with any exceptions approved by the Academic Dean. "Continuing" part-time faculty receive greater compensation than "temporary" part-time faculty in the same field.
Each "temporary" part-time faculty member shall be reviewed by the department chairperson at the end of each of the first two semesters in which he or she teaches at the College and every two years thereafter. The chairperson will review the student evaluations and discuss them with the instructor. A brief summary of the conversation will be included in the departmental files and a copy sent to the Academic Dean.

An individual may be nominated for "continuing" part-time status by his or her department after teaching at least one course per year during three consecutive academic years. Nominations go to the FAC and the Academic Dean. Departments should be prepared to document a solid continuing need for the part-time position to be filled for several years in the future. The FAC and Dean will review the applications on the basis of two criteria: first, the strength of the statement for continued need for the part-time position; second, the teaching record, at Guilford, of the individual proposed to determine the desirability of long-term instructional assignment. "Continuing" part-time faculty are expected to participate in institutional and departmental responsibilities in consultation with department chair. These activities may include advising, supervising independent studies, serving on one committee or attending departmental meetings.

"Continuing" part-time faculty shall be reviewed by the FAC three years after gaining the status of "continuing" and every five years thereafter. The employment of "continuing" part-time faculty may be terminated under any of the following conditions: after a negative review by the FAC; if a drop in student enrollment below the required number or a change in the departmental curriculum necessitates the elimination of courses taught by "continuing" part-time faculty (See 3.110); other reasons for termination as given in 2.700. Following a negative review a "continuing" part-time faculty member will teach no longer than the semester following the semester in which the review occurred.

2.230 Coaches

Unless otherwise specified at the time of initial letters of appointment, neither faculty rank nor tenure is granted to coaches of various sports at Guilford College. However, some coaches may have academic, classroom responsibilities. Under such circumstances, coaches who teach academic (as opposed to "activity" classes) may be appointed with faculty rank. In such cases, they should be granted the academic rank commensurate with their background and responsibilities. Coaches granted this status shall be reviewed and promoted upon the recommendation of the appropriate departmental chairperson and the
Director of Athletics, with the approval of the Academic Dean and the FAC, and with the consent of the President and the Board of Trustees. They are also entitled to all the rights attached to their faculty rank. However, coaching positions are not tenure track.

Coaches currently holding rank and tenure through previous appointment and advancement at Guilford College are afforded all the rights and privileges accompanying their status.

2.240 Provision of Reasonable Accommodation for Qualified Individuals with Disabilities

The Americans With Disabilities Act of 1990 and the Rehabilitation Act of 1973 provide for assimilating people with disabilities into the mainstream of society. With respect to employment, the objective is to remove barriers that have caused individuals with disabilities to be underemployed or unemployed. Guilford College will take positive steps to employ and advance in employment qualified individuals with disabilities. In its active commitment to building a diverse community, it is the intent of the College as described in the Non-Discriminatory Policy Statement to prevent discrimination affecting any applicant or employee based on race, creed, color, religion, national or ethnic origin, gender, sexual orientation, age or disability.

It is the policy of Guilford College not to discriminate against qualified individuals with disabilities and to provide reasonable accommodations as required by law to otherwise qualified applicants or employees with disabilities in all employment policies, including job application procedures, hiring, advancement, job assignments, leaves of absence, transfers, layoffs, demotions, discipline, discharge, compensation, fringe benefits and job training. Employment opportunities will not be denied to an otherwise qualified applicant or employee because of the need to make a reasonable accommodation to the physical or mental impairment(s) of such individual, and qualified applicants with disabilities are encouraged to seek employment with the College.

Although this policy and procedure is largely described in terms of accommodations that may allow an applicant or employee with a disability to perform the essential functions of the position desired or held, it is also applicable to the accommodations involving the job application process and to the accommodations that would enable an employee with a disability to enjoy equal benefits and privileges of employment.
Refer to the Office of Human Resources for specific procedures related to this policy.

**2.250 THE FACULTY LETTERS OF AGREEMENT**

**2.251 The Faculty Letters of Agreement**

Employment for full-time faculty at the College is based upon a letter of agreement between faculty members and the institution. Every effort is made to issue letters of agreement for the academic year in early March. (The effective date of return of letters of agreement is one month after they are issued.) However, faculty members in their first year in a tenure track position must be notified by March 1st, and faculty members in their second year of a tenure track position must be notified by December 15 (six months' notice) of the College's intent not to renew their employment; faculty who have been at Guilford for more than two years are entitled to a full year's notice.

The period of service under the faculty letter of agreement is for the academic year, August 15th through May 15th, exclusive of College holidays (Fall Break, Thanksgiving holiday, Winter Break, Martin Luther King Day and Spring Break). In addition to classroom and other College duties (two standing committee assignments, departmental work, advising, and the like), faculty members must be available for first-year student orientation and opening faculty meeting, FYE planning and advising sessions both before and after the classroom year, graduation, and similar important institutional events. From May 15th to August 15th individuals are free to carry out personal and professional activities which do not conflict with obligations as noted above.

Letters of agreement are issued on an annual basis for those faculty members not on tenure track. Annual letters, which record base salary, are also issued to tenure-track faculty members; however, their chief purpose is to indicate changes in rank and salary. Salary raises normally involve across-the-board cost of living increases. When possible, a fund is allocated for equity raises. Merit raises are given regularly to faculty who are promoted to associate or full professor. Other merit raises, recommended by the Academic Dean in consultation with departmental chairpersons, are given only if the faculty salary pool is sufficient to do so. Salary averages of base pay for the various professorial ranks at Guilford College are published annually, both nationally in Academe: Bulletin of the AAUP and Chronicle of Higher Education, and locally in the Dean's and President's annual reports. Annual full-time salaries for continuing faculty are paid in twelve
monthly increments for nine months of service after the first year of service, for which the salary is paid in ten monthly increments.

Any questions about letters of agreement should be discussed with the Academic Dean, who will consult as necessary with the President.

### 2.252 Renewal of Letters of Agreement--Second- and Fourth-Year Reviews

Normally, a newly appointed tenure-track faculty member may expect to receive a second annual letter of agreement. Exceptions can be made that necessitate a review in the first year; in such a case, a decision not to continue employment is communicated to the faculty member before March 1st of the current year. Appointments that are clearly temporary in nature are so identified at the time of appointment.

During the fall semester of the second year, there is a formal evaluation and review of the tenure-track faculty member's performance by the FAC. The purpose of this review is to reach a decision on whether to extend a third annual letter of agreement. This process is known as the Second-Year Review. A decision not to extend a third letter of agreement is communicated before December 15 of the second year.

In some cases, a positive Second-Year Review may carry the stipulation that a subsequent evaluation and review will be held within the next twelve months. Any such review will follow the same procedures as the others. Any negative review after the Second-Year Review will be communicated on or before May 15, so as to provide a full twelve months' notice of termination.

During the fall semester of the fourth year, another review of tenure-track faculty performance will be conducted by the FAC. The purpose of the Fourth Year Review will also be to determine retention or non-retention, and to communicate areas in which improvement is needed in the faculty member's performance if tenure is ultimately to be granted. Here, too, the FAC, Dean, or President may mandate an additional review the following year.

In summary, except in the case of temporary appointments, any decision not to renew the appointment of a non-tenured full-time faculty member requires a full review, which requires written recommendations to the President from the FAC and the Academic Dean. Such reviews are normal prior to the sixth year tenure...
review: one in the second and one in the fourth year of service. See "The Tenure Review Process" (2.420).

2.253 Non-renewal of Non-Tenured Faculty
Until tenure is granted, the College may choose not to renew a faculty member’s appointment with due notice.

In general, a newly-appointed faculty member can expect at least two letters of agreement. If the faculty member is not to be renewed within the first two years of employment, the College will notify him or her on or before March 1 of intent not to renew during the first year and on or before December 15 during the second year. Non-tenured members who have been teaching full-time at Guilford College more than two years (except in those cases where dismissal for cause is the reason for termination) must receive one year’s notice. Non-tenured faculty members may appeal non-renewal decisions through the "Appeals Process" (2.610).

2.254 SALARY AND WAGE ADMINISTRATION POLICY
[Revised by the President June 1, 2006]

I. Philosophy and Objectives
The primary purpose of salary administration at Guilford College is to attract and retain well-qualified individuals who can best contribute to the College’s mission. Decision-makers in the salary administration process will strive to make salary decisions fairly and communicate them effectively. To provide the College with the ability to use its limited resources most effectively, salary administration aims to:

- Be responsive to market influences with consideration for internal equity (see Definitions portion of this policy);
- Recognize different performance levels among employees;
- Acknowledge the basic financial needs of all employees; and
- Take into consideration the costs of turnover and the adverse effects of inadequate salaries on the need for supervision, employee morale and institutional image.

II. Methods and Guidelines
Salary adjustments are divided into two main categories:

- Annual budgeted salary adjustments
- Other salary adjustments
Annual budgeted salary adjustments are based on one or more of the types described in the Definitions portion of this policy. The campus decision and notification process is as follows:

- Average annual salary increases are projected in the strategic plan and appropriated as part of the annual budget recommended by the President and approved by the Board of Trustees.
- The President, with the advice of the Vice Presidents, determines priority needs of the institution that require use of salary dollars (cost-of-living, merit, equity) based on information from sources such as deans, directors, department chairs, and the Human Resources Office.
- The President establishes guidelines, using institutionally recognized market and internal equity data and input from the campus community. For administrative and support staff, the human resources department proposes equity adjustments based on CUPA, Employment Security Commission of NC, and other internal and external data. The President communicates the guidelines to be used in making adjustment decisions, indicating the proportion of salary dollars allocated to each type (see Definitions). These types and proportions are determined according to institutional needs and initiatives whenever campus-wide adjustments are possible.
- Once the types and proportions have been determined, the President and Vice Presidents allocate remaining salary adjustment pools to their respective administrative units.
- The President prepares a memorandum to announce the changes to employee salaries and wages as well as employee contributions for medical and dental benefits for the next calendar year.
- Managers, using the guidelines established by the President, allocate the salary pools within their units.
- Within the units, each supervisor develops individual salary adjustment recommendations using performance documentation and/or other data appropriate to that year’s guidelines (institutionally recognized equity or market studies, for example).
- Unit administrators review and discuss recommendations and documentation for the recommendations (performance documentation, institutionally recognized market or internal equity data) with the supervisor, adjust the recommendations and/or forward the recommendations to the appropriate vice president.
- Prior to recommending the final salary adjustments to the President, each
Vice President will consult with the Director of Human Resources to review implications of the recommended adjustments for the campus as a whole. The role of the Director is to advise the Vice Presidents on whether there is appropriate documentation for the adjustment, the potential impact on internal equity, or whether the proposed adjustment complies with policy.

- Once the President approves the adjustments, he sends individual letters to all employees to confirm the new salary and wage amounts.

**Other salary adjustments** could include post-probationary adjustments for staff, promotions (faculty and non-faculty), market, internal equity and responsibility adjustments including interim appointments and significant administrative assignments (see Guidelines for Other Salary Adjustments portion of this policy.).

### III. Distribution and Communication of the Policy

To facilitate the understanding of salary and wage administration at Guilford College, this policy will be included in the Staff Handbook, the Faculty Handbook and any employee handbooks prepared by units within the College.

**Definitions**

At Guilford College, annual salary adjustments are based on one or more of the following:

- **Cost of living adjustment** is an across-the-board amount related to--but not necessarily the same as--the changes in the cost of living (determined by the Consumer Price Index which reflects the changes in the cost of various consumer items during the previous 12 month period). Cost of living adjustments become part of an individual's salary base.

- **Internal equity** is a comparison of salaries for similar positions at Guilford College based on appropriate and relevant data including these factors: previous related experience outside the College, a sustained change in responsibility that is more or less than what is considered normal for that type of position, education, or responsibility level within a group of similar positions at Guilford College. Internal equity adjustments become part of an individual's base salary.

- **NOTE:** length of service is relevant for internal equity ONLY in the context of performance; that is, consideration of performance should override length of service in salary decisions.
Market or external equity is the comparison of Guilford College salaries with those of other similar employers and is based on bona fide and relevant data. Market or external equity adjustments become part of an individual's base salary.

Performance adjustment is one based on level of performance identified through documentation, including an established review process. Performance adjustments may be made in one of two ways:

- As a one-time payment when performance has been exceptionally meritorious in the preceding year. This type of adjustment does not become part of the salary base and is made as a single payment.
- As a permanent adjustment based on sustained meritorious performance. This type of adjustment becomes a part of the salary base.

IV. Guidelines for Other Salary Adjustments

Individual salary adjustments may be made throughout the year for the following reasons:

- Post-probationary adjustments for staff. Upon successful completion of the initial six-month probation period, an employee may be eligible for a salary adjustment up to 5%. The amount of the adjustment may vary, depending on such factors as performance, internal equity, initial salary and budget. A performance review form must be completed and submitted with a Personnel Action form requesting approval of the probationary adjustment.

- Equity adjustments. On a case-by-case basis, significant internal inequities may arise outside the annual salary review process described above. In these unusual situations, a request for an adjustment may be initiated. Factors generally considered are directly related experience, job performance and level of responsibility. The decision to request an equity adjustment should include consultation with the Office of Human Resources and appropriate documentation should accompany the request. Equity adjustments for staff are normally limited to ten percent.

- Market adjustments. A market adjustment is intended to mitigate a documented external inequity using Guilford College recognized market data. Market adjustments are normally limited to ten percent. Market adjustment proposals must consider institutional internal equity.

- Responsibility adjustments including interim and administrative appointments.
  - Adjustments for substantial, documented reassignments or
changes in the duties/responsibilities within the same position may be initiated after consultation with the appropriate vice president or president. Documentation should accompany the request. For staff employees, rationale will include changes in the level of responsibility as documented by a Position Description.

- Adjustments for interim appointments and administrative assignments are limited to the period for which these assignments are made and do not become part of the salary base. For staff interim appointments, increases should not be given for interim periods of less than thirty days and staff employees may not retain the higher compensation level for more than thirty days after the interim period ceases to exist.

- **Bonus.** A one-time payment for special projects, or assignments completed in a superior manner. This type of payment does not become part of the salary base.

- **The attainment of a degree or license** does not automatically result in a salary adjustment. In some cases, an adjustment for market and/or internal equity may be appropriate. Such adjustments should be recommended based on the same type of documentation required for other market or internal equity adjustments.

### 2.300 THE REVIEW PROCESS

The review process outlined in this section applies to Second-Year, Fourth-Year, Tenure, and Promotion reviews and other faculty reviews undertaken by the FAC.

#### 2.310 Information-Gathering Responsibilities

The Academic Dean is responsible for maintaining current personnel files on all faculty members and for distributing and keeping any specific instrument of evaluation adopted by faculty action (e.g., student evaluations of classes). Each file shall include an official transcript and an up-to-date vita of the faculty member. All results of standardized student ratings for advising and all courses taught since the last formal review or for the last two years at the college shall be made available by the Dean to the FAC. In reviews of tenured faculty, standardized student ratings for all courses taught for the prior four teaching semesters and advisor evaluations from the prior two advising years shall be made available for evaluation. In addition, faculty who wish to do so may submit supplementary student evaluations that particularly address their specific subject matter or teaching style. Although it is proper to include a brief statement
summarizing the conclusions and recommendations made at the prior reviews, as well as a statement indicating the final action taken in that review, the supporting documents and specifics of those prior deliberations are not a proper part of the current review.

A standardized advisor evaluation is one component used by FAC in assessing “evidence of effective advising” (see section 2.343). The advisor evaluation will be distributed by the Academic Dean’s office to students between 1 April and 15 May each year. Faculty will have access to the results of their evaluations, as well as aggregate data from all advisors, by August 1 of each year. Faculty are encouraged to discuss their evaluation results obtained during the time period between reviews in their self-study using section 2.343 as a standard of effectiveness.

The Dean is also responsible for notifying in writing all faculty members scheduled to be reviewed. Such notification shall take place on or before October 1 and will provide at least a thirty-day notice before which materials must be submitted for review. An invitation is issued through the Beacon to all members of the community to write letters concerning the person to be reviewed. The chairperson of the FAC will work with the Academic Dean to assure timely collection of all additional special material relevant to any individual review. Confidential materials collected for reviews can be seen only by the FAC, Academic Dean, President, Appeals Board (if convened), and the Board of Trustees. The Office of the Academic Dean will collect the following:

- A written self-evaluation by the faculty member under review. This self-evaluation shall include the faculty member’s response to issues raised in student advising and course evaluations (e.g., special information about course format, population, goals). The self-evaluation will also speak to those strengths, weaknesses, accomplishments, and goals which the faculty member particularly desires the FAC to note and to respond to any suggestions made in previous reviews. Supporting materials may also include course syllabi of special interest, announcements of exhibitions or lectures, and samples of work published or in progress, and similar items may also be included.
- Confidential evaluations, including a positive or negative recommendation in writing, from all full-time tenure-track departmental faculty. First-year faculty shall be given the option of abstaining from expressing an opinion, if they prefer. An analysis of the faculty member’s qualifications and work shall accompany each evaluation, whatever its substance.
Confidential statements concerning the quality of the faculty member’s work from one to three extra-departmental colleagues, nominated by the candidate.

Confidential letters from twenty-five students chosen at random from the class lists over the past two years. Both majors and non-majors will be represented.

Confidential letters from up to ten of the faculty member’s student advisees chosen at random, if possible, from the advisee lists of the same period and, where appropriate, divided between new student and major advisees. A single letter may appropriately cover this and the above category in cases where a student fits into both categories.

Confidential letters from three students who have studied with the faculty member during this period, to be named by the faculty member.

Standardized advisor and course evaluation forms.

Other appropriate materials, such as letters invited through the Beacon or additional items requested by the Faculty Affairs Committee or the Academic Dean.

Note: The failure of any individual or group to provide any or all of the above material in no way invalidates the deliberative conclusions of the FAC.

2.320 Deliberative Process

Each member of the FAC shall review all the materials enumerated above, prior to Committee discussion. The Academic Dean shall provide any relevant administrative information in such a manner as to protect the confidentiality of those concerned. All discussions of the Committee are confidential. After the FAC has reviewed the written material and initiated its discussion, the chairperson may invite the faculty member under review to meet with the Committee for open discussion of the Committee’s and the faculty member’s perceptions. If the faculty member desires, a faculty colleague may be invited to appear as an advocate before the Committee. Should the faculty member under review choose not to appear before the Committee, the deliberative process shall continue according to routine. If the FAC believes it necessary, other individuals may be invited to discuss the candidate’s performance.

[The inserted paragraph approved by the Teachers, Officers and Curriculum Committees of the Guilford College Board of Trustees, January 28, 2000]

The members of the Committee shall work toward a sense of the meeting to be communicated to the President. This report to the President will be a copy of the
letter sent to the faculty member under review. If there is not a clear sense of the meeting, then two or more recommendations reflecting the different positions will be written, recorded, and transmitted to the President.

Academic Dean shall present in writing a summary of the committee's recommendation(s) to the faculty member, the department chairperson, and the President. The President will communicate his or her decision regarding this review to the FAC through the Academic Dean. The President of the College makes the final decisions about positive and negative second and fourth year reviews, and about negative tenure and promotion reviews, reporting these decisions to the Board of Trustees. The President's positive decisions about tenure and promotion are presented as recommendations to the Board of Trustees who make the final decision. The President provides reasons in writing for positive and negative final decisions through the Academic Dean to faculty members under review.

A faculty member who is denied reappointment, promotion or tenure, or who receives a negative review, may invoke the College's "Appeals Process" set forth in section 2.610.

2.321 Tenure Deliberations
Tenure is granted by action of the Board of Trustees, subsequent to the completion of the College’s formal review process. In all cases where the FAC, the Academic Dean, and the President have recommended in favor of granting tenure, the President will ask the Board to approve tenure. When differences of opinion exist, the President will meet with the FAC and the Academic Dean to try to resolve them. If unresolved differences remain and the President's recommendation is affirmative, the President, the Academic Dean, and a representative from the FAC should convey to the Board of Trustees the nature of the unresolved differences, along with the President's recommendation to grant tenure. In cases where the President recommends against granting tenure, the Board will be informed of the issues and judgments formed throughout the review process and of the negative recommendation, but Board action will not be requested.

Immediately following the decision of the Board of Trustees, the President shall inform the faculty member in writing of the decision to grant or withhold tenure. A faculty member who is denied reappointment with tenure may invoke the College's "Appeals Process" set forth in section 2.610.
See also "Tenure" (2.400).

2.330 Suggested Order for Reviews

Note: The following procedures may vary from year to year, at the discretion of the FAC.

2.331
A letter from the Academic Dean is sent on or before October 1 to faculty members scheduled for review giving at least a thirty-day notice before materials must be submitted for review, discussing procedures, and suggesting an appointment to discuss review. This letter should also include a solicitation of an up-to-date vita, a self-evaluation, names of 3 students, 3 advisees, up to 3 extra-departmental colleagues and others for the Dean's office to contact seeking recommendations. The letter should specify a date by which this material is due.

2.332
The Dean announces names of faculty to be reviewed at an early faculty meeting and in the Beacon.

2.333
The faculty member meets with the Academic Dean, who calls attention to the review process and schedule adopted by the faculty and set forth in the Faculty Handbook.

2.334
The Academic Dean makes written requests for designated materials from: department chairpersons and departmental colleagues; students and advisees previously identified by the FAC; students, advisees, extra-departmental colleagues, and others identified by the faculty member. A deadline should be communicated for submitting these materials.

2.335
The FAC review deliberations are undertaken with priority given to those requiring earliest notification. Normally, reviews occur in the following order: study leaves, second-year, tenure, fourth-year, special, and promotion.

2.336
At the close of its deliberations, the FAC communicates its recommendation and
rationale to the President. After examination of the supporting materials, the President may meet with the FAC to discuss the recommendations.

2.337
The President makes tenure and promotion recommendations to the Board of Trustees and forwards to the Board the letter the FAC has written to each faculty member under review. This letter serves as the FAC report on the review.

2.338
The FAC will conclude tenure deliberations and those relating to non-tenure, fourth-year reviews, prior to the delivery of faculty letters of agreement for the next academic year. The FAC will comply with the 1970 "Interpretive Comments" of the AAUP's 1940 "Statement of Principles" regarding notification of non-renewal deadlines: no later than March 1st of the first academic year of service; no later than December 15th of the second academic year of service; at least twelve months before the expiration of appointment after two or more years in the institution.

Faculty should be aware that the Committee intends to hold closely to this schedule and that its deliberations will not be held up in response to delays in receiving materials.

2.340 Review Criteria
The most important criterion in any faculty review is teaching excellence. Other criteria considered, but not prioritized, are effective advising, growth as a scholar, and service to the College community.

2.341 Teaching Excellence
Continuing excellence in the quality of teaching is the first and foremost consideration in all faculty personnel decisions. The extent to which any teacher enables students to move towards a lifetime of self-education is a significant dimension of this quality of accomplishment. Guilford is in some ways like other schools, but it also has a specific mission and set of academic principles. Each teacher will articulate how her or his courses reflect the particular mission of the school and the 5 academic principles.

The College believes that the ability to involve students effectively in the learning process can be demonstrated in many ways. However demonstrated, it is excellence, rather than the potential or the hope for excellence that is sought. The College believes that established patterns of strength or weakness are more
relevant to faculty evaluation than are short-term successes or failures in the classroom.

Criteria and Assessment
Excellence in teaching manifests itself in four general categories: content expertise, instructional design skills, instructional delivery, and course management. The following paragraphs describe these categories in terms of criteria and in terms of assessment.

Content expertise includes the faculty member’s education and experiences that directly support the teaching of a particular subject. Content expertise is not static and includes ongoing expansion of one’s disciplinary and interdisciplinary knowledge base. At Guilford, in addition to teaching courses in a specialty area, faculty teach courses that serve both the needs of their department and the general education requirements of the college.

When assessing content expertise, reviews may consider, among other things, the faculty member’s education, professional background, scholarship specifically related to teaching, and reflections mentioned in the self-evaluation. The most fundamental consideration is the completion of the appropriate terminal degree. However, content expertise may also be assessed by disciplinary peers at the college and may be supported by an evaluative letter from a peer outside the college solicited by the faculty member under review. This outside letter should demonstrate knowledge of the teacher’s intellectual grounding in the subject and current teaching practices. Faculty members may further demonstrate growing expertise by such activities as participating in conferences, attending faculty development workshops, or taking classes.

Instructional design includes creating courses that are organized around clear objectives, and strategically sequenced to build named abilities over the course of the semester through specific assignments and exercises, all of which can be assessed for demonstrable skill. Good design is appropriate to the level and topic and also addresses the 5 academic principles as appropriate to the disciplines and subjects of those courses. It may also involve the use of information technology in ways that effectively support a course’s objectives and desired outcomes.

When assessing instructional design, reviewers may consider, among other things, course syllabi, course materials (including assignments), peer reviews, and the faculty member’s self-evaluation.
**Instructional delivery** includes the ability to create an environment that engages and stimulates diverse students to reflect on complex issues, think critically (in a disciplinary and/or interdisciplinary manner), to nurture imagination and creativity, and to communicate clearly the methods of one’s academic discipline or subject.

Excellent teaching contributes to comprehension of material by students. Excellent teachers communicate enthusiasm about the subject matter that they teach. They organize their courses and class meetings in advance, but also demonstrate a willingness to adjust the course in response to their ongoing assessments of their students’ comprehension and development of skills. They treat their students with respect, and they demonstrate a willingness to listen and respond to student concerns.

Instructional delivery may be assessed by student evaluations, peer reviews of teaching, course materials (e.g., rubrics, feedback sheets, etc.), and the faculty member’s self-evaluation.

**Course management skills** include how the classroom and assignments are managed throughout the course. Skills required are record keeping: maintaining accurate grades, noting absences in accordance with course syllabus, and submitting grades (mid-term and final grades) on time in accordance with instructions from the office of the Academic Dean. Other skills include noting and accommodating students’ documented special learning needs. Course management also includes timely grading and return of graded materials, maintaining office hours, timely processing of add/drop forms and incomplete forms.

When assessing course management reviewers may consider, among other things, syllabi, student evaluations, peer reviews, and self-evaluation. Information regarding compliance with grade submissions and related grade forms may be obtained from the office of the Academic Dean.

**2.342 Growth as a Scholar**

The College believes that there is an inherent connection between teaching excellence and the faculty member’s continuing growth as a scholar. Maintaining a specialized professional interest helps to sustain vitality in teaching. "Publication" of the results of continuing scholarly activity is essential and is broadly construed. Making one’s efforts public among professional peers brings with it mutual benefits from the exchange of insights and critiques. Some qualitative growth, whether in depth or in breadth, should be evident in such
activities over time. Both the College community and the wider network of professional colleagues elsewhere serve appropriately in the nurturing of such growth and can speak to its presence.

In general, it is appropriate for the College to consider the overall quality of an individual’s contribution to the intellectual life of the community when making personnel decisions.

Evidence of scholarly growth or creativity in a field shall include (but not be limited to):

- Publication of articles or books;
- Favorable reviews of one’s published work;
- Participation in professional organizations;
- Public presentations inside and outside the College;
- Public exhibits of creativity, such as art shows, concerts and dramatic performances;
- Other evidence provided by the faculty member and deemed appropriate by the FAC.

### 2.343 Effective Academic Advising

Individualized guidance for students is an integral component of a faculty member’s responsibilities. Each student merits careful direction to the educational resources of the college as well as thoughtful assessment and development of her/his interests and abilities.

Evidence of strong faculty advising shall include (but not be limited to):

- Respect for and rapport with students;
- Consistent and regular availability to students through regular office hours and special appointments (see also 3.160);
- Current knowledge about college academic policies and programs (e.g., internships, study abroad, etc.);
- Timely provision of information about courses, schedules, core requirements, major and minor requirements;
- Timely provision of information about career development and postgraduate education as developed by the academic department;
- Accurate record keeping;
- Referral of students to campus offices offering both on- and off-campus
resources (e.g., Campus Life, Career and Community Learning, the Counseling Center, Learning Commons, Multicultural Education, Study Abroad).

Evaluation of effective advising shall come from:

- Major advisees (letters and standardized evaluation forms);
- Non-major advisees (letters and standardized evaluation forms);
- Students from advisors' classes; and
- Departmental colleagues.

### 2.344 Service to the College Community

Service includes departmental, committee and other activities sponsored by the College. Each faculty member is expected to serve responsibly in these areas. Such service, however, does not substitute for performance with respect to the first three criteria (stated above in 2.441, 2.442, and 2.443), nor can it consistently be set aside in favor of those activities.

Other forms of service outside the College can present themselves on occasion. These contributions also will be evaluated as appropriate in the overall context. In particular, activities beyond the immediate community which also significantly assist the work of the College may occasionally be considered in personnel decisions.

Some examples of evidence of College community service are listed below:

- Help develop interdisciplinary programs and courses;
- Participate in colloquia and similar programs;
- Join in faculty development projects;
- Stimulate students intellectually in various settings outside the classroom;
- Participate in the governance of the College;
- Take responsibility for College organizations;
- Initiate helpful contacts with alumni;
- Serve the broader constituencies of the College, such as community organizations.

### 2.345 Evaluation of Full-time Non-tenure-track Faculty

(Approved April 2008)
Full-time non-tenure-track (visiting) faculty members will be evaluated at the beginning of their second year and, if they are employed long enough to warrant it, every two years (so, at the beginning of their fourth year, their sixth year, etc.). The review will be conducted by the Division Chair and one other tenured faculty member selected by the Division Chair (preferably this person should be from the same department as the faculty member under review, and, if appropriate, this could be the department chair). Their review will follow the general guidelines for second-year reviews of tenure track faculty: the faculty member should be asked to write a self evaluation that focuses on his or her teaching but does not exclude other work if appropriate, the two faculty doing the review will look at the person’s student evaluations, and the person under review will be asked to name as many as three colleagues from his or her department, including the chair, to write letters of recommendation supporting his or her work. Their written report will go first to the Academic Dean; after consultation with the Academic Dean, a letter will be sent from the Division Chair and the Academic Dean to the faculty member under review. This letter will go in the person’s file. The expectations for this evaluation will be spelled out in the initial hiring agreement. If the appointment might extend to an additional year, or beyond, every effort will be made to inform the faculty member if in fact it will continue into the next year with as much advance time as is possible.

2.400 TENURE
2.410 Tenure Program
It is recognized that a tenure program is a vital aid in attracting and retaining instructional personnel of the high quality which Guilford College seeks. The purpose of tenure is to provide the teaching faculty with a reasonable degree of economic security while protecting the academic freedom of its members.

2.420 The Tenure Review Process
The normal probationary period for a non-tenured member of the faculty hired into a full-time tenure-track position is six years. The tenure review, which involves members of the department, the Academic Dean, and the Faculty Affairs Committee (FAC) is generally conducted only once for each faculty member, during the fall semester of the sixth year of teaching at the College. Prior to the Faculty Affairs Committee’s beginning the tenure review process, it is required that the faculty member has completed the appropriate terminal degree. Written evidence from the degree granting institution must be received by the Academic Dean before the opening faculty meeting in the fall of the year the person is scheduled to come up for tenure.
Any reduction of the probationary period is agreed upon at the time of initial appointment and is stated as a part of the first letter of agreement to a tenure-track appointment. Occasionally, new faculty may be granted one or two years of credit toward tenure for prior teaching. In rare cases, three years of credit may be given. To earn credit, the faculty member must normally have completed an appropriate terminal degree, have taught on a full-time basis at a four-year college or university within the past two or three years immediately prior to the date of consideration, and show evidence of excellence in teaching. Candidates will recognize that credit will accelerate the review process. At the time of extending the initial appointment, the Academic Dean, in consultation with the department, recommends to the President that teaching credit be given. The decision as to whether to grant such credit is made by the President.

Under extraordinary circumstances, after a successful four-year review, the tenure review may be conducted at an earlier date upon the written request of the faculty member who will bring the request to the FAC and the Academic Dean, who will consult with the President and/or other appropriate persons before taking action. If the Academic Dean's recommendation is to proceed with the review, the Committee will follow the normal procedure for a tenure review and complete its deliberations as quickly as possible. Its written recommendation will be forwarded to the President who will respond to the recommendation. The final decision to grant tenure rests with the Board of Trustees.

In rare situations, senior faculty and administrators may be hired with tenure. Such a decision shall be approved by the academic department, the FAC, Academic Dean and President before proceeding to the Board of Trustees for a final decision.

All recommendations to the President concerning tenure must be in writing, and any recommendation not to extend tenure must be supported in detail by written statements. If the recommendation is not to grant tenure, the Academic Dean communicates the decision to the faculty member in writing, giving a full statement as to why tenure was not recommended and also communicates the decision to the department chairperson. In any case, the faculty member will be informed of the decision by the FAC and the Dean no later than May 15th or the time at which a letter of agreement for the seventh year would be issued. The ultimate decision to grant tenure is made by the Board of Trustees on the positive recommendation of the President. If the decision of the President is not to recommend tenure, the Board will deliberate on further actions, if any. The
2.430 Tenure Qualifications
The practice of renewing annual letters of agreement for non-tenured faculty members should not be construed as a commitment by the College to grant tenure subsequently. Renewal of letters of agreement and the extension of tenure are different decisions and must be considered separately. Unless otherwise explicitly stated, only full-time annual teaching letters of agreement are considered as a part of the period of employment that must pass before tenure can be granted. This specifically excludes part-time, summer school, one-semester or other limited teaching agreements, as well as summer school contracts, and leaves of absence, unless specific agreements have been reached and recorded in writing. When an untenured faculty member is appointed to a full-time administrative position, the administrative work is not counted as a teaching letter of agreement. Moreover, unless the terms of an administrative appointment accepted by the untenured faculty member contain a written statement to the contrary, it is understood that by accepting the administrative appointment the faculty member has relinquished all claim to a continuing faculty position, although applications from such persons for future academic openings are welcome. Full-time faculty whose teaching load is reduced by some administrative responsibility still accrue years toward tenure. Research grants or fellowships that take the faculty member away from the institution normally do not count toward tenure. Any exceptions will be determined by the Academic Dean. Faculty who receive grants to work on campus with students during the academic year normally must teach 2/3 time in order to accrue time toward tenure.

2.440 Tenured Faculty with Administrative Status
If a tenured member of the faculty accepts an administrative appointment, the tenured status does not apply to the administrative position, but will be in force at any future date that administrative duties are relinquished and teaching duties are resumed. Tenure is not affected by a leave of absence when such leave is officially approved by the President; however, tenure is relinquished by the faculty member upon resignation from the College.
2.450 Periodic Review of Tenured Faculty
[Section replaced in April 2005, approved by the corporate faculty; change in
review components approved by the Clerk’s Committee, August 23, 2011]
In a process separate from faculty reviews for contract renewal, tenure, and
promotion that are conducted by the Faculty Affairs Committee (FAC), the
Academic Dean, in conjunction with the Director of Faculty Development, will
conduct periodic, five-year reviews of all tenured faculty in order to

- Support the efforts of tenured faculty members to renew, deepen, and
  strengthen their pedagogical skills;
- Encourage continuous professional and personal growth and service to
  the community; and
- Facilitate the use of Faculty Development resources by tenured faculty
  members.

Post-tenure, five-year reviews will address the same four areas as FAC reviews:
teaching, advising, community service, and scholarly growth, but the outcome of
these five-year reviews will have no impact on the tenured status of faculty
members. Grounds for dismissal of tenured faculty remain unchanged, and
Guilford College continues to adhere to the American Association of University
Professors (AAUP) Statement of Principles.

The first five-year review will be conducted five years after the tenure review or
five years after a promotion review. Subsequent reviews will be conducted on a
five-year cycle, and the last review within five years of retirement. The Academic
Dean may grant requests to alter the review schedule to accommodate study
leaves, imminent promotion reviews, or other contingencies. No more than two
post-tenure reviews will be conducted per semester.

A Faculty Development Associate for Tenured Faculty will be appointed by the
Director of Faculty Development and approved by the Clerk’s Committee and the
Academic Dean to coordinate the review procedure. This Associate will serve for
at least two, and no more than three, consecutive academic years, at the end of
which she or he will be compensated with a course release within two years of
his or her last year of service. Associates may only be reappointed after a three-
year lay-off.

The Academic Dean and Director of Faculty Development will establish a rotating
schedule for the reviews. Within the first two months of the semester when the
review will be conducted, the Associate will initiate the procedure by contacting the faculty member and the department chairperson. The Associate will explain the procedure to all faculty members involved and keep the process on schedule, assuring that each review is completed within one semester.

Two tenured faculty members and the Faculty Associate will constitute the three-member panel that will conduct the review. The faculty member under review will choose one member of the panel, either from members of the faculty member’s department, or if there are no other tenured members of the department, from among the faculty at large. If the faculty member under review chooses to do so, he or she may invite a tenured faculty member in her or his field from a department with a comparable discipline at another institution to participate in the review if the invited reviewer does not require financial compensation. The Academic Dean will choose the second panel member.

The three members of the review panel and the faculty member under review will establish a schedule for completing the review. The Associate will serve as clerk of the review panel and will collect and distribute copies of the review material to the panel. All material will be considered confidential, and except for the final report, will be destroyed when the review is completed.

The review will consist of the following components:

- A self-evaluation that addresses the faculty member’s achievements and challenges in the four components of faculty responsibility: teaching, advising, community service, and scholarly growth. The self-evaluation should include copies of syllabi, abstracts, or examples of research or creative works. The faculty member will forward these to the Associate.
- On at least two different occasions, two members of the panel will visit at least one class taught by the faculty member under review, according to a schedule established between the faculty member and the panel. Following these visits, panel members will summarize their observations about the teaching effectiveness of the faculty member and submit them to the Associate.
- Panel members and the Associate will have access to advising evaluations and course evaluations for all courses taught by the faculty member during the four teaching semesters prior to the year of the review. Using class lists secured by the Academic Dean’s office, the Associate will request letters from at least 25 students, chosen at random, who have taken classes from the faculty member under review within the previous two years. In
addition, the faculty member under review will provide the names of three students of her or his choice from whom the Associate will also request letters.

After the Associate has gathered all the review material and the panel has reviewed the material, the Associate will submit a final, written report, including suggestions for Faculty Development, to the individual under review and to the Academic Dean. After a conference with the Academic Dean, the faculty member will discuss the review with the Faculty Associate and the Director of Faculty Development to determine if and how he or she should use Faculty Development Resources to address any issues raised in the review. The Academic Dean’s copy of the review will be kept in the faculty member’s confidential files in the Dean’s Office, along with any written response deemed appropriate by the faculty member who has been reviewed.

2.500 PROMOTION

Nominations for promotions in academic rank normally originate with the department chairpersons, or in the case of a chairperson with the Academic Dean, except that any member of the faculty, other than the person nominated, may originate such a nomination after he/she has consulted with the chairperson of the department of the nominee and the Academic Dean. Any nominator indicates in detail in a signed letter to the Academic Dean and the FAC why she/he thinks the nominee is worthy of promotion, showing how the nominee fulfills the criteria (see 2.340 - 2.344). Recommendations are made for promotion by the Academic Dean, the FAC, and the President. Final decisions are made by the Board of Trustees on the recommendation of the President. If the recommendation concerning promotion is not unanimous, the opposing arguments shall be stated in writing and communicated to the Academic Affairs Committee. If the final decision is not to promote, the Academic Dean will supply a written explanation to the faculty member. When final action on promotion differs from the recommendation of the FAC, the President will provide the Committee with a written explanation of the decision.

Normally, a faculty member without a terminal degree will not be promoted above the rank of instructor. Exceptions may be made for meritorious service or unusual professional experience and accomplishments judged to be an adequate substitute for the terminal degree. The College recognizes that in some disciplines the appropriate terminal degree may not be the doctorate. The earning of any degree, however, is never the sole basis for promotion in rank, except promotion from Instructor to Assistant Professor by virtue of completing
the Ph.D.

Guilford College does not adhere to a system of automatic promotions after a specific time of service in rank. Neither is there a rigid quota system. Promotions are based on merit. In judging merit, the President, the Academic Dean, the FAC and the faculty as a whole have agreed to guidelines described in "Review Criteria" (2.340).

2.600 APPEALS PROCESS (FOR REVIEW, TENURE, AND PROMOTION) AND GRIEVANCE PROCEDURES

2.610 Appeals for Review, Tenure and Promotion

The faculty member under review shall be notified by the Academic Dean and the FAC of their recommendation(s) to the President.

If the faculty member wishes to appeal a negative recommendation for second-year, fourth-year, tenure or promotion review, by the Academic Dean, or the FAC, a special Appeals Board will be created to consider questions of procedural correctness, claims of discrimination, and/or questions regarding the accuracy, appropriateness, or completeness of the data upon which the negative recommendation was based.

[Updated by the Teachers, Officers and Curriculum Committees of the Guilford College Board of Trustees, January 28, 2000]

It is not sufficient grounds for an appeal to purposefully withhold information from the FAC so that the Appeals Committee will have information the FAC did not have. The formal appeal shall be filed with the Academic Dean within thirty calendar days of the receipt of the letter concerning the negative recommendation. The Academic Dean shall notify the Clerk's Committee immediately to constitute the Appeals Board.

From the time the faculty member files the appeal with the Academic Dean, the Appeals Board shall have forty calendar days to reach its conclusions and submit a recommendation to the FAC. The FAC shall have twenty calendar days from the receipt of the recommendation of the Appeals Board to write a response to the Appeals Board conclusion which will be sent to the President. The Appeals Board, chosen to hear just one case, will consist of three individuals, one of whom will be a former FAC member, selected by the Clerk's Committee of the faculty, from among the tenured faculty of the College. The faculty member would
have the right to disqualify summarily up to two individuals recommended for appointment. If an appointee is so disqualified by the faculty member, a replacement will be selected by the Clerk's Committee. In all cases, the attempt should be made to select individuals who are both judicious and uninvolved in the earlier decisions of the specific case being appealed and who are generally representative of the population of the College, but specific constituencies are not required to be appointed. The Appeals Board will re-examine all materials relevant to the appeal, including the FAC review file and teaching evaluations, and will interview the candidate (who may be accompanied by a Guilford College faculty member), the Academic Dean, and the chairperson of the FAC, as well as any other individuals it believes may have information helpful in reaching a decision.

If the Appeals Board concludes that a significant error in process, accuracy, appropriateness, or completeness of data, or that discrimination has occurred, it will send its findings and recommendations to the President, Academic Dean, the FAC, and appellant faculty member. If the Appeals Board agrees with the negative recommendations, it will send its findings and recommendations to the President, Academic Dean, the FAC, and appellant faculty member. The FAC may write a response to the Appeals Board's conclusion and send it on to the President. The Academic Dean will then reconsider the original decision that is being appealed, the Appeals Board's findings and recommendations, and, if forthcoming, the FAC's written response to the Appeals Board's report and send his/her recommendation to the President within twenty calendar days of the Appeals Board's decision. The President reviews all reports and recommendations, and then forwards his or her recommendation to the Academic Affairs Committee for appropriate action.

If the faculty member remains unsatisfied with the recommendation(s) of the FAC or President in matters regarding procedure, the Board of Trustees, through its Academic Affairs Committee, will entertain a final appeal. In this appeal, the Board of Trustees will not consider any issues other than whether or not proper procedures were followed in reaching the recommendations in the earlier appeals process.

The work of the Appeals Board, and any materials it gathers for its hearing, will be kept confidential as far as is legally possible.

**Summary Timetable for Tenure Appeals**
### Example 

<table>
<thead>
<tr>
<th>Date</th>
<th>Action Taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 15</td>
<td>The Faculty Affairs Committee (FAC) or the Academic Dean issue a negative recommendation on a Review decision, which is conveyed to the faculty member under review.</td>
</tr>
<tr>
<td>Jan. 20</td>
<td>The faculty member contesting the negative recommendation files a written appeal with the Academic Dean within 30 days of receipt of the letter stating the negative recommendation. The Academic Dean immediately requests that the Clerk's Committee set up an Appeals Board.</td>
</tr>
<tr>
<td>March 1</td>
<td>The Appeals Board submits its report and recommendations to FAC within 40 days of the filing of the appeal.</td>
</tr>
<tr>
<td>April 10</td>
<td>FAC, if it so desires, responds to the Appeals Board recommendations within 20 days of the Appeals Board decision. The Academic Dean will then reconsider the original decision that is being appealed, the Appeals Board's findings and recommendations, and, if forthcoming, the FAC's written response to the Appeals Board's report and send his/her recommendation to the President within twenty calendar days of the Appeals Board's decision.</td>
</tr>
<tr>
<td>April 30</td>
<td>The President reviews all reports and recommendations and forwards his/her recommendation to the Academic Affairs Committee of the Board of Trustees.</td>
</tr>
<tr>
<td>May 15</td>
<td>Date by which the faculty member is notified of the final decision on the review.</td>
</tr>
</tbody>
</table>

### 2.620 Grievance Procedures
Guilford College wishes to provide the best possible working conditions for its employees. As part of its commitment to employees, the College encourages an open and frank atmosphere in which any problem, complaint, suggestion, or question can be discussed fairly and without bias. The College shall provide a grievance process that resolves problems quickly and effectively. This policy and the procedures that follow do not apply to the elimination of positions or to...
termination of employment (cf. with 2.720 and 2.721).

The grievance procedures that follow are written to supplement other procedures that have been designed to protect academic freedom and ensure fair treatment of all employees.

A grievance is any claimed violation, misinterpretation, or inequitable application of the policies, procedures, or work rules of the College.

Every employee will have the right to present her or his grievance free from interference, coercion, restraint, discrimination, or reprisal.

The formal grievance process at Guilford College involves several steps. The entire process is defined below. In most instances, however, a grievance can be satisfied through informal discussion between the employee and her or his immediate supervisor prior to setting in motion the procedures which involve the appropriate formal grievance committees.

PROCEDURES

Step One. All formal grievances pertaining to faculty will be presented to the Academic Dean in person, within fourteen days of the employee’s becoming aware of the alleged violation, unless the grievance concerns the Academic Dean, in which case the faculty member may go directly to the President. The grievance is to be filed in writing by the person affected directly. The Academic Dean will take appropriate steps to respond to the grievance, provided she or he has the authority to take such action.

The Academic Dean in consultation with the Director of Human Resources will handle any grievance that relates to an established policy, procedure, or work rule unknown to the faculty member or that relates to an incident which, for legal or other reasons, must be handled outside the Guilford College community. The Dean will explain this fact to the faculty member. The explanation will assist the faculty member in improving and increasing her or his awareness of the issue so that the faculty member understands that it is not a grievance that can be handled through the grievance process of the College.

(For appeals process dealing with termination of academic position or program see 2.720 and 2.721.)

The Academic Dean's response to the grievance will be provided within five
business days and will be one of the following:

- **Referral to another department.** The faculty member is advised by the Academic Dean in writing that she or he does not have the authority to resolve the grievance. The faculty member is advised as to which department and department manager the grievance should be forwarded.
- **Resolution.** The issue is resolved, and the faculty member is given an explanation of the resolution in writing.
- **Denial.** The faculty member is told that nothing can be done about the grievance and is given reasons why in writing. A referral to the appropriate manager or to the Office of Human Resources is offered, should the employee want to receive further information or consideration.

**Step Two.** If the faculty member believes that the action taken is insufficient or unsatisfactory, the faculty member may meet with the President if he or she has not done so already. A copy of the grievance will be forwarded to the President for review, if the President has not previously seen the grievance.

The President will schedule a meeting within five working days of receiving the written notice of the grievance. Attendees at the meeting will include the faculty member, the Academic Dean, and any other individuals the President believes should be in attendance based on discussions with the faculty member who has filed the grievance.

A written response to the faculty member will be made within five working days of this meeting unless it is determined that more time is needed so that additional investigation and consultation can occur, in which case the faculty member will be so informed. Copies of this response will be furnished to the Academic Dean. A copy of the response will also be filed in the Academic Dean's personnel file for faculty.

Faculty members are encouraged to exhaust other administrative remedies prior to setting in motion the procedures which involve the appropriate grievance committees. However, this is not a requirement of the policy.

**Step Three.** In the event that the grievance is still not resolved, a Grievance Committee will be established to consider and resolve the issue. A Grievance Committee is an ad hoc committee chosen to hear just one case. The Faculty Grievance Committee will consist of tenured faculty members, three regular members and an alternate, appointed by the Nominating Committee on
no as needed basis. No grievance committee members shall be serving on Clerk’s Committee or Faculty Affairs Committee during the appointment. The Committee will be responsible for appointing its own chairperson.

Training in conflict resolution will be provided to each participant. Committee members will be required to treat all proceedings as confidential and will observe the confidentiality of all documents and statements presented to it. Any violation of confidentiality shall be deemed a breach of trust and of professional ethics. Appropriate disciplinary action and removal from the committee will be immediate, should violation of confidentiality occur.

The Grievance Committee will consider the written grievance, all written responses to the grievance, a brief written explanation by the President of the earlier steps taken, and any other relevant materials, and will interview the persons directly involved in the grievance, the Academic Dean, the President, and any other individuals it believes may have information helpful in resolving the issue. The committee will immediately seek to mediate and to resolve the issue to the satisfaction of those directly involved.

If mediation fails, the matter will be reported to the President. All relevant materials and a brief report by the Grievance Committee of its efforts to resolve the issue will be forwarded to the President. The President shall determine and set forth the College’s position and any requisite action with respect to the grievance. The President will respond to those directly involved within two weeks of receipt of the grievance from the chairperson of the grievance committee. (See appeals policies for Harassment and Intimidation [2.800], Tenure and Promotion [2.400, 2.500], and for Termination [2.700].)

2.630 Record Keeping
A confidential record of complaints and their resolutions will be maintained by the Office of Human Resources.

2.700 TERMINATION
A faculty member wishing to terminate an appointment at the end of an academic year must do so in writing on or before April 1, or thirty days after receiving notification of the terms of appointment for the coming year, whichever date occurs later.
2.720 Faculty and Committees Involved in Cases of Termination Because of Financial Exigency

If the Board of Trustees believes a situation of financial exigency exists or is imminent, it will ask for a review of the financial situation of the College by the Budget Committee and then the Board will make a final determination whether financial exigency exists. If the Board determines that financial exigency exists, it will ask SLRP, working in conjunction with Clerk's Committee, FAC, and Curriculum Committee to develop a solution to the financial problem that preserves the academic integrity of the college. This solution will be presented to the faculty meeting for approval. In the absence of approval the recommendations of SLRP and the Minutes of the faculty meeting will be forwarded to the President, who will make a recommendation to the Board of Trustees.

If the administration issues notice to a particular faculty member of an intention to terminate the appointment because of financial exigency, the faculty member will have the right to a full hearing before an Appeals Board. This Appeals Board will be selected on a case by case basis and will consist of three individuals selected by the Nominating Committee of the faculty from among the tenured faculty of the College. The faculty member will have the right to disqualify summarily up to two individuals recommended for appointment. If an appointee is so disqualified by the faculty member, a replacement will be selected by the Nominating Committee. In all cases, the attempt should be made to select individuals both judicious and uninvolved in the earlier decisions of the specific case being appealed who are generally representative of the population of the College, but specific constituencies are not required to be appointed.

If the College terminates appointments because of financial exigency, it will not at the same time make new appointments except in extraordinary circumstances where a serious distortion in the academic program would otherwise result. 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. Before terminating an appointment because of financial exigency, the College, with faculty participation, will make every reasonable effort to place the faculty member concerned in another suitable position within the College.

In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a
period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.

2.721 Faculty and Committees Involved with Cases of Discontinuance of Program or Department Not Mandated by Financial Exigency

The decision to discontinue formally a program or department of instruction will be decided by SLRP in consultation with the Curriculum Committee. It will be based essentially upon educational consideration and will include discussion with and careful evaluation of the department or program, with appropriate documentation. The decision will go to the faculty meeting for approval. In the absence of approval by the faculty meeting, SLRP and the Curriculum Committee may choose to forward their recommendations and minutes from the faculty meeting to the President for final decision.

Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a program or department of instruction, the College will make every reasonable effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered.

A faculty member may appeal a proposed relocation or termination resulting from a discontinuance and has a right to a full hearing before an Appeals Board (see 2.720 for Appeals Board structure).

2.740 Dismissal of Tenured Faculty

In cases of dismissal of tenured faculty, the burden of proof is upon the institution. Except for situations involving financial exigency and program discontinuance, tenured faculty shall not be dismissed except for cause. Dismissal for cause is defined as moral turpitude, incompetence, or negligence. Such dismissal will be related, directly and substantially, to the fitness of faculty members in their professional capacities as teachers or researchers. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.

Dismissal of a faculty member with tenure, or with a special appointment before the end of the specified term, will be preceded by
Discussions between the faculty member and appropriate administrative officers seeking a mutually satisfactory solution, and if the faculty member so desires,

Informal inquiry by the FAC which will determine whether in its opinion dismissal proceedings should be undertaken if discussions do not result in resolution. The FAC’s opinion is not, however, binding on the President.

Dismissal for cause shall be accompanied by a statement of reason by the President. The faculty member will have the right to be heard by the selected Appeals Board. (See Chapter II, 2.600 for selection and procedure.) Under extraordinary circumstances, where immediate harm is threatened, the Dean or President may suspend a faculty member from teaching duties and/or assign the faculty member to other duties while pay continues until a formal review process can be accomplished.

In cases of suspension, the administration will consult with the FAC concerning the propriety, length, and other conditions of the suspension. Normally, salary will continue during the period of suspension.

2.750 Sanctions Other than Dismissal of Tenured Faculty

If the administration believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service (with or without pay) for a stated period, the administration may institute a proceeding to impose such a severe sanction; the procedures outlined above will govern such a proceeding.

If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, it will notify the faculty member in writing on the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the proposed sanction should not be imposed. A faculty member who believes that a major or minor sanction has been unjustly imposed may initiate an Appeals Process (similar to the Appeals Process described in 2.600).

2.760 Process for Appeal of Dismissal or Other Severe Sanctions

The Appeals Board may, with the consent of the parties concerned, hold joint
pre-hearing meetings with the parties in order to

- Simplify the issues,
- Effect stipulations of facts,
- Provide for the exchange of documentary or other information, and
- Achieve such other appropriate pre-hearing objectives as will make the hearing fair, effective, and expeditious.

Service of notice of hearing with specific charges in writing will be made at least twenty days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member does not wish to appear before the Appeals Board but denies the charges or asserts that the charges do not support a finding of adequate cause, the Appeals Board will evaluate all available evidence and rest its recommendation upon the evidence in the record. The committee, in consultation with the president and the faculty member, will exercise its judgment as to whether the hearing should be public or private. During the proceeding the faculty member will be permitted to have a Guilford colleague of his or her choice.

At the request of either party or the Appeals Board, a colleague will be permitted to attend the proceeding as an observer. A verbatim record of the hearing or hearings will be taken and a hard copy will be made available to the faculty member without cost, at the faculty member’s request.

The burden of proof that cause exists rests with the institution and will be satisfied only by a preponderance of evidence in the record considered as a whole. The Appeals Board will grant adjournments to enable either party to investigate evidence as to whether a valid claim of surprise is made.

The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the Appeals Board in securing witnesses and making available documentary and other evidence. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee determines that the interests of justice require admission of their statements, the committee will identify the witnesses, disclose their statements, and if possible provide for interrogatories.

In the hearing of charges of incompetence, the testimony will include that of
qualified faculty members from this or other institutions of higher education. The Appeals Board will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available. The findings of fact and the decision will be based solely on the record of the Appeals Board.

Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers will be avoided until the Board of Trustees has turned in its report. The President and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.

If the Appeals Board concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, the President will state the reasons for doing so, in writing, to the hearing committee and to the faculty member, and provide an opportunity for response before transmitting the case to the Board of Trustees. If the Appeals Board concludes that adequate cause for a dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so recommend with supporting reasons.

If dismissal or other severe sanction is recommended, the President will, on request of the faculty member, transmit to the Board of Trustees the record of the case. The Board of Trustees’ review will be based on the record of the Appeals Board hearing, and it will provide opportunity for argument, oral or written or both, by the principals at the hearings or by their representatives. The Board of Trustees will make a final decision.

2.800 POLICY ON HARASSMENT AND INTIMIDATION
As has been stated in the Nondiscriminatory Policy Statement, it is the intent of Guilford College to prevent discrimination affecting any job applicant, employee or student based on race, creed, color, religion, national or ethnic origin, gender, sexual orientation, age or disability. The College further intends for the environment of this community to be free of any intimidation or sexual or other discriminatory harassment of job applicants, employees or students. The College views discriminatory conduct as a very serious matter, and any employee or student who violates this policy will be subject to disciplinary action, up to and
including dismissal, whether such conduct occurred on or off-campus.

Sexual or other discriminatory harassment is prohibited by federal and state law. Sexual harassment of job applicants, employees or students at Guilford College is defined as unwelcome sexual advances, requests for sexual favors or other physical or verbal conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education;
- Submission to or rejection of such conduct is used as a basis for academic or employment decisions or assessments affecting the individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's academic or work performance or creating an intimidating, hostile, offensive or demeaning work or educational environment.
- In third-party situations, the third party is offended by the conduct or communications that occur between others that a reasonable person would find offensive.

Prohibited acts of sexual or other discriminatory harassment may take a variety of forms. Sexual or discriminatory harassment can range from subtle pressure for sexual activity to physical assault. Examples of the kinds of conduct prohibited by this policy include, but are not limited to:

- Verbal or physical sexual advances or threats or intimidation for sexual relations or sexual contact that is not welcome; sexually explicit derogatory statements or verbal abuse of a sexual nature, including graphic commentaries about a person's body, placing sexually suggestive objects or pictures in the work or study area that may embarrass or offend an individual, using sexually degrading words to describe an individual, or propositions of a sexual nature;
- Threatening or suggesting that a person's employment, grades, wages, promotional opportunities, classroom or work assignments, other conditions of employment or academic life may be adversely affected by not submitting to sexual advances;
- General exploitation of the individual for private advantage; and
- Physical or mental abuse or racial, ethnic or sexual insults, jokes or slurs.

Consensual sexual relationships outside the marital or committed partner relationship are inappropriate when they occur between members of the teaching
staff or administrators and students or between a supervisor and an employee. A professional power differential exists in these situations in terms of the influence and authority that the one can exercise over the other.

Ignoring harassment does not make it go away. Any employee or student who believes that he or she has been the victim of sexual or other discriminatory harassment should report the incident immediately. The College cannot take steps to solve the problem if it is not reported.

All complaints and related information will be investigated promptly. To the fullest extent practicable, the College will keep complaints and the nature of the resolution of complaints confidential. However, under the College's policies and procedures, such complaints may be subject to review by an appropriate hearing committee. Any form of retaliation against an employee or student who has complained about sexual or discriminatory harassment is strictly prohibited. Any employee who believes that he or she has been the victim of sexual or discriminatory harassment should report the conduct to his or her supervisor or the appropriate person under the College's grievance procedure. (See 2.620.)

In cases involving faculty or professional staff members, any complaints regarding violations of these policies should be brought to the appropriate senior administrator: President, Academic Dean, Dean for Campus Life, Vice President for Finance and Administration, or Vice President for Advancement. Other staff members who wish to seek redress may do so through the Director of Human Resources.

Cases involving students are brought to the Dean for Campus Life (who may, if the case involves faculty members, refer it to the Academic Dean. If it involves an administrator or staff person, the Dean may refer it to the Senior Administrator.) Students are encouraged to select an advocate from fellow students, faculty or staff if the advocate can be supportive to the student in the process.

If the complainant is not satisfied with the response to the complaint, she or he should report the problem to a higher-level manager or administrator.

The charging party in a harassment complaint may withdraw his or her complaint if it is determined during the initial phase of the investigation that no harassment has occurred. The charging party will be strongly discouraged from withdrawing the complaint if there is sufficient information presented to cause the individual(s) hearing the complaint to believe that harassment has occurred.
In the event that the situation is not resolved during the process which is
described above, the individual is entitled to file a formal complaint. A complaint
filed against a student will be heard by the appropriate judicial board as is
outlined in the Student Handbook. A complaint filed against a faculty member will
be heard by an appointed committee composed of three faculty members and an
alternate. The Nominating Committee of the faculty will have responsibility for
appointing this committee on an as needed basis. All grievance committee
members must be tenured faculty members, and they shall not serve on Clerk’s
Committee or Faculty Affairs Committee during the appointment. The Committee
will be responsible for appointing its own chairperson. A complaint filed against a
staff member other than faculty will be heard by a hearing committee composed
of five individuals appointed by the President and convened by the Director of
Human Resources.

Parties involved in such hearings shall be entitled to bring with them a Guilford
student, staff or faculty member to aid in the presentation and defense of their
positions.

Documentation of matters involving alleged sexual or discriminatory harassment
shall be maintained as follows: all records involving faculty members will be
maintained in the Office of the Academic Dean; all records involving professional
or other staff will be maintained in the Office of Human Resources; records
involving students will be maintained in the Office of the Dean for Campus Life.
Harassment or intimidation of job applicants, employees or students will result in
disciplinary action which may include verbal or written warnings, probation,
suspension or dismissal. The severity of the discipline will be determined by the
seriousness of the incident.

2.900 ALCOHOL AND DRUG POLICY STATEMENT
The Drug-Free Schools and Campuses Regulations Act requires that, as a
condition of receiving funds or any other form of financial assistance under any
federal program, an institution of higher education must certify that it has adopted
and implemented a drug and alcohol prevention program and has established
policies and procedures to support that program.

Guilford College encourages an enlightened viewpoint toward alcohol, drug, and
other dependencies as treatable behavioral and medical problems. However, the
College also intends to provide an alcohol and drug-free, safe environment and
expects all employees to report to work fit to do their jobs. Any employee who is unfit for work because she/he is under the influence of alcohol or drugs will be subject to certain appropriate disciplinary action by the College which may include rehabilitation programs, probation, or termination.

All new employees of the College are given a booklet entitled "Alcohol and Other Drug Awareness/Prevention." All new employees are also given the College policy and procedure statement regarding drug and alcohol abuse among employees and are required to read that statement and acknowledge by their signatures that they have done so. All signed acknowledgements are retained in the personnel files of these individuals.

The use, possession, manufacture, sale, or transfer of illegal drugs or alcoholic beverages on college property, in college vehicles, or while engaged in college work or other official college activities is strictly forbidden. Being under the influence of drugs or alcohol while engaged in college work or other official college activities, while on college property or while in college vehicles also is prohibited.

The one exception to this policy relates to college sponsored business functions where the use or possession of alcohol for a specified event has been authorized by the President. (See Student Handbook for student related alcohol policies.) Employees who must possess and consume drugs prescribed by a doctor for medical purposes may be asked to submit a physician's statement that explicitly states that the use of the drug will not impair the individual from doing her/his work.

Employees' use of alcohol while conducting business away from campus, attending a college sponsored business or social function away from campus, or otherwise representing the College at outside functions is permitted only to the extent that it does not lead to impaired performance, inappropriate behavior, endanger the safety of any individual, or violate applicable law.

The College considers alcoholism and drug addiction to be medical problems and treats them as such. Any employee may voluntarily seek help for a drug or alcohol problem from the Office of Human Resources. All such requests for information will be treated as confidential. Employees will be referred to appropriate counseling or medical facilities for assistance and may submit bills for payment in accordance with the employee health insurance plan. Employees seeking in-patient rehabilitation or intensive out-patient treatment may take
college sick and/or disability leave to cover the treatment time away from the office.

In certain situations the College may require medical evaluation and treatment of the employee as a condition of continuing employment if the employee’s drug or alcohol problem is significant enough to be affecting her/his work performance or is creating a dangerous, intimidating or unprofessional work environment for others. In some cases the College may require that the employee take a leave of absence from the College in order to seek treatment.

As with other types of medical leave, the College will require documentation from the physician or treatment center to support the employee’s absence and will require a medical release when the employee returns to work.

In accordance with federal law and regulations governing the receipt of federal monies, an employee must notify the College of any criminal drug statute conviction for a violation occurring in the work place no later than five (5) days after such conviction. Moreover, the College must notify the appropriate federal granting agency within ten (10) days after receiving notice from an employee or otherwise receiving official notice of such a conviction. Within thirty (30) days of a conviction, the College will take appropriate personnel action regarding the employee, up to and including dismissal, or require such employee to participate satisfactorily in drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement or other appropriate agency. In addition, when there is suspicion of illegal activity, repeated serious offenses or denial of violation on the part of the employee, the College will cooperate voluntarily with local law enforcement personnel who seek information concerning an employee’s illegal involvement with drugs.

Definitions: For purposes of this policy, ALCOHOLIC BEVERAGES include any beverage that may be legally sold and consumed and has an alcoholic content in excess of 3 percent by volume. DRUGS refer to substances other than alcohol that are capable of altering an individual's mood, perception, pain level, or judgment. PRESCRIPTION DRUGS are substances prescribed for the individual’s consumption by a licensed medical practitioner. ILLEGAL DRUGS include any drug or controlled substance the sale or consumption of which is illegal.
Chapter III: Faculty Responsibilities

3.100 INSTRUCTIONAL RESPONSIBILITIES

3.110 Teaching Load

Full-time faculty normally teach the equivalent of twelve instructional hours (usually three four-credit classes) each semester. The Academic Dean may make certain exceptions for those faculty who have heavy administrative responsibilities. See "Joint Faculty/Administrative Positions" (2.120). Attention will be paid to the total student load of the instructor involved, with an annual minimum load of 90 FTE students in six classes (360 credit-hours) as the institutional expectation. Normally, instructors will have a student load of 45-75 FTE students per semester and 90-150 per year.

Normally, a class exceeds ten students in order to justify a part-time faculty addition. When classes for full-time faculty within the department do not enroll at least ten students and the full-time faculty members' enrollment for the semester is fewer than forty five, it is expected, whenever possible, that such full-time department members will assume responsibility for courses previously projected for part-time faculty.

A class (other than 260, 290, 460, 470 or 490 offerings) enrolling fewer than ten students will be canceled unless it is specifically approved by the Academic Dean. Forty students is the maximum for one course, unless otherwise agreed upon by the teacher, the departmental chairperson, and the Academic Dean. Normally, no faculty member will teach an overload.

As a part of their regular course-load, all members of the full-time faculty must be available to teach in the First-Year Experience program and evening classes for the Center for Continuing Education.

Full-time faculty members are given teaching credit for instructing independent projects and internships. Guidelines for credit are as follows:

- Credit toward a course-load reduction is awarded for each student supervised in internship/independent study if the instructor teaches at least 45 students during the semester the internship is supervised. Records for credit are maintained in the Registrar's Office.
- For every 18 students supervised in internship/ independent study, full-time faculty are entitled to a one-course reduction in their teaching load in some future semester.
o Internship/independent study credit is awarded on courses numbered 260, 270, 290, 460, 470, 480, 481, 490, and Theatre Studies practicum.

o Credit for internship/independent study supervision is allowed only if the internship or independent study is completed.

o The maximum yearly accumulation of faculty internship/independent study credits is 8.

o Faculty must consult with their department about the timing of their course reduction and must notify the Academic Dean in writing of their intention to take a course reduction. Faculty could be asked to postpone their course reduction if the course reduction is inconsistent with departmental or College needs.

3.115 Concurrent Employment

Faculty employment at Guilford College is considered full time (August 15 - May 15) unless otherwise explicitly provided in salary arrangements. Concurrent regular employment may be undertaken by full-time faculty only with the prior written approval of the department chairperson and the Academic Dean. This regulation is not intended to discourage such activities as research, consulting, or public address. It seeks rather to ensure that College responsibilities are fulfilled and to safeguard the primary obligations of Guilford College to its students.

3.120 Summer School

Guilford College operates its own summer school. There are three sessions: two five-week and one ten-week. In assigning faculty for summer school teaching, the Director gives preference to full-time Guilford faculty, part-time Guilford faculty, and outside instructors respectively. Every effort is made to design a curriculum which meets student needs and to distribute summer teaching opportunities broadly and fairly throughout the faculty. Normally, the summer school load for any faculty member will be restricted to no more than two four-credit courses per summer. Salary is contingent upon an enrollment of three students (excluding auditors) and increased per student on a scale approved by the Dean for Continuing Education and Director of Summer School. Independent study and Internships are compensated on a per credit hour basis.

3.130 Text Selection and Library Reserve

Professors select their own textbooks. Required texts are to be ordered through the College Bookstore on forms provided by the Bookstore. In order for textbooks to be available for class use when needed, faculty members shall observe
deadlines for orders set by the Bookstore: books should be ordered before the mid-semester break of the previous semester.

Books and photocopies of articles may be placed on library reserve. Each faculty member may place a total of ten items on reserve for each course taught by him or her during the semester. Reserve forms, available at the circulation desk, need to be filled out for each book (personal copy or library book) or article placed on reserve. The library staff requires one week for processing each reserve item. Books from other libraries cannot be put on reserve. The library staff recommends that faculty members keep a copy of any article or other reproducible item in case of damage or theft. All articles and books are removed from the reserve shelves at the end of the semester and stored, unless otherwise instructed or picked up by the instructor.

**3.140 Course Syllabi**

Professors shall prepare a syllabus for each course taught, including 250 and 450 courses, study abroad seminars, and courses offered for credit during summer school. A primary purpose of the course syllabus is to provide the student with exact information about what is expected in the course. Syllabi shall include a description of the course, an explanation of course objectives and general procedures, required and suggested readings, examination and paper requirements, all major assignments, the course attendance policy, and the instructor’s grading policies.

For courses not specifically described in the catalog (such as 250 and 450 courses), a description similar to those appearing in the catalog shall be prepared, with a copy of the description filed with the Registrar. All new 250 and 450 courses require approval by the department prior to scheduling the course and filing the description with the Registrar. Curriculum Committee approval must be secured if the course is to count as part of the required liberal arts degree requirements.

Each student must receive a copy of the syllabus. Copies shall also be deposited in the office of the Academic Dean for accreditation purposes.

**3.150 Class Hours and Class Attendance**

Faculty members shall consider carefully and responsibly the needs of their disciplines and of their students in determining how many hours per week their classes should meet in order to fulfill the objectives of the course. According to
the Curriculum Committee, credit units are assigned to courses on the ratio of one credit unit per semester for each three hours of consistent effort per week expected from the typical student. The amount of time the student spends in the classroom as compared to the amount spent in outside study may vary from course to course, according to the needs of the material and the style of work the instructor or department deems most desirable. This flexibility in the number of class meetings will be maintained as long as classroom space is available. The standard course in the curriculum is a four-credit-course, assuming twelve hours study per week, including class, by the typical student.

[Approved by the corporate faculty on September 6, 2006]

Guilford bases course credit hours on student effort outside, as well as inside, the classroom. This policy stems from the College’s Quaker heritage that encourages students to be active partners with faculty in the learning process. One of Guilford College’s five academic principles, “student-centered learning,” means that Guilford expects faculty members to “serve less as lecturers and more as tutors, resource persons, and critics.” As a result, the College considers student interaction with faculty, other students, community members, and organizations outside the classroom as vital to the learning experience. In addition to standard reading, research projects, and papers, Guilford faculty members who teach courses that yield four credit hours and meet the standard 2.5 hours per week in classroom time are expected to include in their courses active learning activities which may include, but are not limited to, the following:

- Conferences and workshops
- Experiential and serving learning incorporated into courses (such as Project SERVE which Guilford inaugurated in the 2005-2006 academic year under the auspices of the College’s Initiative on Faith and Practice)
- Fieldwork and field trips
- Foreign language conversation tables
- Group work or cooperative work
- Journaling
- On-line discussion groups
- Related labs
- Required attendance at lectures, performances, and film showings
- Research projects that require substantial work outside of class
- Sketch groups in the visual arts
All syllabi should contain the number and types of such projects or assignments and should describe how they will be evaluated. The Educational Policy Committee will periodically review syllabi and recommend to department chairs adjustments in course content to assure adequate active learning experiences when appropriate. In addition, courses will be reviewed to assure adequate content as part of the regular program reviews conducted on a rotating basis for all academic programs.

Attendance and interaction during class are integral to the education provided at Guilford, and College policy fundamentally emphasizes individual instructors' rights to set limits on the number of absences allowed in a given course. In further support of individual instructors, however, the College grants the Associate Dean for Academic Advising and Retention the right, following a consultation with the faculty member of record, to withdraw a student administratively from any course in which he or she has reached the number of absences listed below. Faculty are encouraged to inform students ahead of time if they are approaching the limits indicated below, but since class attendance is absolutely the responsibility of the student, faculty are not required to do so. In no way should these limits be interpreted by students as maximum allowable absences. Instead they represent the point at which College policy authorizes administrative withdrawal; a student with this number of absences will have missed twenty percent of a given course, and fairness to other students dictates the administrative withdrawal.

- Courses meeting once per week, full semester: three absences
- Courses meeting twice per week, full semester: six absences
- Courses meeting three times per week, full semester: nine absences
- Courses meeting four or five times per week, full semester: twelve absences
- Courses meeting once per week, Fast Track: two absences
- Courses meeting twice per week, Fast Track: four absences
- Summer school courses, five-week session: four absences
- Summer school courses, ten-week session: four absences

If this withdrawal occurs prior to the published last day to withdraw with a W grade, the student will be awarded a grade of W. If this withdrawal occurs after that day, the faculty member will award the student either a WP (withdrawn passing) or WF (withdrawn failing) grade, the former of which has no effect on the cumulative grade point average but the latter of which is figured into the cumulative grade point average as a zero. No tuition refunds will be granted for
administrative withdrawals other than those allowable under policies published in the College catalogue.

Teachers and/or academic departments are free to set their own more stringent attendance policies for their classes. Students on academic probation are permitted no unexcused absences. When students are absent from class for as long as a week, faculty members shall inquire into the reason and notify the Associate Dean for Academic Advising, the Director of the First Year Program, or the Director of Retention in the Campus Life Office, who will determine whether the student is in need of counseling.

3.151 Vacation Breaks
Teachers shall not adjust class schedules or course requirements to accommodate students' travel plans that conflict with scheduled tests, exams, classes, labs or assignments. Teachers shall not modify class meeting times the week prior to vacation without permission of the department chairperson.

3.152 Bad Weather Procedures
Classes can be canceled for the entire institution only by the President or Academic Dean. When such a suspension of activity occurs, either for all classes, or just for night classes, the main switchboard, the office of the Center for Continuing Education, and local radio and television stations will be notified. Faculty will also be notified by voice mail. Only very rarely will daytime classes be canceled because of bad weather.

Individual instructors can cancel their classes if they reasonably believe they are unable to come to campus safely. In such cases, the faculty answering service shall be notified (not the central switchboard) and individual faculty should put a message on their voice mail. It will normally be necessary to make arrangements to make up work missed on such occasions later in the term.

When students or others call to inquire about specific class cancellation status, calls should be directed to the faculty answering service -- ext. 2274. For general information call the main switchboard -- 316-2000.

If commuting students reasonably believe that safety considerations prevent attendance at classes which are not canceled during bad weather, they should refrain from undue risk and will receive an "excused absence." Whenever possible, students should leave a message on voice mail for the relevant faculty
person. These procedures regarding bad weather days should be announced to the students at the beginning of the semester by the faculty member.

No departments, administrative or academic, shall undertake departmental cancellations. All decisions regarding early termination of the work day for staff will come only from the Academic Dean or the President's Office in order to ensure fairness and institution-wide coordination.

3.160 Responsibility for Making Up Missed Classes
Intellectual development is the central concern of a liberal arts college. Extracurricular activities offer a wide variety of opportunities for enrichment of undergraduate experience, but established academic priorities must be maintained. Guilford College students must attend all classes and meetings, which are part of their course work, according to the class attendance policy. Those representing the College in departmentally or institutionally sponsored extracurricular activities which cause them to miss classes, labs, or meetings should, with the approval of the professor, make up that work, including examinations. In cases where make-up work is impossible because of the nature of the instructional experience, students must assume personal responsibility for choosing between their academic obligation and the extracurricular activity. At no time will students be excused from curricular responsibilities such as classes, labs, field trips or meetings to participate in extracurricular practices, rehearsals, or meetings, but must arrange with coaches and/or sponsors to make up missed work.

3.170 Office Hours and Advising
Since a primary value of Guilford College is personal contact between faculty and students, professors are responsible for keeping office hours at times when students are free from class and laboratory commitments and able to arrange conferences. Normally, full-time faculty shall be available to talk with students a minimum of five hours per week. These times shall be clearly posted and staggered throughout the week on at least three different days. All faculty shall be responsible for advising students, including first-year, transfer, and CCE students.

Faculty members shall fully familiarize themselves with the College's academic requirements for graduation, as well as provisions and deadlines for student withdrawal from classes or from the College so that they may advise students in
these areas. Faculty are required to attend faculty advising workshops in order to maintain and improve their advising skills.

Faculty members shall assist the Registrar’s Office during pre-registration and registration, instructions to be provided by the Registrar.

See also “Effective Academic Advising” (2.443).

3.180 Special Academic Events Period, Reading Day, Final Examinations, and Course Grades

(Revision approved by the faculty, March 2008)
The Registrar sets the final examination schedule and this schedule may not be changed. Under exceptional circumstances, however, final examinations for individual students may be adjusted at the sole discretion of the course instructor. The college calendar will include, at the end of each (fall and spring) semester, one Special Academic Events Period (SAEP) and one Reading Day (RD). During SAEP, special academic events may be scheduled between 8:30 a.m. and 5 p.m. The normal class schedule will be observed after 5 p.m. Special academic events include those academic events that could not otherwise be scheduled during regular class time (e.g., recitals including students from different class sections, combined meetings of related classes that meet at different times, or extended meeting to view student presentations or watch a film). For an event to be scheduled during SAEP, the instructor must (a) receive approval from her/his department chair prior to the beginning of the semester; (b) receive approval from her/his division chair, via her/his department chair, prior to the beginning of the semester; and (c) include in the course syllabus a complete description of the event including the start and end times and the responsibilities of the student. In the event of a schedule conflict with another course-required special academic event, the student must, within one calendar week of the receipt of the conflicting course syllabi, initiate a discussion with the relevant instructors to find a suitable solution to the scheduling conflict. A student may schedule her/his own thesis defense to occur during SAEP. No other events may be scheduled on SAEP and no assignments other than those required by a special academic event may be due on SAEP.

RD will immediately follow SAEP. RD is allotted for student preparation for final examinations and papers. Except for Fast Track II and Intensive classes, no day or evening classes may be scheduled on RD, no events may be scheduled on
RD, and no assignments may be scheduled or due on RD. Instructors may offer optional review sessions on RD and instructors are expected to hold their regular office hours on RD. A student may schedule her/his own thesis defense to occur on RD. The days following RD are to be used for students to prepare for and take final exams and/or complete remaining course work. A student's final work, such as a final exam or research paper, may not be due before the time that course final exam is scheduled to end as listed on the Registrar’s final exam schedule. In addition, no course assignments may be due between the end of the last scheduled class before SAEP and the time that course final exam is scheduled to end as listed on the Registrar’s final exam schedule. Students have the right to review all written work prepared by themselves. If papers, including examination papers, are not returned to the students, instructors must keep these papers on file by for one calendar year. Students have the right to review their papers at any time within this time period.

Final grades must be carefully calculated and reported to the Registrar within forty-eight (48) hours after the final examination. Once posted, final grades cannot be changed unless a faculty member discovers a computation or clerical error and the Associate Dean for Academic Advising and Retention grants approval for such a change, or an official grade appeal results in an approved change. No grades for graduating seniors may be changed after transcripts are sealed prior to graduation.

Normally, a student’s performance in a course is measured by a letter grade: A, B, C, D or F. Plus (+) and minus (-) additions to letter grades may be assigned and will be shown on the student’s permanent record and used in the calculation of GPA. The grade for auditing is AU. The possible grades for credit/no credit classes are CR and NC, respectively. The grade of A represents exceptional achievement and is awarded for original insight, sound reasoning and the ability to evaluate the scope of the materials studied. The grade of B is granted for superior work and reflects interpretive skill on the part of the student and a clear understanding of the meaning and interrelatedness of the course materials. A grade of C is given for average work and indicates thorough familiarity with the basic facts and concepts considered in the course, even though underlying principles may not have been grasped. Although D is labeled a passing grade, it reflects a lack of fundamental knowledge of the subject. The grade of F is assigned for failing work.

[Paragraph updated by Clerk’s Committee 11/20/2006]
Faculty shall use provisional ("X") grades only when a student is unavoidably prevented from completing the work in a given course. Unavoidable circumstances are defined as cases of extended personal illness, death or serious illness in the family, significant accident, or other grave circumstances beyond a student's control. Students must request approval for a provisional grade from her/his instructor as soon as possible and, for unavoidable circumstances that occur before the Friday before the last week of classes, no later than this date. If the instructor approves this request, the instructor must complete and submit the college on-line provisional grade request form. The generated e-mail will notify the student's primary advisor of this request and submit the provisional grade request directly to the Registrar's office. However, beginning students (those with less than 32 Guilford College credits) and students on academic probation must also obtain the approval of the Associate Academic Dean for Advising and Retention. The Registrar's office will be responsible for forwarding requests that require such approval to the Associate Academic Dean for Advising and Retention. Instructors must calculate provisional grades under the assumption that the student will complete no additional work (i.e., by awarding zeros on all outstanding assignments). Provisional grades may only be replaced with a better mark upon the student’s completion of the work. Because provisional grades may only consist of two characters (XB, XC, XD, and XF) and may not be lowered, faculty must be careful to award the student the appropriate provisional grade. For example, if a student had otherwise earned a provisional grade of C-, a faculty member would be required to instead award a provisional grade of XD, the next lowest possible provisional grade. It is the responsibility of the faculty member awarding the provisional grade to evaluate promptly additional work completed by the student and to replace the provisional mark with a permanent grade by the deadline set by the instructor that is no later than interim of the next regular semester. Provisional grades become permanent grades after this deadline. Graduating seniors may not receive a provisional grade.

Students may withdraw from a course with a grade of W up through the published last day to withdraw from a course with a W grade. After that, the regular grade shall be given unless (a) the Dean for Campus Life authorizes a medical withdrawal (which would result in a grade of W), (b) the student is eligible for a grade of WP or WF as described below, (c) the student never attended the course (which would result in a grade of WN, see section 3.150), or (d) the Associate Dean for Academic Advising and Retention or Dean of Students authorizes an administrative withdrawal for some extraordinary reason. A grade of WP, which does not affect a student's grade point average, shall be
used only to indicate withdrawal while passing when a student (a) withdraws completely from the College or (b) is administratively withdrawn for poor attendance (see section 3.150). A grade of WF, which affects a student's grade point average as if it were an F, may be used to indicate withdrawal while failing when a student (a) voluntarily withdraws or is administratively withdrawn completely from the College, (b) is administratively withdrawn for poor attendance (see section 3.150), or (c) voluntarily withdraws or is administratively withdrawn from a class after the published last day to withdraw with a W grade and before the end of classes for that semester. The grade of WN, which does not affect a student's grade point average, is given when a student registers for a course but neither attends nor withdraws (see section 3.150).

Certain programs, seminars, and workshops offered at the Center for Continuing Education do not carry academic credit. However, when such projects are sponsored and approved by the Dean for Continuing Education in conjunction with the appropriate department, one Continuing Education Unit (CEU) is granted for each ten hours of satisfactory participation. All CEUs are recorded on CEU forms permanently maintained in the Registrar's Office. CEUs are not convertible to academic credit at any time.

3.190 Grade Appeals Procedure
[Updated March 2008, changes approved in faculty meeting 3/19/08]
Grade appeals may not be made simply because a student wants a better grade or because of a disagreement over a subjective evaluation of submitted work. In addition, once posted, grades may not be lowered.

Grounds for grade appeals are:

- Clerical error by the instructor (e.g., misplacing an assignment that had been submitted properly by the student, mistyping a grade in a spreadsheet, or “clicking” on the wrong grade in BannerWeb);
- Computational error by the instructor (e.g., combining individual grades incorrectly); and
- Deviation from the grading scheme provided in the syllabus so significant as to affect a student’s grade (e.g., assigning a different weight to an assignment than stated in the syllabus so as to change the final grade).

The following procedures are followed by the Academic Dean’s Office in cases of student protests of final course grades.
In all cases, the appeal of a final course grade must first be made to the instructor within 10 business days* after the official due date for final grades at the close of any given grading period. In the event that the instructor is unavailable, the student must, within the 10 business day period, initiate contact with the department chair or Associate Academic Dean (e.g., by sending an e-mail message) and, in this correspondence, describe her/his attempt to reach the instructor and state her/his intent to appeal a particular final course grade. Either the student or the professor may contact the Conflict Resolution Resource Center to request assistance in their communication, or each may invite one individual from within the Guilford Community to attend the discussion. If the student and/or the professor are uncomfortable with meeting face-to-face, even with the assistance of others, it is possible to have this discussion in writing. Note: Because transcripts are sealed and may not be changed for any reason after a student graduates, graduating seniors have only until 5 pm two days before the graduation date to appeal final regular, intensive, fast track II, and Saturday course grades and have them corrected. * A “business day” is a weekday that the college is open for business regardless of whether classes are in session.

If the student remains unsatisfied, she or he must then discuss the situation with the chairperson of the academic department involved, unless the instructor is the department chair. If the instructor is the department chair, the student must instead discuss the situation with the chair of the division in which this course was taught. For the grade appeal procedure, for First Year Experience and Adult Transition courses, the department chairs are the First year Experience Coordinator and the Adult Transitions Coordinator, respectively. The student shall bring all relevant materials and information to this meeting, including papers, tests, syllabi, etc. The student must contact the department chair, or the division chair if instructor is the department chair, within 5 business days of having finished discussing the matter with the instructor.

If still unresolved, the case may be appealed to the Office of the Academic Dean, where the Associate Academic Dean will continue to try to achieve an appropriate resolution. The student must contact the Associate Academic Dean within 5 business days of having discussed the matter with the department chair and present to the Associate Academic Dean a complete, written account of the facts and an argument that explains the justification for a grade change.
If the student wishes to appeal the decision made by the Associate Academic Dean, he or she must submit this appeal in writing to the Academic Dean within 5 business days of the date of the Associate Academic Dean’s decision. This appeal must include a discussion of the grounds upon which the Associate Academic Dean’s decision should be reviewed; such grounds could include the discovery of additional information or a procedural irregularity so substantial as to have compromised the student’s right to a fair hearing. The Academic Dean will review the matter and make a determination whether or not the appeal warrants calling together a special hearing board. If the Academic Dean decides there are no grounds on which to proceed further with the appeal, the decision of the Associate Academic Dean will be considered final. If the Academic Dean decides otherwise, a special hearing board will be constituted.

At the discretion of the Academic Dean, a special hearing board will be instituted, composed of Guilford faculty and professional staff. The student and the instructor will each be asked to submit a list of requested faculty the Academic Dean might appoint to such a committee. Utilizing each list, the Academic Dean will appoint a group, drawing one individual from the student list, one from that of the instructor, and nominating a third. Both the student and the instructor will have the opportunity to reject up to three proposed members of the projected hearing board, until a group of three individuals satisfactory to the Academic Dean, the faculty member, and the student have been chosen and have agreed to serve.

The hearing board may meet with the student, the instructor, and anyone else appropriate and examine all relevant documentation. It will then make a final recommendation to the Academic Dean.

After receiving the recommendation of the hearing board, the Academic Dean will make the final decision regarding the student’s grade.

3.191 Provisions for Students with Disabilities

Guilford College recognizes the special needs and opportunities provided by college students with physical and/or learning disabilities. When a student requests, with appropriate support, an individualized learning plan, the College will attempt to develop an individualized learning plan for such students through the Office of the Academic Dean. The plan will utilize, where called for, such adjustments of the normal instructional process as untimed exams, oral reports and examinations, etc. The Academic Skills Center will act as a coordination and referral resource for these students. Normal non-discriminatory admissions
standards and processes will govern the entrance of these, as of all, students to Guilford. As is the case with all students, the usual and full graduation requirements apply.

3.200 INSTRUCTIONAL TRAVEL
As part of the instructional program, faculty members may plan departmental field trips or may be asked to accompany students on off-campus seminars. In such cases, faculty expenses are reimbursed. Normally, however, the expenses of only one faculty member will be covered for either a field trip or an off-campus seminar unless the student enrollment exceeds twenty.

Off-campus seminars and departmental field trips are charged to either institutional or departmental budgets. The process by which faculty seek reimbursement utilizes the same form used for reimbursement of expenses for travel to professional meetings, and receipts for expenses must be attached. Eligible for reimbursement are out-of-pocket faculty expenses for meals, lodging, and travel. In the case of travel, it is assumed that faculty will accompany the students rather than use more expensive transportation. On a field trip or an off-campus seminar, the supervising faculty member shall make every reasonable effort to maintain the safety and well-being of students.

3.300 ACADEMIC REGULATIONS
In addition to the following regulations (3.310-3.340), additional academic information, policies, and regulations are to be found in the most recent editions of the Guilford College Student Handbook, the Advisers' Handbook, and the Guilford College Catalog.

3.310 Academic Honor Code
[Updated June 1, 2007, changes approved by the Clerk and the Associate Academic Dean]

To foster responsibility, the College operates under an honor system. Faculty members and students shall insist upon high standards of honesty and integrity in their classes. Faculty members shall call the Honor Code to the attention of their students, and may require that the Honor Pledge, "I have been honest and have not observed any dishonesty," be written on all academic work and may refuse to extend credit for work on which it does not appear. Academic honesty and integrity represent central elements of the liberal arts education at Guilford College. As scholars pursuing knowledge and truth, informed by the Quaker
testimony on integrity, we seek a community where each member acts responsibly and honorably in all activities and at all times.

Acts of dishonesty represent a serious offense at Guilford College. Specific academic violations for which there are penalties include:

**3.311 Plagiarism**
Guilford College defines plagiarism broadly as presenting the interpretations, wording, images, or original conceptions of others as one's own without appropriate acknowledgement. Individual faculty members determine what constitutes "appropriate acknowledgement" within the context of their courses, either by specifically stating requirements or by acknowledging the standard practice within a given discipline. The charge of plagiarism applies to any and all academic work, whether done inside or outside of the classroom and whether submitted as a rough draft or a final product.

[Updated June 1, 2007, changes approved by the Clerk and the Associate Academic Dean]

**3.312 Unauthorized Collaboration**
Students may not combine efforts on any and all academic work, done inside or outside the classroom, submitted to an instructor as a rough draft or a final product, unless specifically permitted by the instructor. Although instructors should clearly define the limits of collaboration allowed, the absence of any instructions indicates that collaboration is not permitted. When uncertain, the student should seek clarification from the instructor.

In cases of unauthorized collaboration, any student giving aid is as responsible as the recipient, unless the former is unaware that she/he has provided aid. A student who seeks unauthorized aid is responsible for participating in unauthorized collaboration whether the aid was given or received. The charge of unauthorized collaboration applies to any and all academic work, whether done inside or outside of the classroom and whether submitted as a rough draft or a final product.

**3.313 Unauthorized Use of Materials**
[Updated June 1, 2007, changes approved by the Clerk and the Associate Academic Dean]
It is the student’s responsibility to ascertain what materials may be used in any and all academic work whether done inside or outside of the classroom and whether submitted as a rough draft or a final product. The submission for credit of the same written work in more than one course is not permitted without the prior permission of both instructors.

### 3.314 Procedures for Dealing with Violations of the Academic Honor Code

[Name changed for 3.314 approved by Academic Deans office, October 6, 2006; section updated August 18, 2005]

- When a Guilford College faculty member, student, or staff member observes or learns of a violation of the honor code as defined in the Student Handbook, he or she shall report this observation or discovery to the person responsible for the activity or assignment where the alleged violation has supposedly occurred; e.g., the instructor of a course. This person will be referred to below as the “instructor” even when the alleged violation is not associated with a course.

- The instructor shall, by College e-mail or otherwise, endeavor to contact the student who allegedly violated the honor code to ascertain whether the student admits or does not admit responsibility for an honor code violation. At any time during the initial meeting or discussion between the student and an instructor or administrator, the student may request that the meeting be suspended for up to one week so that he or she may invite another Guilford College student or employee to this meeting to serve as his or her advocate for any or all subsequent meetings. The instructor or administrator may invite a Guilford College employee to any or all meetings. If the alleged violation occurs in a course and the instructor becomes aware of an alleged honor code violation after the last day of classes for that semester, after making an effort to reach the student by telephone or e-mail, the instructor may proceed without conducting an initial meeting or discussion with the student, if the student fails to respond within two days before grades for the class and/or for that particular student are due.

- If the instructor considers the alleged violation to be an academic honor code violation, the instructor must report and describe the incident in full to the Associate Academic Dean, regardless of whether the student admits responsibility.
If the student admits responsibility for an academic honor code violation, the Associate Academic Dean shall take the steps outlined in paragraph 6 below.

If the student does not admit responsibility for an academic honor code violation, the Associate Academic Dean shall conduct an investigation to obtain the necessary information from the instructor, the student, and others to determine whether the student has committed an academic honor code violation. If the Associate Academic Dean concludes that he or she has a conflict or should otherwise remove himself or herself from the matter, the Associate Academic Dean shall transfer the matter to the Academic Dean, who shall, in turn, appoint a hearing panel to proceed as described in paragraph 7(c) below. If the Associate Academic Dean does transfer the matter to the Academic Dean, or if the Associate Academic Dean concludes after investigating that no violation occurred, he or she shall notify both the student and the instructor in writing by College e-mail or campus mail.

If the Associate Academic Dean concludes that an Honor Code violation has occurred, either because the student has admitted to responsibility or because the Associate Academic Dean has so concluded after investigation, the following steps apply:

- The Associate Academic Dean shall check the student’s record for any prior violations of the honor code.
- If the student has no record of a previous honor code violation, the Associate Academic Dean will consult with the instructor and ordinarily impose one of the three standard sanctions (see Standard Sanctions section below), or a more serious sanction if one is stipulated in the course syllabus.
- If the student does have a record of one or more honor code violations, the Associate Academic Dean must impose at least the standard sanction based on the number of prior violations (see Standard Sanctions section below).
- In all cases, the Associate Academic Dean enters an honor code violation in the student’s academic record.
- The Associate Academic Dean reports this outcome in writing, by College e-mail or campus mail, to both the student and the instructor.
- The student may appeal a decision by the Associate Academic Dean that finds him or her to have committed an honor code violation. If the student chooses to appeal the decision, he or she has ten (10) business days from
the delivery date of this decision to submit such an appeal, in writing, to the Academic Dean:

- On the basis of the Associate Academic Dean’s written decision and the student’s written appeal, the Academic Dean will decide, in his or her sole discretion, whether the appeal has sufficient merit to proceed to a hearing panel. Typically, sufficient merit to proceed to a hearing panel would require new, relevant information obtained after the decision by the Associate Academic Dean or some procedural error so substantial that it interfered with the student’s right to a fair decision.

- If the Academic Dean, in his or her sole discretion, does not conclude that the appeal has sufficient merit to proceed to a hearing, then the case is closed and the decision of the Associate Academic Dean will remain in effect and will be followed.

- If the Academic Dean, in his or her sole discretion, concludes that the appeal has sufficient merit to proceed to a hearing, or if the Academic Dean has assumed responsibility for the case due to the Associate Academic Dean’s stepping aside under paragraph 5 above, then the Academic Dean shall convene a hearing panel of three faculty (appointed pursuant to faculty governance procedure) and three students (appointed pursuant to student governance procedure). This panel shall investigate the case and collect evidence, including any statements, to determine whether the student is responsible for an academic honor code violation. Once it has made its determination, the panel shall report its conclusion to the Academic Dean in writing. A copy of this report shall be available to the student and the instructor upon request.

- The Academic Dean shall make the final determination, after considering the Associate Academic Dean’s report (if any), the transcript from and evidence presented in the panel’s hearing, and the panel’s final report. Because the decision of the Academic Dean is final, no appeal may follow his or her decision.

- If the Academic Dean finds the student responsible for an academic honor code violation, the Academic Dean shall affirm the decision of the Associate Academic Dean or, in cases where the Associate Academic Dean has stepped aside, shall impose a sanction under the procedure outlined in paragraph 6 above.

- The Academic Dean shall inform the student in writing of his or her decision, by College e-mail or campus mail, and send a copy of this notice to the instructor, chair of the hearing panel, and Associate
Academic Dean, who will update the student’s record to reflect this decision and sanction.

- If the Academic Dean finds the student not responsible, he or she will inform the student in writing and send a copy of this letter to the instructor, chair of the hearing panel, and the Associate Academic Dean, who will update the student’s record by deleting from it all references to this alleged violation.

- As an exception to the foregoing rules, certain instances of plagiarism may be addressed under their own procedures, as follows:
  - Specifically, in a case of plagiarism where an instructor concludes
    - That the violation was due to the student’s genuine incomplete understanding of standard acknowledgment practice or of what constitutes plagiarism and
    - That the student has accepted an appropriate level of responsibility for the plagiarism based on the circumstances involved, the instructor may choose to report, but is not required to report, to the Associate Academic Dean that an honor code caution is appropriate.
  - Upon receiving such a report, the Associate Academic Dean, in consultation with the instructor, shall conclude whether to issue an honor code caution.
  - The Associate Academic Dean shall maintain an updated list of such cautions, including a description of the type of each incident. Entries in this list will not be considered part of a student’s permanent academic record. However, if a student is alleged to have committed a violation of the honor code that is the same as or similar to a previously reported academic honor code caution, this subsequent offense will be treated as an academic honor code violation with no possibility of resulting in a caution. The Associate Academic Dean will determine whether an alleged violation will be considered the same as or similar to one that previously resulted in a caution. The Associate Academic Dean’s determination will be final and may not be appealed.
  - In cases of plagiarism, the instructor should offer to work with the student to address the relevant honor code issues in an educational fashion, and will grade the student’s work as the instructor considers appropriate and as is consistent with the course syllabus.

Instances of plagiarism that the instructor concludes are not the result of the student’s genuine incomplete understanding of standard acknowledgment
practice or of what constitutes plagiarism, or instances of plagiarism for which the student does not accept an appropriate level of responsibility based on the circumstances involved, shall be handled as all other alleged violations of the honor code, and the provisions of paragraphs 1-7 above shall control.

**Standard Sanctions**
[Updated June 1, 2007, changes approved by the Clerk and the Clerk’s Committee]

- First offense: F or zero on the assignment
- Second offense: F in the course, if any, or, if not, a comparable sanction (as determined by the Associate Academic Dean)
- Third offense: F in the course and Suspension or Dismissal from Guilford College

NOTE: Instructors may direct specific, even if more severe, penalties for academic honor code violations in any particular course that he or she is teaching or activity / assignment for which they are responsible. Such penalties should be specified in the course syllabus or in some other written form of communication from the instructor to the students in that course or activity.

**3.320 Probation, Suspension, and Dismissal**
[Updated by Clerk’s Committee, December 2008]

**Good Academic Standing**
Students with a cumulative grade point average of 2.00 or better are in good academic standing at Guilford. A student new to Guilford is considered to be in good academic standing.

**Academic Suspension or Dismissal**
If, while on academic probation, a student records a semester grade-point average between 1.75 and 1.99, inclusively, the student will be academically suspended. Suspensions from the college are nominally for at least one calendar year. If, while on academic probation, a student records a semester grade-point average below 1.75, the student will be academically dismissed.

If a student begins a semester in good standing but ends the semester with a cumulative grade-point average of 1.00 or less and a semester grade point-average between 0.75 and 1.00, inclusively, the student will be academically suspended from the college without a probationary period. Suspensions from the
college are nominally for at least one calendar year. If a student begins a semester in good standing but ends the semester with a cumulative grade-point average of 1.00 or less and a semester grade point-average less than 0.75, the student will be academically dismissed from the college without a probationary period.

To be reinstated as a student at Guilford, dismissed and suspended students must reapply and be readmitted to the college following the guidelines in the Student Handbook. Readmission, though, is not guaranteed. A student who has been academically suspended from Guilford College may, however, apply to take summer courses at Guilford. If readmitted to Guilford for attendance in summer school, an academically suspended student would be required to work with the Academic Advising Liaison (traditional-age students) or the Student Success and Persistence Coordinator (adult (CCE) students) to select and enroll in two approved four credit academic courses. During the summer, students would be required to obtain the approval of the Academic Advising Liaison (traditional-age students) or the Student Success and Persistence Coordinator (CCE students) before the student could make any changes in her/his summer course registration. A student who earns a “C” average (summer term GPA greater than or equal to 2.00) would qualify to continue her/his study at Guilford as a full-time student at Guilford beginning that fall semester.

3.330 Falsification of Information
Guilford College strictly forbids falsification of information on College forms and records. Such misconduct may result in termination of employment.

3.340 Respect for Persons
(See Policy on Harassment and Intimidation in 2.800)

3.400 OTHER FACULTY RESPONSIBILITIES
3.410 Attendance at Faculty Meetings
Regular attendance at faculty meetings is considered a major responsibility of all faculty.

3.420 Committee Service
Faculty members shall serve on committees and attend committee meetings regularly. Normally, each faculty member sits on two standing committees annually, one of which may be replaced by service as departmental chair. The
Nominating Committee makes every effort to distribute the workload of committee assignments evenly. New faculty normally do not serve on committees the first year. (See "Nominating Committee" 1.423.)

3.430 External Community Service
The College encourages its faculty to engage in community activities according to their own preferences, but faculty members should consult with departmental chairpersons and the Academic Dean before accepting unusually demanding outside activities. In speaking publicly, faculty members should always make it known when they speak for themselves rather than for the College. No expenses are to be charged to the College for the typing and duplication of materials:

- Announcing community meetings not sponsored by a department or official organization within the College;
- Encouraging the adoption of views of partisan political or public policy; or
- Promoting community concerns that do not directly and substantively enhance the operation of the College. Individuals may create and distribute such materials at their own expense. The distributor should identify himself or herself on distributed materials. These regulations do not apply to meetings or materials related to the content of College courses, or to officially sanctioned College functions or events.

3.440 New Student Orientation
Faculty shall assist in the welcoming of new students and parents during orientation. All faculty are expected to attend the opening convocation. Those with first-year or transfer advisees shall be available to meet with them during the orientation program.

3.450 Commencement
Members of the faculty shall participate in spring commencement exercises. In exceptional cases, a faculty member who cannot participate shall notify the Academic Dean's office. In the commencement procession, retired faculty will march first and retiring faculty second; the remainder of the faculty follow in no designated order. Faculty shall provide their own caps, gowns, and hoods to wear in the academic procession or pay a rental charge if such items are ordered for them by the College. The rental fee is to be paid either in advance, when the cap and gown are picked up, or through authorization of a payroll deduction to be made in the May 31 salary payment. Some faculty members believe that
traditional academic cap and gown are inconsistent with the Quaker belief in simple dress. Such individuals are excused from appearing thus garbed, but should dress with a dignity befitting the public and formal nature of the graduation ceremonies.

3.460 Departmental Guidelines for First-Year Experience

First-Year Seminars, offered in the fall semester of each year, are generally taught by full-time faculty who have been at Guilford a minimum of two years. The teaching load shall be spread proportionately across all departments. For instance, two-person departments shall teach a minimum of one First-Year Seminar every two years, three-person departments shall teach a minimum of two First-Year Seminars every three years, and four-person departments shall teach a minimum of one First-Year Seminar every year. The Academic Dean may release departments which are temporarily understaffed from this program.

3.470 Division Chairs

[Approved by departmental chairs, the section revised by the Academic Dean’s Office, August 2006]

The Chairs of the six academic divisions -- Arts, Business and Policy, Humanities, Interdisciplinary Studies, Natural Sciences and Mathematics, and Social Sciences - advise the Academic Dean (AD) on matters related to the quality of the academic program and its delivery to students. The Division Chairs promote cooperation within and across divisions, serve as liaisons between disciplinary Department Chairs/IDS program coordinators and the AD, and advise and assist the AD in the execution of academic policy and the improvement of faculty morale.

Academic Division Chairs specifically do the following:

- Overseer curriculum management by working with Department Chairs to ensure that the schedule meets the needs of students in the general education program, individual majors, and interdisciplinary programs. To assist in the management of the curriculum, Division Chairs work in concert with the AD and the Dean for Continuing Education, who approve the final class schedule.
- Coordinate searches for new tenure track faculty by approving all search requests submitted to the Clerk’s Committee by Department Chairs and Interdisciplinary Studies Program Coordinators, helping the search
committee choose the top six to ten candidates whose names are forwarded to the AD, advising the AD as to which candidates to invite to campus on an interview, participating in the interview process, and advising the AD as to the best candidate to recommend for each position.

- Coordinate and approve annual capital and operational budget requests submitted by Department Chairs to the AD.
- Conduct the orientation of new Department Chairs and interdisciplinary program coordinators.
- Advise the AD about requests for temporary full time faculty positions, help interview candidates for these positions, and oversee the evaluation of temporary full time faculty members.

The division chairs occasionally undertake additional responsibilities as delegated by the Academic Dean

### 3.480 Academic Department Chairs

The successful accomplishment of College goals depends heavily upon the leadership, administration, and management of the academic department by the chair. The department chair is of critical importance to the mission and program of the department and the institution. Academic department chairs serve on only one College standing committee in order to allow them sufficient time to fulfill their responsibilities as chair.

The department chair has five major responsibilities:

- Effective curriculum development and administration;
- Effective leadership in professional and personnel relations, with and among faculty and staff;
- Effective recruiting of new faculty;
- Orienting and mentoring new and part-time faculty; and
- Supervision of departmental budget.

Specifically, the chair provides leadership in curricular planning, fosters interdisciplinary and experimental curricular offerings and programs, arranges for the procurement and maintenance of instructional equipment, coordinates the purchase of library materials and teaching materials, tracks enrollments and enrollment trends, oversees the scheduling and staffing of course offerings, coordinates advising and registration, and directs assessment planning and implementation.
In addition, the chair oversees the recruitment of new full- and part-time faculty (see 2.200), orients new faculty to the services and policies of the department and the College, reviews the performance of "temporary part-time" faculty members, (See "Part-time Faculty Status" 2.221 for schedule of review.) nominates departmental colleagues for promotion, fosters the development of the team concept of responsibility to the goals of the department and college, prepares and oversees the departmental budget in consultation with department members, attends or sends a representative to all meetings pertinent to the department, prepares the department's annual report, and supervises the department's assessment program.

The department chair also has specific responsibilities to students. She or he disseminates information about department programs, employment, graduate school and other related information to students; hires and supervises the students employed by the department; hears student complaints about department faculty and programs; and evaluates student petitions for special arrangements.

In carrying out these responsibilities, the chair convenes and leads regular departmental meetings. Academic departments use the Quaker process of seeking the sense of the meeting in conducting their business. Other members of the department equitably share responsibility for the implementation of departmental duties. The Academic Dean will conduct an orientation meeting for new departmental chairs in the fall semester, and chairs will occasionally be asked to meet with the Dean to discuss matters of academic administration. The Academic Dean, in consultation with all members of the department involved, appoints academic department chairs. The normal term of service is three years. Chairs may serve more than one three-year term in a row, but the expectation is that the chair is a rotating responsibility. In cases of leaves, departmental personnel shifts, and similar situations, the normal pattern may be modified.

**3.490 Response-Time Guideline**

All College employees shall try to respond to inquiries from students, parents, and other off-campus constituencies, and each other, on the same day or at least within twenty-four (24) hours.
Chapter IV: Institutional Procedures

4.100 CORRESPONDENCE AND COPYING

4.120 Copy Service
The Print Shop offers high speed duplicating services to all faculty, staff and student organizations. Copy items should come through the Correspondence Center where they are logged and assigned a Job Order Number. Jobs will be billed to the appropriate department or organization number you provide.

We require a 24-hour turnaround time on job requests. During the first two weeks of the semester, as well as two weeks before school starts, we ask for 48 hours notice. Exceptions to these time frames may be considered on a special request basis.

Some of the services we offer include folding, binding (both comb 10 - 112 sheets and glue up to 125 sheets), hole punching, and cutting to various sizes. We require that set ups for post cards or items with multiple copies on one sheet come to us camera ready. We do not copy directly from books. Please submit clean originals on white paper when requesting copies or check with us to see if we have an original on file.

4.130 Copyright Policy
It is the policy of Guilford College to comply with all relevant sections of the United States Copyright Law. Our policies assume respect for the rights of copyright holders, tempered by the recognition that the educational process dictates a flexible and good faith interpretation of the "fair use" doctrine.

The information and guidelines presented below are based on United States Copyright Law. Some materials of interest to the College community may be protected under the copyright regulations of other nations. This document does not address the copyright issues that arise in such circumstances; members of the College community who wish to make use of such materials are encouraged to seek more specialized guidance. Some of the material appearing below is taken from the US Copyright Office Web page at http://lcweb.loc.gov/copyright/; US government publications are not subject to copyright protection.

This policy addresses the use of copyrights materials by students, faculty, and staff of Guilford College. It has been adapted, with permission, from the policy approved by Swarthmore College in June, 2000. Issues regarding the allocation of rights to intellectual property created by members of the College community
are addressed in the separate Intellectual Property Policy [approved by the Board of Trustees on October 7, 2006.

This policy consists of two parts: a narrative statement and a tabular matrix of instances likely to arise in the course of the College’s activities (Appendix A). Appendix B provides language to be used in copyright notices for library copiers and on copies used for course reserves and reading materials.

WHAT IS COPYRIGHT?

Copyright is a form of protection provided by the laws of the United States (title 17, U.S. Code) to the authors of "original works of authorship," including literary, dramatic, musical, artistic, and certain other intellectual works. This protection is available to both published and unpublished works. Section 106 of the 1976 Copyright Act generally gives the owner of copyright the exclusive right to do and to authorize others to do the following:

- To reproduce the work;
- To prepare derivative works based upon the work;
- To distribute copies of the work to the public by sale or other transfer of ownership, or by rental, lease, or lending;
- To perform the work publicly, in the case of literary, musical, dramatic, and choreographic works, pantomimes, and motion pictures and other audiovisual works;
- To display the copyrighted work publicly, in the case of literary, musical, dramatic, and choreographic works, pantomimes, and pictorial, graphic, or sculptural works, including the individual images of a motion picture or other audiovisual work; and
- In the case of sound recordings, to perform the work publicly by means of a digital audio transmission.

It is illegal for anyone to violate any of the rights provided by the copyright law to the owner of copyright. These rights, however, are not unlimited in scope. Sections 107 through 121 of the 1976 Copyright Act establish limitations on these rights. In some cases, these limitations are specified exemptions from copyright liability. One major limitation is the doctrine of “fair use,” which is given a statutory basis in section 107 of the 1976 Copyright Act. A second relevant limitation is the ability of libraries to make copies of copyrighted works under specified conditions.
WHAT WORKS ARE PROTECTED?
Copyright protects "original works of authorship" that are fixed in a tangible form of expression. The fixation need not be directly perceptible so long as it may be communicated with the aid of a machine or device. Copyrightable works include the following categories:

- Literary works
- Musical works, including any accompanying words
- Dramatic works, including any accompanying music
- Pantomimes and choreographic works
- Pictorial, graphic, and sculptural works
- Motion pictures and other audiovisual works
- Sound recordings
- Architectural works

These categories should be viewed broadly. For example, computer programs and most "compilations" may be registered as "literary works"; maps and architectural plans may be registered as "pictorial, graphic, and sculptural works."

There are time limitations to copyright protection. Copyright protection has expired for all works published prior to 1923. For works published between 1923 and 1977, copyright protection extends for 95 years, if the copyright owner complied with certain statutory formalities; otherwise, the copyright protection may have expired. Works created or first published between 1978 and the present are protected by copyright for the author's life, plus 70 years, if the work is ascribed to an individual. For anonymous works, or works created by corporate authors, copyright protection extends for 90 years from the time that the work was created.

Out of print materials are generally protected by copyright, unless the copyright time limits have expired. Out of print materials may be reproduced in accordance with the fair use guidelines described below.

Works published since March, 1989 need not bear a copyright notice to be protected under the Copyright Act.

WHAT IS NOT PROTECTED BY COPYRIGHT?
Several categories of material are generally not eligible for federal copyright protection. These include among others:
o Works that have not been fixed in a tangible form of expression, (for example, choreographic works that have not been notated or recorded, or improvisational speeches or performances that have not been written or recorded)
o Titles, names, short phrases, and slogans; familiar symbols or designs; mere variations of typographic ornamentation, lettering, or coloring; mere listings of ingredients or contents
o Ideas, procedures, methods, systems, processes, concepts, principles, discoveries, or devices, as distinguished from a description, explanation, or illustration
o Works consisting entirely of information that is common property and containing no original authorship (for example: standard calendars, height and weight charts, tape measures and rulers, and lists or tables taken from public documents or other common sources)
o Publications of the United States government.
o Materials on which the copyright has expired, or been declared in the public domain, including all works published prior to 1923 in the United States.

WHAT IS FAIR USE?
Fair use is a vaguely defined concept that is described in the statute as follows: § 107. Limitations on exclusive rights: Fair use. Notwithstanding the provisions. of sections 106 and 106A, the fair use of a copyrighted work, including such use by reproduction in copies or phonorecords or by any other means specified by that section, for purposes such as criticism, comment, news reporting, teaching (including multiple copies for classroom use), scholarship, or research, is not an infringement of copyright. In determining whether the use made of a work in any particular case is a fair use the factors to be considered shall include:

o The purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes;
o The nature of the copyrighted work;
o The amount and substantiality of the portion used in relation to the copyrighted portion as a whole; and
o The effect of the use upon the potential market for or value of the copyrighted work. The fact that a work is unpublished shall not itself bar a finding of fair use if such finding is made upon consideration of all of the above factors.
With this less than clear legislation, it is obvious that the concept of "fair use" has come to be defined by judicial rulings, most of which are not directly relevant to the use of copyrighted materials at institutions such as Guilford. Court decisions that rule in favor of or against fair use in particular instances consider all four of the factors listed above, with weightings that vary from case to case. In general, factor (4) has come to be viewed as the most important determinant of the fair use of copyrighted materials, although always in the context of the other three criteria.

WHAT ARE THE RIGHTS OF LIBRARIES TO REPRODUCE COPYRIGHTED WORKS?
Section 108 (d) and (e) of the statute describes a limitation to copyright that is used frequently in academic institutions. It is not an infringement of copyright when libraries (or patrons) make single copies of certain copyrighted works (excluding musical works, graphic, pictorial or sculptural works; motion pictures or other audiovisual works, except audiovisuals dealing with the news) provided that:

- Only individual articles or small portions of a larger work are copied;
- The copies becomes the property of the patron;
- The copies are used for private study, scholarship or research and the copying is not done for commercial advantage;
- The library displays prominently a notice warning of copyright in accord with requirements published by the US Copyright Office.

Libraries may make copies of entire works (or substantial pieces of a work) if the work cannot be obtained after a reasonable search and at a reasonable price.

COURSE READINGS
Faculty can provide supplementary materials or course readings by:
- Distributing multiple copies for classroom use;
- Placing items on print reserves in the library;
- Making materials available using electronic reserves via class conferences;
- Compiling anthologies ("course packs");

Each one of these methods is treated somewhat differently under copyright law.

Multiple Copies for Classroom Use
(Following the American Library Association's Model Policy Concerning College and University Photocopying for Classroom Research and Library Reserve Use (1982).)

With respect to classroom uses, the following guidelines apply:

- Only one copy may be distributed for each student per course;
- The distribution of the same photocopied material may not occur every semester that a particular course is taught;
- The material must include a copyright notice on the first page of the portion of material photocopied (see Appendix B); and
- Students may not be assessed any fee beyond the actual cost of photocopying.

Furthermore, copying should meet the tests of brevity and spontaneity. To meet the brevity test, no more than one article, poem, story or essay may be copied from the same author and no more than three from the same collective work or periodical volume during one class term.

Spontaneity is defined as that which meets the following two criteria:

- The copying is at the inspiration of the individual instructor, and
- The decision to use the work and the time of its use are so close in time that it is impractical to expect a timely reply to a request for permission to copy.

Given the amount of time it often takes to get permissions, faculty may generally presume that the first time they use an item that otherwise appears reasonable, the use will fall within these guidelines. However, if the faculty member expects to use the materials again, they should seek permissions from the copyright holder before a repeat use. (Alternatively, faculty should seek permissions when they decide to use the work. They may proceed with use of the work if permission is not forthcoming prior to the time when the work is introduced in the course).

In any case, photocopying for classroom use:

- Should not contribute to a significant detrimental impact on the market for the copyrighted work;
Should not be used to create or replace or substitute for anthologies, compilations or collective works;

Should not be used to reproduce consumable works such as copyrighted workbooks, exercises, standardized tests and test booklets and answer sheets, etc; and

Should not substitute for purchase of books or periodicals.

Print Library Reserves
It is reasonable to believe that fair use applies to photocopies on the Library's reserve shelf to the extent that it functions as an extension of classroom readings (provided that the brevity and spontaneity criteria are satisfied) and reflects an individual student's right to photocopy for his or her personal scholastic use. The use of photocopied material for course reserves is subject to the following guidelines:

- The Library must own a copy of a work placed on reserve. Alternatively, the Library may accept a copy of a work that is not in its collections with the assurance from a faculty member that the work is in her/his own personal collection.
- Photocopies of only one work from a single author, or three from the same collective work or periodical volume, may be placed on reserve for a single course. Faculty members who wish to place photocopies of more than three chapters from a collected work or monograph or more than three single journal articles on Reserve must seek permission from the copyright holder.
- Generally, the Library should not place more than five photocopies of a single article, reading, etc. on reserve, but factors such as the length or difficulty of the assignment, the number of enrolled students and the length of time given for completion of the assignment may permit the Library to place more than five photocopies on Reserve.
- If faculty members wish to place photocopied material on Reserve for a second semester, they must seek permission from the copyright holder to do so, unless that material comes from a journal for which Guilford pays an institutional subscription price.
- Photocopies must not be retained by the Library following completion of the course.
- Placing Entire Works or Large Sections of a Monograph on Reserve

Sometimes a faculty member wishes to place multiple photocopies of an entire work on Reserve.
If the work is a monograph and is in print, the Library can only accept individual chapters (not to exceed 10% of the entire work during a single semester).

To place larger sections on reserve, the faculty member must seek permission from the publisher of the work. The Library will help the faculty member ascertain if the work is available and/or under copyright.

If the work is out of print and it is unlikely that the Library can obtain the work “for a fair price”, under Section 108(e) of the Copyright Act, the Library may either photocopy a work it owns or accept up to three photocopies from the faculty member.

Special Considerations Concerning Sheet Music

In addition to the general guidelines that pertain to all printed materials, the following apply to the photocopying of sheet music:

Faculty may copy for classroom distribution (or place on reserve) an excerpt which is no more than 10% of the whole work. In addition, the portion copied must not comprise a part of the whole work that would constitute a performable unit such as a section, movement or aria.

Purchased printed copies may be edited or simplified provided that the fundamental character of the work is not distorted or the lyrics altered or added if none exist.

Electronic Library Reserves

Some publishers, as well as the Copyright Clearance Center, treat electronic reserves (that is, reserve readings which are scanned in and made available digitally) as different from printed reserves. However, in general, the guidelines for print reserves (above) should be used as the basis for determining fair use in the case of electronic reserves, as well. To the extent technically feasible, electronic reserves are subject to certain additional restrictions:

The reserve system will restrict the number of patrons that can access each work simultaneously. Generally, the restriction will be 5 simultaneous users.

Reserve materials will be password protected; the password will be made available only to those enrolled in the class (and those responsible for maintaining the system).

The electronic reserve system will display copyright notice.
Materials will be removed from the public server at the conclusion of each course.

The reserve system will include a notice in conjunction with each item on electronic reserve, indicating that downloading or creation of an additional electronic copy is prohibited.

**Network delivered course readings**

Criteria for use of a secure server, such as a Lotus Notes conference or academic share space limited to the faculty and students in a particular class can be considered a similar extension of the classroom reading function. Access to the share space must be limited to current members of the course. Faculty members are responsible for ensuring that all other requirements for electronic reserves are met when posting readings to course conferences under their control, including the posting of copyright notices, the removal of copyrighted materials from the server at the end of the course, and obtaining permission before posting copyrighted material for a second or subsequent use.

**Course Packs**

If a faculty member wishes to compile a set of articles into a course pack for distribution or sale:

- He/she must seek permissions for all materials to be included.
- Even with significant lead time, there may be some instances wherein permissions are not secured prior to the beginning of the term. If this occurs, we suggest that those readings be placed on reserve in the library or they may be distributed to students following the guidelines for "multiple copies for classroom use" (above).

**SCHOLARLY USE OF COPYRIGHTED MATERIALS**

The College has long held that the scholarly activities of the faculty are integral to the educational mission of the institution. In recent years, the growth of student/faculty research in the curriculum only highlights the degree to which faculty scholarship is an extension of the work done with students in the classroom and laboratory.

Traditional interpretations of copyright law have long held that the reproduction of copyrighted materials for the individual use of scholars is fair use. While this environment remains largely intact, recent court rulings have circumscribed the breadth of this fair use exception.
Reproduction of entire journal articles or small sections of a monograph is permitted, assuming that the copy is for the individual use of a scholar. (Further distribution of that copy by, for example, producing copies for a group of students will typically fall under the guidelines for "multiple copies for classroom use", above.)

Reproduction of entire monographs may be permitted only for the scholarly use of individuals, provided that the "spontaneity" test is met. Absent this, scholars should either purchase a copy of the monograph, if available, or seek copyright permission. (For out of print materials, a reasonable attempt must be made to obtain copyright permission as these materials retain their copyright protection.) Institutional encouragement of widespread reproduction of copyrighted material (by, for example, circulating individual journal issues to faculty for systematic copying of individual articles for their files) is not considered fair use.

**VISUAL RESOURCES**

The use of visual materials in teaching and research by studio artists, art historians, architectural historians and historians of film, among others at the College, is fundamental to their ability to carry out the educational mission of the institution. The following guidelines recognize the crucial nature of these needs and aim to respond to them in the most productive and generous spirit possible, while still upholding the tenets of copyright legislation.

For visual materials, ownership of the copyright can be ambiguous, with several possible rights holders involved. These include:

- For published materials into which images are incorporated, the compiler of the images (i.e., the publisher or author), one or more photographers who may not have relinquished copyright to the compiler, and/or the creator of the work(s) or art shown (if not in the public domain).
- For collections of published images, the printer/publisher of the images, the creator(s) of the individual prints, and/or the creator(s) of the original unique works of art reproduced in print form.
- For unpublished images, those who originally created the works.
- Any person or entity to which any of these copyright holders have transferred or assigned their copyrights.

In addition, museums or other repositories may have "proprietary interests" which grant them the legal right to control access to and distribution of reproductions of works under their control.
For the purposes of educational, not-for-profit uses of materials such as 35 mm slides depicting works of art, the "mechanical" means used to photograph those works usually can be characterized as documentary in intent and fundamentally non-creative in nature. These depictions are therefore not protected by copyright. This then enables the free use -- use without seeking permission -- of reproductions of these "mechanical productions" in the event that the works they depict are not themselves copyright protected.

**Acquisition/production of visual materials**

The following guidelines govern the acquisition of visual materials (images) for educational and scholarly use:

- The first recourse for obtaining visual materials for use in the classroom (or for other professional activity by faculty, short of publication) should be purchasing or licensing these materials from appropriate vendors in a volume adequate to cover such use or activity.
- In-house production of visual materials through copy photography or duplication of original materials is a fall-back option, provided that the "brevity" and "spontaneity" criteria are met, or in the event that documented good faith efforts to find commercial sources, at a fair price, for the materials have been unsuccessful.
- For purposes of the "brevity" criteria, a published collection of images (or published text into which images have been incorporated) is judged to be a single work; reproduction of images in such a work should be limited to 10% of the total number of images in the collection.
- If materials are acquired through the duplication of original copyright-protected slides, photographs, or digital works (as distinct from those reprinted in texts or other collections of images), it is necessary to seek permission from the copyright holder(s) before their duplication and/or use can proceed. In the event that the spontaneity of the need for these materials precludes obtaining permissions prior to their use, reproduction and use may proceed on a one-time basis only. Subsequent use may proceed only once the necessary permissions have been secured, or good-faith efforts to obtain them have been documented.
- Under no circumstances may more than one copy of a given image be made at any one time.
- Low resolution digital representations of images ("thumbnails") can be produced and used in support of scholarship or the curriculum by College
faculty, students and staff without the need to secure permission from the copyright owners of the original image. (The audience for "thumbnail" reproductions should be limited, however, to the College community.)

**Use of visual materials**

Visual materials that have been produced or acquired in accordance with the guidelines outlined above may be used for teaching in the classroom and for other related, non-commercial, non-publication purposes by faculty, staff and students. Specifically, the non-commercial, nonpublication, professional activities of faculty and staff (public lectures, presentations at professional meetings or other institutions, etc.) are understood to be extensions of the educational work carried out in the classroom. All such activities generally are considered fair use under these guidelines.

*NOTE:* The use of visual materials in scholarly or professional publications requires prior permission of the copyright owner(s). In this context "publication" is taken to mean both traditional print media, and any Web-based or on-line presentation with an audience that extends beyond the College computing network.

**VIDEO/MULTIMEDIA MATERIALS**

(Derived from the 1996 guidelines developed by the Consortium of College and University Media Centers.)

Examples of multimedia materials include slide presentations, videos, and secure web pages. When incorporating the work(s) of others into multimedia creations, the following are considered amounts of materials that are likely to be construed as fair use:

- Motion media - up to 10% of a work or 3 minutes, whichever is less;
- Text - up to 10% of a work, or 1000 words, whichever is less;
- Poetry - up to 250 words from a work, but also limited to 3 poems or portions of poems by one poet or 5 poems or portions of poems by different poets from an anthology;
- Music - up to 10% of a work or 30 seconds, whichever is less (any alterations to a musical work should not change the melody or basic character of the work);
- Photos and images - up to 5 works from one author or up to 10% or 15 works, whichever is less, from a collection;
- Database information - up to 10% of a work, or 2500 fields or cell entries, whichever is less.
In all cases, incorporation of the works of others must be accompanied by attribution to the author (or other copyright owner) and a valid copyright notice. Because of the time and effort required to develop multimedia materials, the fair use of incorporated works is allowed for a period of 2-years from the first instructional use or public display of the multimedia work.

Faculty may:

  o Incorporate the work of others in their multimedia creations (subject to the restrictions above) to develop curriculum materials where access is limited to students enrolled in the relevant classes and to others with curricular justification;
  o Demonstrate their multimedia creations at professional symposia and retain the creations in their own portfolios (though display/dissemination privileges are restricted to a period of 2 years from the time of first instructional use or public display).

Students may:

  o Incorporate the works of others into their multimedia creations (subject to the restrictions above) and display them for the exclusive purpose of fulfilling their academic assignments;
  o Demonstrate their multimedia creations at professional symposia and retain the creations in their own portfolios (though display/dissemination privileges are restricted to a period of 2 years from the time of submission of the academic assignment or first public display).

For both students and faculty, retention within a portfolio does not include the right to display multimedia works in a public forum such as the World Wide Web, unless permission from the relevant copyright owners have been obtained for this purpose.

Even if incorporating the work of others into a multimedia work is considered fair use, creation or distribution of additional copies of the multimedia work incorporating those materials is not fair use. Duplication of multimedia creations beyond that required to provide a backup copy is not generally considered fair use, though joint developers may each have a copy.

UNPUBLISHED MATERIALS
All materials of intellectual and/or creative content not produced for dissemination in multiple copies beyond a narrow group are considered unpublished. For example, a College staff policy circular is unpublished, but a newsletter is a publication. Unpublished materials can be in any format. Most common are personal papers, organizational records and such memorabilia as snapshots and home movies.

Unpublished materials may be used without the consent of the copyright owner if either the copyright has expired or the fair use exception applies. Historically, the creators of unpublished materials have been assumed to own a "right of first use" of their own work. Under modern copyright law, unpublished materials have been accorded a greater presumption of copyright protection than other materials, i.e., the factors that determine fair use are heavily weighted by the unpublished nature of the copyrighted work. The other three factors (purpose and character of use, amount used and effect on the market for the work) must be overwhelmingly in favor of fair use in the case of unpublished materials.

(Note: Be aware that posting on the World Wide Web, while often considered "public display," often has the properties of publication.)

The College has institutional collections of unpublished materials created by others and deposited with College departments (for example, the Friends Historical Collection). If the College holds the copyright to such materials, the College has full right to determine if and under what circumstances the material may be used, subject only to fair use. As owner of an object, the College may also have proprietary rights, allowing it to deny and/or limit use of the object. Often the College does not hold the copyright to unpublished materials in its collections. Any such material provided to any individual or group must be accompanied by a disclaimer imposing upon the user the obligation to clear all matters of copyright and requiring the user to indemnify the College for all penalties due to infringement.

SOFTWARE
The vast majority of all computer software is protected by copyright law. The exceptions to this rule are so few that faculty, staff and students should assume that all software on Guilford's computer system, on third party systems, or available through the Internet is protected by copyright, unless there is clear indication to the contrary.
Simply stated, the copyright law allows a user of software to use the software, load it onto the hard drive of a computer, and retain the original disk as an archive copy. Users generally are not allowed to modify the software, make more copies of it, simultaneously use a single copy on both a home and a campus computer, or distribute the software through the Internet, unless the license agreement explicitly permits those activities.

Possessing software for which an individual does not own a license is a violation of the Copyright Act, and may subject both the College and individual faculty, staff and students to sanctions as set forth in the Act. For all practical purposes, the fair use exception does not apply to most uses of operating system and application software.

In addition to application software and operating systems, federal copyright protection also extends to the data files (content) created for use with or by applications and operating systems (e.g., spreadsheets, databases, mpeg3 music files, quicktime video files, scanned images). Unauthorized creation, copying and distribution of these materials are violations of the federal copyright statute, unless they can be construed as fair use.

**DIGITAL MILLENNIUM COPYRIGHT ACT**

The Digital Millennium Copyright Act (DMCA) was signed into law by President Clinton in October, 1998. One of the provisions of the legislation provides an opportunity for online service providers (OSPs) to shield themselves from liability for the actions of their subscribers that infringe on the copyrights of others. All institutions of higher education that provide Internet access fall within the scope of the definition of an OSP, with relevant subscribers being their students, faculty and staff. This document outlines the policies and procedures that Guilford will follow to comply with the DMCA.

- Who is a Subscriber?
  - All faculty, staff and students who receive Internet access or Web server space from the College are considered subscribers. Anyone who uses the "guilford.edu" Internet address or accesses the Internet using College-provided hardware, software or network connections is considered a subscriber. For example, faculty and staff using their College owned office computers, faculty and staff (and their families) using dial-up services provided by the Information Technology and Services Department, students working in the dormitories, on departmentally provided facilities, or using dial-up services provided by
the Guilford College Information Technology and Services Department are all subscribers of the College services.

- What is the scope of the College's liability?
  - As an OSP, the College (as well as the subscriber) is potentially liable for monetary damages (plus attorney’s fees) if any of its subscribers provide Internet access, using the College’s facilities, to material that infringes on the copyrights of others. (The same is true if, for example, a subscriber transmits infringing materials in an e-mail message.) Copyright owners are entitled to recover either their "actual" damages, or statutory damages that range as high as $30,000 per work infringed. (In the case of willful infringement, the statutory damages can be as high as $150,000 per work.) In all cases, the "fair use" exemption that allows use of copyrighted materials in narrowly defined circumstances applies to materials in digital form just as it applies to traditional media.

The DMCA does not address the liability that individual subscribers carry for their own actions. The penalties that can be assessed against individual subscribers for copyright infringement are the same as those outlined in the preceding paragraph.

The DMCA does not require that the College "police" the Internet activities of its faculty, staff or students. It only requires that the College respond in specified ways when evidence of infringing activity is brought to its attention or when it receives information that makes it apparent that infringing activity is occurring (and only then to avoid institutional liability).

- Limitation of the College's Liability
  - The DMCA provides an opportunity (a "safe harbor") for the College to avoid liability for the actions of subscribers, provided that rigorous policies and procedures are in place and that the College did not have prior knowledge of the infringing activity. These policies and procedures include:
    - The College must register a designated agent with the US Copyright Office and this individual must be identified on the College WWW site. This individual will receive notices from copyright owners that College subscribers have infringed on the owner’s copyrights. These notifications must be in a form prescribed in the legislation and are made under penalty of perjury.
Following receipt of a proper notification, the College must "expeditiously" remove ("take down") the infringing material or block access to it. The College must "promptly" notify the subscriber of the College's action. The subscriber may provide a counter notification (also under penalty of perjury) to the College's designated agent stating that the copyright owner is either mistaken or that the use of the material is lawful. At this point, the College must "promptly" notify the copyright owner and restore the material no less than 10 business days and no more than 14 business days after the owner is notified of the counter notification. If the matter has been referred to a court in the intervening time, the "put back" requirement does not apply.

The College must have in place information regarding copyright compliance and its own institutional policies and procedures. These materials must be disseminated to all subscribers. The College must develop policies for sanctions (including termination of services under appropriate circumstances) against subscribers who are repeatedly found to engage in infringing activities.

The legislation makes special note of the role of faculty at educational institutions. The College is shielded from liability for the infringing activities of the faculty only under certain limited circumstances. Briefly, if the infringing material is required or recommended for a course taught at the College by the infringing faculty member during the preceding 3 years, then the liability limitations do not apply.

Guilford College Policies and Procedures Related to the DMCA

The Director of Information Technology and Services (IT&S) is the designated agent registered with the US Copyright Office for the purpose of receiving notifications under the DMCA (hereafter referred to as the Copyright Compliance Officer). The Copyright Compliance Officer may be contacted through the IT&S Help Desk, 101 Bauman Hall, Guilford College, 5800 West Friendly Avenue, Greensboro, North Carolina 27410 or by email at help@guilford.edu. The elements to be included in any claim of infringement are specified in the DMCA, Section 512(2)c3A,

- Upon receipt of a notice from a copyright owner, the Copyright Compliance Officer shall determine whether it is in the form prescribed under the legislation and shall notify the relevant Vice President or equivalent officer, the infringing subscriber and the Fair Use Committee, which shall consist of the Library Director, the Director of information Technology and Services, and two faculty members to be appointed by the Education Support Committee. These notifications will occur within 24 hours of receipt of the notice. (The "relevant" Vice President or equivalent officer depends on the identity of the subscriber. If the subscriber is a student - the Dean for Campus Life; if a member of the faculty - the Academic Dean; if a nonfaculty employee - the supervising Vice President.) If the notice from the copyright owner is defective (e.g., not sufficiently specific to locate the allegedly infringing material, etc.), the Copyright Compliance Officer will contact the copyright owner for clarification.

- If either the subscriber or a member of the Fair Use Committee believes that a claim of fair use is plausible, that individual must notify the Copyright Compliance Officer within 3 business days of learning of the original notice. The Fair Use Committee will convene and consult with College Counsel to determine whether the "take down" procedure should proceed.

- Absent a fair use determination, within 10 business days of the receipt of a notification from a copyright owner the Copyright Compliance Officer will take the steps required to remove the infringing material or to block access to it. Within 1 business day of this action, the Copyright Compliance Officer will notify both the subscriber and the relevant member of President's Staff of the action.

- Upon receipt of a valid (as defined in the DMCA) counter notification, the Copyright Compliance Officer will notify the copyright owner within 2 business days. Absent notice from the owner that the matter has been referred to a court, the director shall restore the material no less than 10 business days and no more than 14 business days after the owner is notified of the counter notification. A subscriber who wishes to argue that the material is not infringing should consult with her/his own private counsel and the Fair Use Committee prior to filing such a counter notification.
The Copyright Compliance Officer will keep records of copyright infringements identified by either the College or by copyright owners. Instances of subscribers who are repeat offenders will be handled in accordance with the College’s Network Acceptable Use Policy. When appropriate, these sanctions can include termination of all OSP services.

Electronic mail is the normal means of communication for the notifications described in these procedures, unless otherwise specified by the DMCA. Written communication is also acceptable, but phone calls/voice mail are not sufficient.

**TEACH Act**
The Technology, Education, and Copyright Harmonization Act (TEACH) of 2002 extended the provisions of the Copyright Act for educational use of copyrighted materials to the world of distance education. It essentially applies the privileges accorded classroom use of copyrighted materials to instruction delivered via digital networks. Any institution wishing to make use of these provisions must conform to very specific and stringent requirements. Because Guilford College does not at this time operate any distance education programs, the College has chosen not to take advantage of the TEACH Act. This could change should the College undertake new programs that fall within the purview of the Act.

**4.140 Software Copyright**
Guilford faculty using computer software in their teaching or research should be aware of, and are expected to abide by, the licensing agreements and copyright laws pertaining to the programs and manuals which they use. Most computer programs are not only protected by copyright; they are usually sold under a licensing agreement as well. Licensing agreements can restrict the use of the software to a single machine. While the copying of such programs, in whole or in part, is often necessary and frequently desirable, it is only legal to do so on the licensed machine, and then only if the copies are to be used solely on that machine. Copyrighted computer manuals of course, are protected under federal copyright laws, as described above.

It should be noted, especially in the case of personal computers, that not all machines on the Guilford campus are licensed to run all programs owned by the College. If there is any doubt about the terms of the licensing agreement for any of Guilford's computer software, a faculty member should check with the Computer Services staff to see if the proposed use conforms with the software license.
4.200 LIBRARY
4.210 Lending Policies

All library borrowers must have a barcoded I.D., which shall be obtained from the Office of Security and Safety. Faculty and staff (current and retired) may borrow regular loan materials from the Hege Library for one semester. Materials may be renewed up to three times (fall, spring, summer). Renewals may be made by telephone. Should another person desire use of any materials on loan to a faculty member, it may be recalled at the end of the first month. Faculty may place a "hold" on the material, and it will be returned when the borrower is finished with the item. They will be notified upon its return, and it will be held for them on the "hold" shelf at the Circulation Desk.

Faculty and staff spouses and children are permitted the use of regular loan materials. They must produce a barcoded I.D. when the loan is transacted. Faculty and staff members are not fined, but the replacement cost for lost items is $55.00 per item.

The Circulation Librarian extends the courtesy of informing borrowers when they have materials that are overdue, but borrowers are responsible for observing due dates, even if no overdue notice is received. Overdue reminders are sent to the faculty members' campus addresses at the end of each semester.

4.300 INFORMATION TECHNOLOGY AND SERVICES
(updated September 2001 by the President)

4.310 Computers

Guilford College Information Technology & Services provides support to the college community for a fully networked campus with connectivity to academic and administrative buildings and residence halls. IT&S provides support for college owned hardware and supported software. IT&S consists of three separate areas (Information Services, Networks and Servers, and User Services) with an administrative group that oversees these.

Accounts & Network Space: Faculty are given a username and a system password. Faculty are allocated 300 mb of storage. All employees and students are responsible for reviewing the college Network Acceptable Use Policy (NAUP). Any questions regarding the NAUP should be directed to the IT&S Help Desk. You can view the NAUP online here: http://www.guilford.edu/naup
FOB: Each employee will receive a FOB (electronic button) for copying. All printers are network printers/copiers. There are no locally attached printers. Printing and copying from networked printers and copiers will be tracked for all employees, and each department will receive charge backs for those services.

Requests for Discipline Specific Software
Additional software may not be installed on any college owned computer without prior approval from the department of IT&S. The college must license all software used for a discipline specific classroom; it should be network compatible, and will be supported by the faculty member. If you have software you would like to use for your class, requests should begin at the Help Desk one semester prior to its intended use and the following information provided:

- Software to be reviewed. Prior to new software being purchased or installed on college owned machines please coordinate with IT&S.
- Date you will begin using software in class.
- Number of students this software will serve.

See "Software Copyright" (4.140) for the policy regarding software copyright.

4.320 Media Services
Media Services
Equipment setups for media presentation are handled through the Help Desk with the exception of College owned tapes, film and CD media. That media can be checked out at the circulation desk in the Library. Requests for equipment setups and check-outs are made through the Help Desk and can not be guaranteed unless there is at least 24 hours notice. IT&S will make their best effort to accommodate late requests, but cannot guarantee service. Media should not be moved from locations, without contacting the Help Desk. Before you call or come by, make sure that you have the following information at hand:

- Your name and office phone number.
- Department, building and room number where the media items are needed.
- The beginning and ending time of your class or event. IT&S will retrieve the equipment.
- If this is going to be a recurring request for the duration of the semester, you will need to advise the Help Desk at the time of the initial request.
o Make sure that the media request is read back to you to reaffirm the date, time, place and type of equipment needed.

4.400 RESEARCH
4.410 Patents
(see Appendix K – Intellectual Property Policy)

4.420 Ethical Principles in the Conduct of Research with Human Participant
In undertaking research projects, especially those involving human participants, the College conforms to the American Psychological Association statement of ethical principles in the conduct of research. (See Appendix F for a copy of these principles.) They pertain to specific guidelines in the planning of research, as well as its conduct and evaluation, that involve: informing participants of all dimensions that might influence their willingness to participate; openness and honesty in the relationship with participants; respect for individual freedom, dignity and comfort; protection of confidentiality; and adequate protection against any undesirable consequences for participants. Anyone undertaking research projects involving human subjects must conform to the ten principles as outlined in the APA guidelines and file with the Academic Dean in advance a statement indicating intention to comply.

4.430 Grant Applications
All faculty and academic departments and staff seeking grants from private foundations, corporations, or governmental agencies should do so in consultation with their departmental chair and in cooperation with the Office of Advancement. Grant applications are to be approved in advance by the Academic Dean. The Office of Advancement maintains lists of philanthropic, corporate, and governmental agencies that may be sources of funds and can advise applicants as to proper procedures and effective content of proposals. The President's signature is necessary on all grant proposals. In processing the grant proposal, the applicant must allow ample time to secure the necessary approval and signature of the President.

4.500 MISCELLANEOUS GENERAL PROCEDURES
4.505 Purchase of Gifts
Guilford College does not authorize the use of departmental funds for the purchase of gifts for employees. Only the President of the College is authorized
under appropriate circumstances to use College funds for such purposes. Should staff/departmental members want to purchase a gift for someone employed by the College, they should use their own resources to do so.

4.510 Telephones
Whenever possible, telephone extensions are assigned to an individual and can usually be transferred to another department if that individual changes offices. Exceptions to the above are: when more than one individual shares an extension or when extension numbers are assigned to a position rather than an individual. Each department will receive from the Telecommunications Department a monthly listing of all calls made from each of its extensions. Personal calls will be charged against a department’s account until such time as the individual pays the Business Office. Since the Telecommunications Department does not send out bills for personal calls, it is the responsibility of each department to ensure that personal calls are paid to the Business Office. Collect calls and third party charges against the College will not be accepted.

4.515 Postal Service
To mail items through the Mail Services Office we need to have your department organization number written on each piece of mail or on the top piece of a bundle. If you have a bundle of letters that need to be sealed, flap the tongue of the envelopes up so that they are interlocked or make sure that all the flaps are down or closed. Please don’t mix. Fold the contents so they fit in the envelope and don’t extend into the flap, making a good seal. Do not use staples or paper clips (they cause problems in metering pieces).

FED EX, UPS, and DHL shipping services are also available in addition to the Postal Service.

International pieces need to be separated from domestic mail and identified so they receive the proper postage and are not returned or delayed.

If you have 200 or more pieces of mail (or 50 pounds or more total weight) you may send them at a bulk discount rate. They need to be identical and processed in zip code order (ascending with lowest number in front). Provide a piece count; this will assist us in filling out the necessary Postal forms. We need to have advance notice of such mailings and they should not be of a time sensitive nature that requires rapid delivery.
Mailboxes are assigned to every residential campus student and are located in the basement of Founders Hall. Mailboxes for Continuing Education students are available in the Center for Continuing Education in Hendricks Hall. Students should be encouraged to check their boxes regularly.

4.520 Rental of College Facilities
College facilities may be rented through the Facilities Coordinator to community groups or institutions for special events, provided the intended activity of these groups is consistent with fundamental testimonies of Guilford College and the Society of Friends. Among these testimonies are concerns for the peaceful resolution of conflict, the integrity of individuals and the common humanity of all persons, equal opportunity for women as well as men, and justice and equality among the races and nations of the world. An implication of these testimonies is that the College will not make its facilities available to groups whose philosophies or activities discriminate on the basis of race, color, religion, age, sex, sexual orientation, disability, or national and ethnic origin, or denigrate the full respect of individuals.

Normally these principles will be interpreted by Facilities Coordinator. In cases where there is uncertainty in the interpretation of these principles, the matter should be brought to the President.

4.525 Requisition of Supplies
The Purchasing Department of Guilford College is charged with providing the College with the highest quality of goods and services available at the best possible pricing. Purchasing is a part of the Business Office operations, and all procurement negotiations should be processed through the Purchasing Department. The exceptions to this rule are the Bookstore, the Library, petty cash (not to exceed $100.00) and reimbursements which are handled by the Business Office.

The Purchasing Department is responsible, in consultation with department heads, for all phases of purchasing activity, including but not limited to, vendor selection, supplies, materials and articles necessary for the operation of the College, as well as equipment rental, lease and sales agreements, and service contracts.

Faculty and staff are not permitted to make personal purchases through the Purchasing Department.
In order to maintain the financial integrity of the College, it is essential that all orders be placed through the Purchasing Department by a written requisition. Occasionally, a rush order (emergency order) is necessary, and a purchase order may be given over the phone (See Purchasing Policies and Procedures - a separate document).

Each department has a list of account numbers that is specifically for its use. This number must be noted in the proper space on the requisition when requesting an order. A list of account numbers should be available from your department head/manager or can be obtained from the Business Office. Prepayments are generally not acceptable. However, in some cases a vendor may require partial or full payment in advance. Complete a requisition as normal, mark “Prepay” and send to the Purchasing Department.

The College cannot be responsible for the payment of any obligations for goods and/or services ordered by an employee without specific authorization as defined in the Purchasing Policies and Procedures document. Such action may create a personal liability for the individual. No person is authorized to obligate (by ordering and/or purchasing) the College without encumbering, in advance, sufficient funds to meet the obligation. This policy applies to all requisitions regardless of the source of funding.

Please see the Purchasing Department Policies and Procedures manual for further information.

**4.530 Equipment Maintenance**

Maintenance work is normally scheduled based upon written work orders. If the request is for new work, faculty and staff shall request maintenance work by submitting a "Request for Maintenance Form (Work Order)" through the department chairperson or supervisor. If the request is for repairs, the work order form shall be sent directly through campus mail to Physical Facilities in the Maintenance Building. Telephone or data requests are communicated to the Communications Manager in Computer Services, Bauman Telecommunications Building. Emergency requests for maintenance, i.e., those which are necessary to avoid personal injury or damage to buildings or grounds, should be transmitted by telephone to Physical Plant (extension 2900).
All College employees are expected to be concerned with the care of College equipment. Damage to equipment in any College building should be reported immediately to Maintenance.

All campus buildings, including offices, classrooms, break rooms, work areas, residence halls and college-owned houses are designated smoke-free throughout the year. The interior of the campus (all entrances to buildings facing the central portion of the campus) is also designated as smoke-free. Smoking is not permitted in front of King Hall (the designated smoking area for this building is on the side of King near the greenhouse) or in front of the library (the designated smoking area is under the covered entrance to the Leak Room of Duke Memorial Hall). Smoking is permitted adjacent to entrances that face away from the interior of the campus. All smoking areas (including the gazebos outside of Founders Hall and between Binford Hall and Mary Hobbs Hall) have signs posted and are supplied with ash containers.

**4.535 College Keys**

New faculty members will obtain keys to offices and laboratories through the Office of Public Safety, using a requisition form signed by the department chair. When assigned keys are no longer needed, faculty will return them to the Office of Public Safety. It is the responsibility of the chairperson to inform the Office of Public Safety when a change in office space occurs, so that new keys may be assigned and the return of old ones requested. Normally, faculty members do not receive building master keys.

**4.545 Extracurricular Activities**

**4.546 Intercollegiate Athletic Contests**

To facilitate the scheduling of intercollegiate athletic competitions, an effort is made to make the calendar for the academic year a stable one that is announced as far in advance as possible. When given satisfactory notice by student athletes, faculty are encouraged to work with students to assure that they are given every opportunity to make up any class assignments or exams.

**4.547 Class Attendance and Extracurricular Activities (See 3.160.)**

Intellectual development is the central concern of the liberal arts college. Extracurricular activities offer all kinds of opportunities for enrichment of undergraduate experience, but established priorities must be maintained.
Guilford College students are expected to attend all classes and meetings which are part of their course work. Those representing the College in departmentally or institutionally sponsored extracurricular activities which cause them to miss classes, labs, or meetings should, with the approval of the professor, make up that work, including examinations. A student must arrange for make-up work with the professor prior to any absence he/she expects to have excused. In cases where make-up work is impossible because of the nature of the instructional experience, students must assume personal responsibility for choosing between their academic obligations and the extracurricular activity. At no time will students be excused from classes, labs, or meetings to participate in practices or rehearsals, but must arrange with coaches and/or sponsors for opportunities to make up missed drills.

4.550 Vehicles
4.551 Use of College Cars and Vans
College vehicles or vehicles rented by the college are solely for College business use. All fleet vehicles must be scheduled through the Purchasing Office on a first-come, first-served basis.

All full-time College employees over the age of 21 may drive a College vehicle on College business. Students are not allowed to use College vehicles unless they are age 21 or over and the vehicle is reserved and accompanied, at least within a caravan, by a full-time College employee. A valid driver's license is also required (i.e., NC Class C or above). Note: Some exceptions are allowed for student use on College business within the Greensboro city area.

Additional guidelines regarding the use of College cars and vans are available from the Purchasing Office.

4.552 Parking
All faculty and staff cars and other motor vehicles must be registered with the Director of Public Safety, Bauman Telecommunications Building, and bear the Guilford College parking permit on the lower left side of the rear window. Marked staff and faculty parking spaces are located throughout the campus.

Faculty and staff may be issued parking tickets for parking in an area other than the one for which their parking permit is valid. Areas which are reserved for the handicapped and fire lanes are tow away zones and are clearly posted as such. Towing is strictly enforced in these areas.
4.555 Publications

4.556 Use of College Letterhead Stationery

College letterhead stationery is to be used for official College business only. Faculty, administrators, staff, and student organizations should not use the stationery for carrying out their own individual business nor for the expression of their own particular views on public issues.

4.557 Clearance of College Publications

All College publications must be cleared with the Senior Director of Communications and Marketing or Director of Publications prior to being printed. Clearance involves editorial review, layout, and printing suggestions. The initial preparation of copy should be completed prior to contacting the Publications Office. Consistency of style, typeface, logo, graphics, etc., should reflect the quality of the College while allowing flexibility appropriate to specific programs and subject matter.
Chapter V: Benefit Package

5.000 Definitions for Spouse, Committed Partner and Dependent Children

[Section updated 7/17/2007 by the President]

The availability of certain benefits to spouses, committed partners and children may be affected by certain legal or regulatory provisions. For this reason the definitions that follow should be read to determine if certain benefits will or will not apply to your particular situation.

A spouse is one to whom another is legally married. In the event of legal separation or divorce, certain college benefits such as the health and dental insurance will no longer be available through the group plan to the individual who is not employed by the college.

Dependent children are those children who are recognized by the IRS as dependents for tax reporting purposes. Dependent children must also meet the rule requirements for the health and dental insurance plans. These rules state age limitations and address full-time student status. Also, dependent children may not be married and still be covered under the group health and dental plans.

Committed partners are two individuals who are:

- Living together and declaring themselves responsible for one another's welfare to the same extent as spouses are responsible for each other's welfare;
- Not related by blood closer than would permit marriage under state law;
- Neither married to anyone else nor, whether currently or within the previous twelve months, declared domestic partners of anyone else; and
- Eighteen years of age or older.

In addition to the above, committed partners must certify financial interdependence by meeting three of the following conditions:

- They must hold a joint mortgage, lease or rental agreement.
- The employee must designate the partner as primary beneficiary on the group life insurance plan and/or retirement plan.*
- The partner of the employee must be designated in the employee's will as the primary beneficiary of the employee.*
- The partners must jointly own a bank account, credit account or a car.
In the event of a termination of the relationship, it will be the employee's responsibility to inform the Director of Human Resources of that termination. The ex-committed partner who is not an employee of the college will no longer be entitled to any benefits of the college that she/he had been receiving prior to dissolution of the relationship.

Committed partners will have available to them only those benefits that the College has designated in this handbook. Those benefits include the family leave spouse/partner benefit for serious illness of the partner, tuition remission for the partner who is pursuing her/his initial undergraduate degree.

5.100 INSURANCE BENEFITS
5.110 Benefits Required by Federal or State Law
The College makes payments monthly for disability or retirement benefits provided by the Federal Insurance Contributions Act (FICA. -Social Security and Medicare). Unemployment insurance is provided for all employees, as required by law. These payments are considered part of the total compensation package for each employee.

Worker's Compensation Insurance is also provided to protect employees in the event of job-connected injury or illness. It is imperative that all job-related accidents be reported in writing immediately to the Office of Human Resources.

5.120 Group Short-Term Disability Insurance
Guilford College provides short-term disability insurance protection for all employees classified as full-time regular employees and who work a minimum of thirty (30) hours a week on a regular and continuing basis.

There is a one-year waiting period from the date that full-time employment begins for short-term disability coverage to be effective. In order to be covered under the plan, the employee must be actively employed at Guilford College on the day that he or she is to become eligible for coverage.

Short-term disability coverage will begin after the employee has exhausted all of her or his accrued emergency leave. Faculty members do not accrue emergency leave; they begin drawing disability pay immediately following the occurrence of a disability.
The College will pay 80% of the regular base pay of an employee to a maximum of $5000 per month for up to six (6) months of disability. Once the maximum coverage period has been reached, the College's obligation to pay short-term disability will terminate.

If the employee returns to work on an abbreviated schedule (less than 80%), he/she will still receive at least 80% of his/her base pay regardless of the number of hours he/she actually works, up to the maximum six months.

If an employee returns to work on his/her regular schedule for three continuous months and then goes out on disability again for the same medical condition or illness, a new short-term disability period begins. Otherwise, the condition is considered an extension of the previous disability period.

The other benefits of employees who are out of work due to short-term disability will continue during the period in which they are covered under the short-term disability plan. The College will continue to provide employee health and dental premiums at the rates currently in effect during the period of the disability. Employer paid pension contributions will continue as well.

In order to be covered under the short-term disability plan, the employee must request from her or his physician a letter to be sent to the Office of Human Resources. The letter should contain the following information:

- A brief description of the nature of the disability and when the disability began;
- A statement as to the approximate length of the disability, if known.

The College reserves the right to request additional opinions from other physicians of its own choosing regarding the employee's claimed disability before the short-term disability coverage begins.

An employee who is returning to work after short-term disability must present a letter from her or his physician releasing the employee to return to work. This release to return to work should also list any work restrictions that may apply to the individual on her or his return.

The College reserves the right to ask for a second opinion of a physician of its own choosing before the employee is allowed to return to work.
5.130 Group Long-Term Disability Insurance

Partial salary continuation during long-term total disability is provided for all employees classified as regular full-time and who have completed twelve (12) months of continuing full-time employment with the College.

Claims must be supported by certification of disability by a licensed physician. The College reserves the right to request additional opinions from other physicians regarding the sickness, bodily injury or pregnancy before approving the long-term total disability claim.

An employee must be employed on the day he or she is to become eligible. Long-term disability insurance will provide monthly income benefits—including any income from Social Security, Workman's Comp, Unemployment Insurance, or other source arising out of said disability—equal to 60% of the employee's former regular monthly salary up to a maximum of $7,500.

Further details regarding total disability coverage are available from the Office of Human Resources.

5.140 Group Life Insurance

The College provides, at College expense, term life insurance for all employees classified as full-time or those who are working a minimum of thirty (30) hours a week on a regular basis. Part-time faculty and part-time staff are not covered. Life insurance is available thirty (30) days from the date of employment, provided the employee is considered to be actively employed on that date.

The benefit amount is equal to the yearly base salary of the employee, rounded up to the next $1,000.00. A double indemnity clause is included for accidental death.

The employee's insurance coverage amount is re-determined each time the employee's salary changes.

Upon the death of an insured employee, the current life insurance carrier will pay to the designated beneficiary(ies) the current life insurance benefit of the deceased employee. Also, in the event of the death of the employee, the College will pay salary and fringe benefits for the calendar month in which the death occurs.
Please contact the Office of Human Resources for further information regarding optional life insurance.

5.150 Medical Insurance
The College provides medical insurance for full-time employees (employees who work thirty hours or more a week on a regular basis or are considered full-time faculty). Employees may elect to cover eligible dependents at an additional expense. Coverage begins following thirty (30) days of full-time service, provided the employee is actively at work on that date. If the employee is not at work on that date due to health reasons, then the employee will be eligible for the health insurance when she or he returns to full-time employment.

5.160 Reimbursement Account
The College participates in a program which permits the establishment of "reimbursement accounts" by full-time employees. Through a voluntary sign-up plan, employees may have money redirected from their monthly paychecks on a pre-tax basis for paying dependent care expenses, and medical and medical-related expenses. For further details, consult the Office of Human Resources.

5.170 Dental Insurance
The College provides dental coverage, at College expense, for full-time employees (employees who work thirty hours or more a week on a regular, continuing basis or are considered full-time faculty). Employees may elect to cover eligible dependents at an additional expense.

5.180 Vision Plan
The College provides vision coverage, at employee expense, for full-time employees (employees who work thirty hours or more a week on a regular, continuing basis or are considered full-time faculty).

5.200 LEAVE POLICY
5.210 Medical Leave
Medical leave, including maternity leave, is available when a faculty member is unable to perform his or her job duties because of the faculty member's own health condition. A physician's medical certification supporting the need for leave due to a serious health condition is required for a medical leave. A certification of fitness-for-duty is required from the physician when the faculty member is able to return to work. The College may require an additional medical opinion from a
physician of its choice prior to allowing the employee to return to work. See “Short-Term Disability” (5.120).

5.220 Faculty Personal Leave
Faculty may request a personal leave of absence without pay for a period of one semester or one academic year. The faculty member should send a written proposal to the Academic Dean which requests the leave, specifies the time period, and outlines the purpose of the leave.

Under normal circumstances, the proposal will be reviewed by the faculty member's department. The department chair or other senior member of the department, if the chair is submitting the leave proposal, will send the department’s recommendation about the leave to the Dean. The Dean will submit to the President a recommendation which includes a summary of the views of the department. The President has final authority for approving the leave. If the leave is approved, the Dean will work with the faculty member and the department to ensure coverage of the faculty member’s classes and other responsibilities during the leave.

Normally, faculty members will only be granted a study leave or a personal leave for one year. Under unusual circumstances the college will consider personal leaves for an additional time period. The proposal will follow the procedure outlined above. If any portion of the leave includes a study leave, the faculty member must return to the college for at least one year following the personal leave.

5.230 Family Leave
Eligibility
To be eligible for leave, you must be employed for at least 12 months. In addition, in the 12 months immediately preceding the beginning of the leave, you must have worked at least 1,250 hours to qualify for FMLA.

Amount of Leave Available
As stated above, eligible employees are generally eligible for up to a total of 12 weeks of protected leave, except for service member family leave, within a rolling twelve-month period, measured backward from the date an employee uses any Federal leave for any combination of reasons listed below. Where leave is taken to care for a covered service member who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status or is otherwise on the temporary disability retired list, for a serious injury or illness, a spouse (or
partner), son, daughter, parent or next of kin may take up to 26 weeks of unpaid leave during a single 12-month period.

Under the FMLA, spouses (or partners) employed by Guilford College are jointly entitled to a combined total of 12 weeks of family leave for the birth or placement of a child for adoption or foster care, to care for a parent who has a serious health condition, and for any qualifying exigency regarding active duty of a family member in the military. Spouses (or partners) employed by Guilford College are jointly entitled to a combined total of 26 weeks of family leave to care for a covered service member with a serious injury or illness, for the birth or placement of a child for adoption or foster care, or to care for a parent who has a serious health condition.

Types of Leave Available
Birth or Placement for Adoption or Foster Care: Family leave is available to eligible employees for the birth of a child or for placement of a child with the employee for purposes of adoption or foster care. Federal leave must be completed within 12 months of the birth or placement.

Non-continuous leave. Federal leave may not be taken intermittently. See below for more details on intermittent leave.

Certification process. The need for leave must be documented by your treating healthcare provider through the medical certification process (see below) or documented proof of placement of a child.

Serious Health Condition of Employee: If, as an eligible employee, you experience a serious health condition as defined by federal law, you may take medical leave under this policy (see “Definitions” for the definition of serious health condition). A serious health condition generally occurs when you:

- Receive inpatient care in a hospital, hospice or nursing home; Suffer a period of incapacity accompanied by continuing outpatient treatment/care by a healthcare provider; or
- Have a history of a chronic condition that may cause episodes of incapacity.

Non-continuous leave. Medical leave may be taken all at once or, when medically necessary, or intermittently (see below).
Certification process. The need for leave must be documented by your treating healthcare provider through the medical certification process (see below). Fitness-for-duty statement. A fitness-for-duty statement will be required in order for you to return from a medical leave. Failure to provide the statement will result in a delay in the return to work.

Serious Health Condition of Immediate Family Member. If, as an eligible employee, you need family leave in order to care for your son, daughter, spouse (or partner) or parent who experiences a serious health condition as defined by federal law (see “Definitions” for definitions of child, spouse (or partner), parent and serious health condition), you may take medical leave under this policy. Non-continuous leave. Medical leave may be taken all at once or, when medically necessary, or intermittently (see below).

Certification process. The need for leave must be documented by the family member’s treating healthcare provider through the medical certification process (see below).

Active Duty Because of Any Qualifying Exigency. If, as an eligible employee, you need family leave because of any qualifying exigency arising out of the fact that your spouse (or partner), son, daughter, or parent is on active duty, or has been notified that they will be called or ordered to active duty in the Armed Forces in support of a contingency operation, you may take family leave under this policy. Non-continuous leave. Family leave for any qualifying exigency arising out of the active duty of a family member may be taken all at once or intermittently (see below).

Certification process. The need for leave must be documented by certification in a form and in such manner as the US Department of Labor and the Secretary of Defense prescribe (see below).

Service member Family Leave. If, as an eligible employee, you need family leave to care for a covered service member who is your spouse (or partner), son, daughter, parent or next of kin and who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status or is otherwise on the temporary disability retired list, for a serious injury or illness incurred in the line of duty on active duty, you may take up to 26 weeks of unpaid leave during a single 12-month period under this policy.
Non-continuous leave. Service member family leave may be taken all at once or, when medically necessary, intermittently (see below).

Certification process. The need for leave must be documented by the family member's treating healthcare provider through the medical certification process (see below).

Notifying Guilford College of the Need for Family or Medical Leave Generally, an application for leave must be completed for all leave taken under this policy. The need to take non-emergency leave should generally be requested from the Office of Human Resources at least 30 days, or as soon as practicable, in advance of the need. In cases of emergency, verbal notice should be given as soon as possible (or by your representative if you are incapacitated), and the application form should be completed as soon as practicable. Failure to provide adequate notice may, in the case of foreseeable leave, result in a delay or denial of the leave. It is your responsibility to notify your manager and the Office of Human Resources of absences that may be covered by FMLA. You must provide sufficient information regarding the reason for an absence for Guilford College to know that protection may exist under this policy. Failure to provide this information will result in delay and/or forfeiture of rights under this policy.

Medical Certification Process. In addition to an application for leave, you will be required to complete a medical certification form where leave is for a family member's or your own serious health condition. The certification form needs to be signed by the health care provider. The short-term disability certification may be sufficient where the information required is duplicative. These forms are available from the Office of Human Resources. Second or third certifications from health care providers and periodic re-certification at Guilford College's and/or your expense may be required under certain circumstances.

We may also require periodic reports during FMLA leave regarding your status and intent to return to work.

Certification for Active Duty Because of Any Qualifying Exigency In addition to an application for leave, you will be required to complete a Certification of Qualifying Exigency for Military Family Leave form and to furnish to Guilford College in a timely manner any certification that your family member is issued regarding their active duty or call to active duty in the Armed Forces.
Substituting Paid Leave for Unpaid Leave

FMLA leave is unpaid. Guilford College requires you to substitute accrued vacation and emergency leave days to cover some or all of the unpaid leave. When an employee is absent due to a work-related illness or injury that meets the definition of a serious health condition, the absence will be counted against the employee’s entitlement under this policy. In other words, the employee is using FMLA leave concurrently with the workers’ compensation absence. An employee is not required to substitute paid time off for an absence covered under workers’ compensation.

You may be paid for all or part of a medical leave to the extent you are eligible for benefits such as short-term disability.

**Non-Continuous Leave**

Intermittent and/or reduced leave will be permitted only when it is medically necessary or for a qualifying exigency/call to active duty as explained above. In all cases, the total amount of leave taken in a calendar year should not exceed your total allotment as defined earlier in this policy.

Intermittent and reduced schedule leave must be scheduled with minimal disruption to an employee’s job. To the extent an employee or family member has control, medical appointments and treatments related to an employee’s or family member’s serious health condition should be scheduled outside of working hours or at such times that allow for a minimal amount of time away from work. If you request non-continuous FMLA leave which is foreseeable based on planned medical treatment for purposes of providing care to a child, spouse (or partner) or parent with a serious health condition, for your own serious health condition, or for service member family leave, you may be required to transfer temporarily to an available alternative position for which you are qualified and which better accommodates recurring periods of leave than your regular employment position. You will be entitled to equivalent pay and benefits, but will not necessarily be assigned the same duties in the alternative position.

**Benefit Continuation During Leave**

Guilford College will maintain group health insurance coverage and other employment benefits (such as group life insurance, AD&D, health and dependent flexible spending accounts, etc.) for you while on FMLA leave whenever such insurance was provided to you before the leave was taken and on the same terms as if you had continued to work. You will be required to pay your regular
portion of insurance premiums – contact the Office of Human Resources for an explanation of your options.

In some instances, Guilford College may recover premiums it paid to maintain health insurance coverage for an employee who fails to return to work from FMLA leave.

Returning to Work
If the reason for FMLA leave is for your own serious health condition, you will be required to present a Fitness-For-Duty certification immediately upon return to work.

If you wish to return to work before the scheduled expiration of an FMLA leave, you must notify Guilford College of the changing circumstances as soon as possible but no later than two working days prior to your desired return date. An employee who fails to return to work immediately after the expiration of the leave period will be considered to have voluntarily terminated his/her employment.

Rights Upon Return From Leave
Upon return from Family or Medical Leave, you will be returned to the position you held immediately prior to the leave if the position is vacant. Certain exceptions exist for Key Employees as defined by law. If the position is not vacant, you will be placed in an equivalent employment position with equivalent pay, benefits, and other terms and conditions of employment. If you exhaust all leave under this policy and are still unable to return to work, your situation will be reviewed to determine what rights and protections might exist under other Guilford College policies.

The law provides that an employee has no greater rights upon a return from leave than the employee would have if the employee had continued to work. Therefore, you may be affected by a layoff, termination or other job change if the action would have occurred had you remained actively at work.

Definitions
“Spouse” (or partner). A husband or wife as defined or recognized under state law for purposes of marriage in the state where the employee resides.

“Parent”. A biological parent or an individual who provides or provided day-to-day care and financial support to the employee when the employee was a child.
This includes foster parent, adoptive parent, step-parent, and legal guardian. Parent does not mean a parent-in-law.

“Child”. A biological, adopted or foster child, stepchild, legal ward, or under the FMLA, the child of a person having day-to-day care and financial responsibility for the child who is under age 18. Child includes a person 18 years of age or older who is incapable of self-care because of a mental or physical disability. For Qualifying Exigency Leave or Service member Family Leave, the child does not have to be a minor (under the age of 18) and can be of any age.

“Incapable of self care”. The child requires active assistance or supervision to provide daily self care in three or more “activities of daily living,” or “instrumental activities of daily living,” including adaptive activities such as caring appropriately for one’s grooming and hygiene, bathing, dressing, eating, or instrumental activities such as shopping, taking public transportation, maintaining a residence, etc.

“Physical or mental disability”. A physical or mental impairment that substantially limits one or more major life activities of the individual.

“Next of Kin”. Used with respect to an individual, means the nearest blood relative of that individual, other than the spouse (or partner), parent or child.

“Serious Health Condition”. Illness, injury, impairment or physical or mental condition that involves:

- Inpatient care in a hospital, hospice or residential medical care facility.
- A period of incapacity of more than three consecutive calendar days (including any subsequent treatment or period of incapacity relating to the same condition) that also involves: 1) treatment two or more times within 30 days of the first day of incapacity, unless extenuating circumstances exist, by or under the orders of a health care provider; or 2) treatment by a health care provider on at least one occasion which results in a regimen of continuing treatment under the supervision of a health care provider. The first (or only) visit must occur in person within seven days of the first day of incapacity.
- Any incapacity due to pregnancy or for prenatal care.
- Chronic conditions requiring periodic treatment by or under the supervision of a health care provider which continue over an extended
period of time and may cause an episodic rather than a continuing period of incapacity (e.g., asthma, diabetes, epilepsy, etc.).

- Permanent/long-term conditions requiring supervision for which treatment may not be effective (e.g., Alzheimer’s, a severe stroke, or the terminal stages of a disease).
- Multiple treatments by or under the supervision of a health care provider either for restorative surgery after an accident or other injury or for a condition that would likely result in a period of incapacity of more than three calendar days in the absence of medical intervention or treatment, such as cancer (chemotherapy), severe arthritis (physical therapy) or kidney disease (dialysis).

“Serious Injury or Illness”

In the case of a member of the Armed Forces, including a member of the National Guard or Reserves, an injury or illness incurred by the member in the line of duty on active duty in the Armed Forces that may render the member medically unfit to perform the duties of the member’s office, grade, rank, or rating.

5.240 Faculty Study Leaves

The College provides for full-time tenured faculty members to receive study leaves.

The following policies apply to full-time tenured teaching faculty only. Newly tenured faculty may apply for their first leave during their seventh year of full time teaching at Guilford College in order to take leave their eighth year. Faculty members who receive credit towards tenure when they are hired may apply for study leave during their sixth year of full time teaching at Guilford. Thereafter, tenured faculty may apply for leave in the sixth year of service since the academic year in which the last study leave ended in order to take leave in their seventh year. For tenured faculty with joint faculty/administrative responsibilities see "Allocation of Joint Faculty/Administrative Positions" (2.120, #7). Periods of personal leave will not count towards the six years of service, nor will they be basis for refusal of leave. Unpaid leaves of absence for grant supported research or teaching improvement purposes may count towards the six years of service. Tenured faculty members are encouraged to apply for a leave at all stages of their career. Such leaves may be taken for one or two semesters. Faculty on study leave are granted a maximum of $1000 study leave expense grant plus
regular travel funds. See "Individual Grants for the Improvement of Teaching" (5.321).

Recipients of a one-semester leave will have no College duties during that period of time and will receive full salary and benefits. Recipients of a two-semester leave will have no College duties for an entire year and will receive two-thirds annual salary and will continue under the benefit plan for that academic year. These salary provisions are unaffected by external funding acquired by the faculty member.

The primary purposes of study leaves are scholarly activity and personal renewal and refreshment, benefiting the individual, the individual's students, the teaching profession and the College. The leave may be used for the preparation of new courses, for post-doctoral study at a major university, for research and writing, for public service, for professional development, and/or for academically related travel.

The selection process is guided by an evaluation by the Clerk's Committee of the written proposal submitted by the individual requesting a study leave. The proposal should be a detailed statement, two or three pages in length, describing specifically the nature of the contemplated plan, the methods to be used in developing and evaluating it, the time schedule for completion, and the anticipated benefit of the study leave activities to the individual, the individual's students, the teaching profession, and the College. While study leaves are understood to be a dimension of College faculty careers, they are awarded selectively, not automatically.

Faculty members, departments, and the Academic Dean should make every effort to inform and discuss with one another the impact of anticipated faculty absences for study leaves, personal leaves, leading study abroad programs, and administrative responsibilities. When the Clerk's Committee considers study leave proposals, the Academic Dean should inform the Clerk's Committee about all anticipated faculty absences.

Institutional needs may take precedence over individual preferences. The Clerk's Committee, in consultation with the Academic Dean and the President, will balance the individual request with the needs of the department and the institution. Although the quality of the faculty study leave proposal is an important component in the Clerk's Committee's decision, so too are other factors such as years since a prior leave, and departmental staffing needs.
Two copies of requests for study leave must be submitted to the department chairperson by AUGUST 15. Requests, accompanied by recommendations from the department chairperson, are submitted to the Academic Dean by SEPTEMBER 1. The chairperson's (or most senior department member if the chair is submitting the proposal) recommendation should consist of at least one paragraph describing the department's support for the leave and how the department plans to deal with the absence of the faculty member on leave and any other anticipated changes in faculty teaching responsibilities. Accompanied by recommendations from chairpersons and the Academic Dean, requests are presented to the Clerk's Committee. The Dean forwards all recommendations to the President for final decision, after which the candidates are notified. Candidates must make a firm decision according to the stipulations of the letter recommending the leave as to whether to accept or to decline the leave. Candidates who have applied for outside funding which would affect the length of the study leave should stay in contact with the Dean and their department regarding the outcome of the outside funding request.

Upon return from the study leave, the recipient will submit a prompt written report to the Dean with a copy to the department chairperson, focusing upon the activities undertaken during the leave and projecting the benefits of those activities.

Faculty who are on study leave remain in every sense of the word employees of the College, differing from other faculty only in the duties expected of them during the leave. These duties, leading to professional growth and development, are of not less value to the institution than other faculty assignments. The decisions of the College, therefore, as to salary, raises and promotion are in no way affected by whether or not a faculty member has or has not been granted a study leave. Individuals granted study leaves must return to the College to teach for at least one full academic year immediately following the leave year. Should the recipient choose to leave the College within one year following the study leave, repayment of all the monies advanced during the leave will be required. This will include salary, benefits and other monies including travel and other general expenses paid for or advanced to the faculty member during the leave. Normally, faculty members will be granted a study leave or a personal leave for only one year. Under unusual circumstances the college will consider personal leaves for an additional time period. The proposal will follow the procedures outlined in Faculty Personal Leaves (5.220) above. If any portion of the leave includes study leave,
the faculty member must return to the college to teach for at least one year following the personal leave.

With the specific approval of the Academic Dean, part-time faculty may be employed to teach courses which cannot adequately be covered by other members of the department during the absence of a faculty member on study leave. Departments are encouraged, however, to formulate long-range curricular schedules which permit members to take study leaves with a minimum of disruption to the educational programs of the College as a whole, the departments, and students. Normally, it will be in the best interests of the College if a minimum of part-time instruction is required to fill gaps created by study leaves.

### 5.250 Administrative Staff and Professional Librarian Study Leave Policy
(See Chapter VI in the Faculty Handbook.)

### 5.300 FACULTY DEVELOPMENT
Guilford College recognizes the importance of good teaching, making it the most important criterion in judging merit. Faculty members, therefore, are encouraged to work continually to improve their teaching skills. To assist faculty in this enterprise, a Faculty Development Program initiates and administers activities which encourage the intellectual and pedagogical development of the faculty. In addition, through monies awarded by the Kenan Foundation, the College offers faculty development grants for the improvement of teaching each year.

#### 5.310 The Faculty Development Program

The Faculty Development Program is headed by a Director and supervised by the Faculty Development Committee. The Director administers the program, working with individuals and groups, planning workshops and conferences, and securing visiting teachers or consultants when needed. The Director is concerned solely with faculty development and does not participate in any way in tenure, promotion, or salary decisions. The Faculty Development Committee determines activities and the allocation of Kenan and other faculty development funds, subject to the final approval of the Academic Dean.

Weekly faculty development lunches are provided at College expense in order to foster collegial relationships and to stimulate both formal and informal conversations about teaching and learning.
is charged with the responsibility of overseeing these luncheon meetings, and arranging occasional programs during this time.

Additional compensation (such as stipends, grants, or compensation for attending workshops) provided to faculty members will be paid through the regular monthly payroll. Requests for such compensation shall be submitted to the Office of Human Resources on a requisition sheet, with appropriate authorizations. This procedure applies to all additional stipends to faculty members, including those originating outside the faculty development program, as well as within it.

5.320 Kenan Grants for the Improvement of Teaching
Grants for the improvement of teaching may be made to an individual or a group. The number of grants varies according to the budget of proposals accepted and the monies available. The purpose of the grants is primarily the improvement of teaching skills. In order to qualify for a Kenan grant, proposals specifically for scholarly research must bear some relationship to the faculty member’s teaching.

5.321 Individual Grants for the Improvement of Teaching
Individual faculty members may apply for an Improvement of Teaching Grant for self-evaluation consultations; for attendance at workshops or conferences; for taking courses (excluding courses taken toward terminal graduate degrees in the primary field); for travel to libraries, research sites, etc.; for procuring rare course-related books (70 percent of the cost covered if the individual keeps the books, 100 percent if the books are ultimately given to the Library); for summer research expenses and stipends. In unusual cases, student assistance or clerical help beyond what is possible in the Correspondence Center may be funded. Expenses which should be a part of normal departmental budgets will not be covered by Kenan monies. An Improvement of Teaching Grant may be combined with a Study Leave if the proposal warrants the double grant. A maximum of $1,000.00 will be granted for faculty on study leave.

A standard formula for determining allowable expenses for travel, conferences, research, or summer activity will be used. For projects lasting from one to seven days, a $100.00 per diem will be the maximum allocation for expenses such as food, lodging, incidental travel, etc. Full cost of registration or class fees, cost of travel at regular College rates, and some allowance for needed equipment will be covered. For projects extending from two to three weeks, a $75.00 per diem maximum will be allowed. Projects of longer duration will be considered at a
lower per diem or per month rate. Receipts for all expenses must be submitted at the conclusion of each project. The maximum travel cost allowed is $600.00 per project.

The development of new courses within one’s area of competence is considered a normal part of faculty workload. However, individual Kenan Improvement of Teaching Grants will be available for the preparation of new courses (1) when there is an institutional necessity to work on a course outside one’s area of normal teaching, or (2) when one is experimenting with major new teaching techniques (e.g., "Personalized System of Instruction").

Individual Kenan Improvement of Teaching Grants for a reduced load are occasionally available to faculty members who have completed at least two years of full-time teaching at the College. Projects are approved by the Faculty Development Committee; the course reduction itself is approved by the Academic Dean.

Individual Kenan Grants for the Improvement of Teaching (similar to reduced load grants described above) are available during summers. Due to past experience with reduced load grants, the Faculty Development Committee urges faculty to apply for summer grants rather than reduced load grants. A $30.00 to $50.00 per day stipend (depending upon number of summer requests) is available to faculty members during such a project. This stipend may be added to allowable expenses for travel, per diem costs, tuition, etc., when applicable. Monies to be used for the preparation of manuscripts will usually be covered by funds from the operating budget (Faculty Research Budget) at the discretion of the Academic Dean. If this is not possible during a designated period of time, Kenan Improvement of Teaching Grants may be requested when there is a relationship between the manuscript and the faculty member’s teaching.

**5.322 Group Grants for the Improvement of Teaching**

Improvement of Teaching Grants may be applied for and used by groups of faculty members. These groups may be informal collections of faculty members with a common interest, departments focusing on teaching skills or subject matter (as opposed to regular departmental planning), the Faculty Development Committee, or other committees or groups of individual faculty members planning a project for themselves or for any interested faculty. Monies awarded may be used for honoraria for visiting consultants, master teachers, speakers and workshop leaders, or for expenses (supplies, books, lodging, meals, travel, etc.)
for faculty members participating in workshops, symposia, faculty study groups, etc., held either at Guilford or at some other designated site. Whenever possible, workshops, etc., should be held on the College campus so that money may be spent on resources and leadership rather than on living expenses. Funds for living expenses may constitute a portion of the grant when it is deemed that the success of the project will be considerably improved by scheduling a meeting off-campus. Stipends of $50.00 per day may be paid to faculty members participating in such group projects during the summer.

When a group project is planned primarily for faculty and the majority of persons participating in it are faculty members, participation may be extended to College staff, retired faculty, spouses or committed partners of faculty members, or students, if attendance by these groups is not detrimental to the intent of the project for faculty development. In such cases, actual expenses, but not a share of the leadership costs, shall be paid by the invited participants.

Improvement of Teaching Grants will be awarded by the Faculty Development Committee on October 1, February 15 and April 15. Grant requests should be submitted at least a week in advance of these dates to permit careful deliberation by the committee. If extraneous conditions, such as deadlines for applications to attend conferences or workshops, make requests necessary at other dates, the Committee will make a concerted attempt to reply in a timely fashion.

The selection process in the awarding of grants is guided by an evaluation of the written proposal for the project and a consideration of its value to the department and to the College. Preference is given to creative and imaginative proposals furthering the long-range aims of the College. Special consideration is given to individuals who have not previously received Kenan grants and to faculty in departments which have not previously received such grants. Decisions of the Faculty Development Committee in the awarding of grants are final.

The recipient of a Kenan Improvement of Teaching Grant must agree to submit a written report within one month of the conclusion of the grant, with copies to
  o The Faculty Development Committee,
  o The Academic Dean, and
  o The recipient’s department chairperson. The report should describe the project and evaluate its worth to both the College and the individual.
5.330 Faculty Research Fund
Guilford College provides a Faculty Research Fund to support grants to selected faculty to assist them with research expenses. Applications will be judged on the relation of the project to institutional purposes and to continuing research potential. In the selection process, high priority is given to direct research expenses. The Faculty Research Fund is administered by the Academic Dean in consultation with the Clerk's Committee. Faculty members eligible for faculty research funds include full-time faculty, professional librarians, and continuing part-time faculty.

Faculty members make requests for research funds by September 15, January 15, or May 15 of each year on application forms available in the Office of the Academic Dean. The project for which funding is sought must be described in some detail.

5.340 Excellence in Teaching Awards
The Bruce B. Stewart Teaching Award is intended to recognize individuals for their contributions to attaining the highest levels of academic excellence for the students and academic programs of Guilford College. Candidates should be nominated based on meritorious service that is beyond the responsibilities normally assigned to their positions. Annually, one award will be given to a tenured faculty member, and the other award to an untenured full-time faculty member, whether on tenure track or not. These awards, especially for the tenured faculty member, are designed to recognize excellent performance sustained over time rather than potential. The award is named in honor of Stewart, a 1961 Guilford graduate who served the college as director of admissions, assistant professor of education, assistant to the president, acting academic dean, provost, acting president, associate to the vice president for development, trustee, chair of the Board of Trustees and trustee emeritus. The awards of $5,000 each were generously established and endowed by Trustee Bill Soles ’81, his wife, Melanie, his sister, Jan Soles ’87, and their father, the late W. Roger Soles.

5.350 Professional Meetings
The College's faculty members are expected to remain active in their professional associations and are encouraged to attend professional meetings. With the prior written approval of the Academic Dean, the College provides reimbursement for the cost of such travel up to a budgeted limit per year. The Academic Dean notifies the faculty of the budgeted limit annually.
No travel to professional meetings may be charged to a departmental operating budget except with the prior written approval of the Academic Dean. When individuals are listed as both faculty and administrators, funds for professional travel must come out of the administrative budget, unless two-thirds time is devoted to teaching.

5.400 TUITION REMISSION AND TUITION EXCHANGE

5.410 General Information

Tuition remission at Guilford College is granted to all full-time employees under the conditions listed below. Tuition remission covers only tuition costs at Guilford College not met by any other source (such as tuition grants and scholarships). Room and board charges, class and lab fees and other miscellaneous charges such as insurance and activity fees are not covered by tuition remission. Neither are textbooks covered.

Individuals receiving tuition remission are held to the same academic requirements as all other financial aid recipients. To continue receiving this benefit, the individual enrolled must maintain satisfactory academic progress as defined in the College catalog.

5.415 Tuition Remission - Employees

Tuition Remission forms are available in the Office of Human Resources. The completed form must be submitted before the day of registration.

All employees (including those who already possess a college degree) who are classified as full-time (working 10 or more months in a calendar year on a regular and continuous basis) and have been employed for thirty (30) days or longer may take one course per semester at Guilford College and receive tuition remission. The employee may either take the course on a for-credit basis or the employee may audit the class on a space-available basis. Activity fees will be the responsibility of the employee.

It is expected that employees who participate in the tuition remission program will schedule their classes outside the regular work day. If a class must be taken during the work day, it requires pre-approval of the employee’s supervisor. The supervisor will make her or his approval decision based on whether or not the work can be rescheduled with other employees to assure appropriate staffing at all times. The employee taking a course during regular work hours will be expected to use her or his lunch hour for that purpose. No more than one hour
per day is to be taken away from the office for this purpose. If a class period is longer than one hour, the employee will make arrangements with the manager to make up the additional time that must be missed.

All full-time employees after thirty-six (36) months of continuous full-time employment may apply for and be granted tuition remission for two courses per semester.

During the summer, full-time employees may take one course per five week session of summer school or two courses in the ten week session and receive tuition remission.

Full-time employees other than faculty who work only during the academic year and have been with the College a minimum of twelve (12) months may participate in tuition remission by paying 25% of the cost of the course. 75% of the cost will be remitted by the College.

Part-time employees not considered faculty are eligible for one-half tuition remission if they work at least twenty (20) or more hours per week but less than 37.5 hours on a regular basis. The part-time employee must be currently employed by the College and have been on the payroll a minimum of 12 months to receive the benefit. Part-time academic employees are eligible if they teach at least three courses per year and have been with the College a minimum of one year.

If a part-time employee goes from part-time status to full-time status, and the individual has worked continuously for the College for a minimum period of two years, then she or he will be eligible for tuition remission for one course per semester after thirty (30) days of continuous full-time employment. After three years of full-time employment, the employee will be eligible for two courses per semester.

If a full-time employee goes to part-time status, she or he will immediately be responsible for one-half of the cost of tuition remission.

**5.420 Dependents of Employees**

[Changes authorized by the Guilford College Board of Trustees May 1, 2002] After twelve (12) months of continuous full-time employment, Guilford College provides tuition remission for spouses, committed partners and blood-related or legally adopted dependent children of all employees. This benefit is also provided...
for continuing part-time faculty. Dependent children or spouses/partners eligible for tuition remission must be students pursuing their initial baccalaureate degrees. For such individuals to continue to receive tuition remission, it is necessary that the employee continue to be employed by the College. Spouses and partners may enroll in classes on a space-available basis. In the event that a non-employed partner (not spouse or child) receives tuition remission, then the value of that tuition remission will be taxable to the employee as gross income and will be reflected on the employee’s W-2 as such.

In determining financial dependency, the College adheres to the standards formulated by the Internal Revenue Service as stated in the annual instructions for filing Form 1040. Tuition remission is applicable to the equivalent of 128 credits at Guilford (eight regular semesters of work) toward the initial baccalaureate degree, less any credits transferred from other institutions. Financial dependency will be a prerequisite for tuition remission for dependents of all employees without exception.

Students receiving tuition remission are held to the same academic requirements as all other financial aid recipients. To continue receiving this benefit, the students enrolled under tuition remission must maintain satisfactory academic progress as defined in the College catalog.

During the summer, spouses, partners, or dependent children of full-time employees may take up to eight (8) credit-hours of course work tuition-free through the summer school if they are pursuing the first baccalaureate degree at Guilford College or elsewhere and are taking the course for credit. Again, spouses and partners may attend on a space-available basis only.

Requests for tuition remission must be submitted before the first day of classes to the Office of Human Resources. Tuition remission for dependents requires that the full-time Guilford College employee certify financial dependency by signing an affidavit that the student for whom tuition remission is sought will be claimed as a dependent on Form 1040 during the proposed enrollment period. Moreover, the person receiving tuition remission must continuously be dependent on the employee by Internal Revenue standards for the period of time he/she requests tuition remission. College employees utilizing the tuition remission benefit are requested to report promptly to the Office of Human Resources any change in the number and status of dependents eligible for tuition remission due to birth, legal adoption, marriage, legal separation, divorce, termination of committed partnership, or death.
Dependents and partners of part-time employees other than part-time continuing faculty are not eligible for tuition remission.

5.440 Tuition Remission - Termination of Employment
Should an employee either leave Guilford College voluntarily or have his/her employment terminated by the College, and should the employee, spouse/partner or dependent child wish to complete a semester's course(s) started under tuition remission, the College will pro-rate the tuition owed on the basis of the number of weeks completed before employment ended. If, in the above circumstances of leaving employment, the employee or dependent child decides to drop the course(s), the pro-rated rule would apply. College rules concerning deadlines, financial aid and academic requirements for withdrawal from classes would also apply. (See College Catalog for further information.)

5.450 Tuition Exchange
The College participates in the Tuition Exchange Program with numerous other colleges and universities. After an employee has worked at the College full-time for 12 months, her or his blood related or legally adopted dependent children are eligible to participate in this program.

Continuing part-time faculty and part-time administrators or staff may also take advantage of tuition exchange. Blood related or legally adopted dependent children of employees categorized as half-time or greater are eligible to participate after 24 months of employment. Blood related or legally adopted dependent children of employees categorized as less than half-time are eligible to participate after 36 months of employment. Dependents eligible for tuition exchange must be degree-seeking and pursuing their initial baccalaureate degrees. However, many of the colleges listed as participants in this program may not, at the time, be able to accept students through this program. Consequently, tuition exchange, especially with a college of first choice, is not always available. Guidelines governing the program, a list of participating colleges, and the status of each college within the program may be secured from the Office of the Director of Student Financial Services.

If an employee of Guilford College who has a dependent child attending another institution of higher education under the tuition exchange program leaves the employment of Guilford College, the tuition exchange benefit for that employee...
is terminated retroactive to the beginning of the current term/semester. The former employee will be responsible for paying the institution (being attended by the dependent) the tuition due for that entire term/semester.

5.500 TRAVEL BENEFITS

5.510 Faculty and Administrative Travel
Faculty and administrative staff are eligible each year for reimbursement of expenses up to a set pre-budgeted limit to attend professional meetings. Cash advances for registration fees and travel expenses may be made to faculty and staff members prior to attending such meetings. At the conclusion of the approved travel, faculty and staff will submit reimbursement requests accompanied by expense accounts and vouchers for all advances to the Academic Dean or senior administrator. The reimbursement request must be approved by the Academic Dean or senior administrator before it will be paid by the Business Office.

The cost of travel to a professional meeting in a College-owned car or van is to be included as part of the total expense for the meeting, and the amount charged to the College must not exceed the amount budgeted to the individual faculty or staff member for expenses to attend professional meetings. All faculty and staff requesting a College vehicle will at the time of reservation indicate the purpose of the trip and the department against which travel is to be charged. When requisition for reimbursement is submitted for approval, the Academic Dean or senior administrator will note the means of transportation to make sure that costs for travel in College owned vehicles are included where appropriate.

5.520 General Travel and Entertainment Policies
It is the College's intent to allow for adequate, comfortable accommodations for faculty members who are required to travel on college business. It is expected that faculty members will use discretion and good judgment in the spending of college funds.

Examples of items which will be reimbursed include: automobile mileage at the College reimbursement rate for cars and vans plus tolls; train, plane or bus accommodations; meals and lodging; reasonable tips, and registration fees. Meal costs must be reasonable.

Examples of expenses which will not be reimbursed include: valet or other services of a personal nature; personal items purchased while traveling on
college business; personal recreation including in-room movies; alcoholic beverages; and first class air-fare. Personal items that are not described are also ineligible for reimbursement.

Expenses for entertainment must be accompanied by the names of the people or group entertained and the business purpose of the entertainment. There will not be any reimbursement for alcoholic beverages either during travel on college business or for local entertainment. This applies to both travel and local entertainment.

Faculty members are expected to use good judgment in selecting cost-effective transportation. Personal auto use will be reimbursed at the per mile rate noted above and is intended to include gasoline and all other costs of operating a vehicle. It should be calculated on the basis of the shortest route from Greensboro to the destination. Faculty members must explain the purpose of the trip. Note that for trips greater than 500 miles the College will reimburse the faculty member on the basis of either round trip air-fare or the per mile automobile reimbursement, whichever is less (exceptions are approved by the Academic Dean).

When it is necessary to travel by car, inquiry should be made about the availability of a college owned car or van. Such inquiries should be addressed to the Purchasing Office, which arranges the schedules for college owned vehicles. A college owned vehicle may be used only for College business and driven only by the person to whom the car is assigned in writing. Charges to the appropriate office for the use of a college car will be based on current mileage reimbursement limits.

For those employees, primarily administrative, who have been issued an American Express card, the College will not make a travel advance except in special circumstances. Employees who travel should obtain an American Express Corporate Card. Please contact the Business Manager to obtain a card. Reimbursements must be handled in the following manner:

- Requests for reimbursement of travel expense shall be made on forms available from the Business Office. Forms must be signed by the head of the department or senior administrator to indicate that the travel was made on college business, and then submitted to the Business Office for payment as soon as possible after the trip has been concluded.
o Describe each item to be reimbursed. Items described only as "miscellaneous" or "incidental" will not be reimbursed. The miscellaneous heading is intended for described items such as baggage tips, registration fees, and other appropriate items which do not belong under other headings. Use the appropriate headings to allow for efficient processing.

o Attach receipts for each significant item. If an expense report is missing several receipts or a receipt for one item over $10.00, it will not be reimbursed and will be returned for correction. For entertainment purposes, write the name(s) of the person(s) or the group entertained and a brief purpose of the entertainment on the receipt. For taxicab fares, include tips in the total fare and explain the purpose of the trip (e.g. "from airport to conference").

o Show each meal separately (breakfast, lunch, dinner). Include related tips in the cost of the meal. Meal costs must be reasonable.

o Submit hotel bills in their entirety. Deduct any personal charges (movies, snacks, etc.) from the total.

5.530 Moving Expenses
The College pays one-half of the expenses of moving household goods for newly appointed faculty and administrators up to a maximum of $2000.00 (50 percent of $4000.00 in costs). Any deviation from this policy must be approved by the President in advance of the employment offer.

The following items will be considered as reimbursable by the College: moving van company charges; truck rental charges; miscellaneous moving equipment rentals such as hand trucks, boxes, and tape; storage of household items; meals and lodging in route to Greensboro and mileage of one’s private car in traveling to Greensboro. Requests for reimbursement by faculty and administrative staff should be submitted to the Academic Dean or senior administrator and must be accompanied by expense vouchers.

5.600 PAYROLL PROCEDURES
Guilford Colleges requires all new employees to sign up for payroll direct deposit. The College's payroll is deposited on the first business day of each month through electronic transfer into individually designated bank checking or savings accounts. An individual record of the deposit and withholdings is provided to each employee by way of a monthly pay voucher.
Paychecks or vouchers for such employees will be distributed on the first business day of the month.

Guilford College encourages employees who have questions or concerns regarding their salary to talk either with their direct supervisor or an individual in the Office of Human Resources.

**5.700 RETIREMENT BENEFITS**

All regular employees who work a minimum of 1000 hours or more during a twelve (12) consecutive calendar month period commencing with the date of employment will be eligible for participation in the Guilford College retirement program after twelve (12) months of employment. The employee is required to participate in this plan.

Beginning with the thirteenth month of employment and continuing through month 48, the College contributes an amount equal to 6 percent of the individual's base salary to this fund; the individual contributes a mandatory 1 percent. Beginning with the 49th month of full-time employment, the College contributes 11 percent and the individual 1 percent.

**5.800 MISCELLANEOUS BENEFITS**

**5.810 College Housing**

New faculty members are given priority on college housing. However, they are expected to make their own housing arrangements before the end of their third year of employment with the College. Lists of requests for faculty housing and of available homes with applicable rental costs are maintained in the Office of the Assistant Director of Facilities and Campus Services. Generally, housing is assigned on a first-come, first-served basis. However, other considerations, including size of family, urgency of need for housing, and other issues may be taken into consideration.

**5.820 Office Space**

The assignment of faculty office space is the responsibility of the Academic Dean in consultation with department chairpersons. Whenever possible, members of each department will be kept in close proximity. When other office space is not available for members of the active teaching faculty, the Dean may request a faculty member on leave or otherwise temporarily not assigned teaching duties at the College to expect temporary reassignment of her/his office to a colleague. Every effort will be made to keep such dislocation to a minimum.
The priorities for the assignment of faculty office space are:

- Continuing, tenure-track, full-time faculty members;
- Temporary, non-tenure-track, full-time teachers;
- Continuing part-time faculty; and
- Temporary part-time faculty.

When a faculty contract is not renewed, the faculty member must vacate the assigned office space within fifteen (15) days from the end of the exam period.

**5.830 Tickets to College Events**

All employees considered to be full-time are eligible to receive complimentary tickets to most Guilford College intercollegiate events and to many other on-campus cultural events.

Part-time employees who work on a regular basis are also eligible to receive tickets to College events.

**5.840 Meals with Students**

In order to facilitate informal learning contacts between students and teachers, the Office of the Academic Dean will pay for meals in the College Dining Hall eaten by faculty members who have been invited to join a student or students. Faculty may also initiate meals with students when conducting official business. Students and faculty guests should sign-in with the Food Service upon entering the Cafeteria. This program is not intended to provide meals habitually for faculty members, but occasional opportunities for friendly conversation at mealtime. The program does not cover the costs of meals for students not participating in the College Meal Plan.

**5.850 The Guest House**

The Guest House is available for use on a fee basis for any departmental or College guest, parents or guardians of Guilford students, alumni and spouses, and performing artists on or off campus if reservations are made by a staff or faculty member. On a space available basis, the guest house may be used for special gatherings of academic departments or committees without fee. Reservations are handled through the Office of Facilities Coordinator.
Chapter VI: Professional Librarians

6.000 PROFESSIONAL LIBRARIANS

Professional librarians at Guilford College are both faculty and administrative staff. As such they enjoy the status of faculty, with certain privileges and responsibilities. See "Other Privileges and Responsibilities" (6.600). However, because they do not teach full-time on a regular basis, they participate neither in the same system for faculty ranking nor in the program for faculty tenure, but have a system of parallel ranks and review. See "Review Process for Professional Librarians" (6.200).

6.100 Professional Librarian Employment

Employment at the College is a legal agreement between professional librarians and the institution. Letters of agreement for the academic year are issued on or before April 1, with the effective date of return of letters of agreement on or before May 1. See "Non-renewal" (6.240).

The ranking system for professional library personnel parallels the system for teaching faculty, but utilizes different titles. A list of these and their equivalents within the system for teaching faculty is as follows:

- Senior Librarian - Professor
- Associate Librarian - Associate Professor
- Assistant Librarian - Assistant Professor

6.110 New Appointments

New professional librarian appointments are made by the President on the recommendation of the Academic Dean. When a position has been authorized by the President, the Academic Dean initiates the recruiting process by requesting the Library Director to present a job description for the authorized position. The Library Director, in consultation with library staff, prepares a detailed description for approval by the Academic Dean and for the information of the Faculty Affairs Committee. Through appropriate local, regional, and national advertising, the Dean invites applications for the position. Applicants send credentials to the Library Director. From these applications, the Library Director, in consultation with the library staff, ranks the three to five most qualified candidates. The Director, in consultation with the Dean, will invite the candidates to on-campus interviews. During such visits, the applicant is interviewed by the Academic Dean, who discusses rank and salary; all members of the library staff; the Library Director, who describes responsibilities; appointed representative from the
Clerk’s Committee; faculty on the Library Committee; and other interested persons.

The Academic Dean, in consultation with the Library Director, is responsible for determining that each person considered for appointment has been carefully evaluated in terms of verifiable academic qualifications, interest in librarianship, ability in working with students and teaching faculty, and potential contribution to college governance. The Library Director is primarily responsible for evaluating professional capabilities to determine whether they meet library needs. The appointed representative from the Clerk’s Committee, the faculty on the Library Committee, and the Academic Dean concentrate upon determining whether a candidate will make a contribution to the total College community through educational philosophy and personal attitude.

Following the on-campus visit, those interviewing the candidates make written recommendations to the Academic Dean. After consultation with the appointed representative from the Clerk’s Committee, the faculty on the Library Committee, all members of the library staff, the Library Director, and the Academic Dean makes a recommendation for appointment to the President.

In the case of a new Library Director, the search is conducted by the Academic Dean, who invites applications through appropriate local, regional, and national advertising. From these applications, the Academic Dean, the faculty chair of the Library Committee, a professional librarian, and the member of the Clerk’s Committee rank the top ten candidates and forward their files to the President. After discussion, the three most qualified candidates are invited to on-campus interviews by the Academic Dean. Candidates are interviewed by the Search Committee, the faculty on the Library Committee, the library staff, the Academic Dean, and the President. Following the on-campus interviews, those interviewing the candidates make written recommendations to the Academic Dean and the President. If there is a difference in opinion between the FAC search committee, the faculty on the Library Committee, the library staff, the Academic Dean, and the President, they will meet together to communicate their respective positions. The President has the authority to make the final decision.

6.200 REVIEW PROCESS
While all professional librarians undergo a formal annual evaluation by the Library Director, they are also reviewed by the FAC during their second and fourth years of employment by the College and for promotion.
6.210 Information-Gathering Responsibilities

The Academic Dean, in consultation with the Library Director, notifies in writing all professional librarians scheduled for the FAC reviews. Such notification will take place on or before October 1 in the review semester. The community at large will be notified of the impending review(s) in the Community Newsletter. The Chairperson of the Faculty Affairs Committee will work with the Academic Dean to assure timely collection of all additional material relevant to the review, including the following:

- A written self-evaluation by the professional librarian under review. The self-evaluation should address those strengths and accomplishments which the librarian particularly desires the FAC to note and may address issues raised in annual evaluations by the Library Director. Supporting materials, such as announcements of exhibits or lectures, samples of work published, committee publications, course syllabi, materials demonstrating productive changes in job for more efficiency and better delivery of services, or other items demonstrating professional contributions, may be included.

- A confidential evaluation from the Library Director which assesses the quality of the professional librarian’s contribution to the well-being of the library and the community. The Library Director may also refer to issues raised in annual evaluations of the employee.

- Confidential evaluations from other librarians. First-year professional librarians shall be given the option of abstaining from expressing an opinion if they prefer. All other librarians will be expected to make a clear recommendation in writing.

- Confidential statements concerning the quality of the professional librarian’s work from at least one and no more than three extra-departmental colleagues, nominated by the candidate.

- Confidential letters from three students chosen by the person under review.

- Additional materials may be solicited by the professional librarian under review, the Library Director, or the Academic Dean.

6.220 Deliberative Process

Each member of the FAC shall review the materials enumerated above prior to discussion. All discussions of the committee are confidential. After the FAC has reviewed the written material and initiated its discussion, the chairperson may invite the professional librarian under review to meet with the committee. If the
FAC believes it necessary, other individuals may be invited to discuss the candidate's performance.

The members of the FAC shall work towards a sense of the meeting, even though the recommendation of the Academic Dean may be recorded separately from that of the committee in the document transmitted to the President. If an unconvinced member or members of the committee remains opposed to a final decision, a "minority minute" may be written, recorded, and transmitted. When the FAC has arrived at its final recommendation, the Academic Dean shall present the committee's conclusions to the person under review, the Library Director, and the President. If there is a difference of opinion between the FAC and President, the President will meet with the FAC and communicate his or her recommendations with supporting rationale to the FAC. The President makes the final decision and communicates it to the person under review, who may appeal the decision according to the "Appeals Process" (2.600).

6.230 Review Criteria for Professional Librarians

- Effectiveness in librarianship (to be evaluated on the basis of the job description);
- Improvement as a professional librarian; and
- Service to the community.

See also "Promotion" (6.300) for further details.

6.300 PROMOTION

Recommendations for promotion normally originate with the immediate supervisor or the Library Director. However, any member of the faculty or professional library staff can propose a promotion after consultation with the Library Director and the Academic Dean. Recommendations for the promotion proceed in the same manner as those for two- and four-year review, except that the final decision about promotion rests with the Board of Trustees. See "Deliberative Process" (6.220). The member of the FAC shall work towards a sense of the meeting, even though the recommendation of the Academic Dean may be recorded separately from that of the committee in the document transmitted to the President. Other differences of opinion within the committee may be recorded in a "minority minute." When the FAC has arrived at its final recommendation, the Academic Dean shall present the committee's conclusions to the person under review, the Library Director, and the President. If there is a
difference of opinion between the FAC and the President, the President will meet with the FAC and communicate their recommendations with supporting rationale to the FAC. If differences remain, the Board of Trustees will make the final decision, and the President will communicate that decision in writing to the individual being reviewed. The latter may appeal the decision according to the "Appeals Process" (2.600).

The College does not adhere to a system of automatic promotions after a specific time of service in rank or the earning of any degree. In judging merit for promotion, the President, Academic Dean, the FAC, and the faculty as a whole have agreed to guidelines which emphasize effectiveness in librarianship, complemented by creative and productive professional activities, and community service. Broadly construed, such activities include: research, including the supervision of student research; professional publication; conscientious efforts to improve as a librarian through innovative and effective approaches to one’s work; teaching (if applicable); commitment to the total educational community, as a counselor to students, as an academic colleague, and as a willing and effective participant in the governance of the College through committee work; membership in professional organizations; and involvement in service to the community. In promotion decisions, length of service as reflected in distinguished college service either at Guilford or at some other institution may be a factor.

6.400 TERMINATION
A newly appointed professional librarian may expect to receive a second annual contract unless:

- Appointments are clearly temporary in nature and are so identified at the time of appointment; such appointments carry notice of termination with the first contract.
- Extraordinary circumstances necessitate a review in the first year; in such a case, a decision not to extend a contract must be communicated to the faculty member on or before March 1 of the second contract year.

During the fall semester of the second year, there must be a formal evaluation and review of the new professional librarian’s performance by the FAC (as described in 6.200). The purpose of this review is to assist the Academic Dean and Library Director in determining whether to extend a third annual letter of agreement. Any decision not to extend a third letter of agreement must be communicated on or before March 1 of the second contract year.
Professional librarians who have been at Guilford more than two years must receive one year's notice in a terminal letter of agreement, except when dismissed for cause. Dismissal for cause normally includes professional incompetence, unprofessional actions, moral turpitude, or gross neglect of duty. Termination may also be effected because of unavoidable budget reductions. Professional librarians have the right to appeal non-renewal of letters of agreement on the claim that such non-renewal is for invalid reasons. If a negative review is received from the Faculty Affairs Committee, the same appeal process shall be that applied to faculty. See "Appeals Process" (2.600). If a negative review is received from the Director of the Library or the Academic Dean, the appeal process for staff shall be used. See "Performance Appraisal" in the Administrative and Support Staff Handbook (3.700).

A professional librarian may terminate an appointment at the end of an academic year, provided the earliest possible notice is given in writing on or before April 1 or thirty days after receiving notification of the terms of appointment for the coming year, whichever date occurs later. The professional librarian may properly request a waiver of this requirement of notice in case of hardship or on the grounds that it prevents substantial professional advancement.

**6.500 STUDY LEAVE**

Professional librarians requesting study leave do so as administrators, as specified in section 6.300 of the Staff handbook. (See below). The expectations for continued service for librarians returning from study leave are the same as those stipulated for faculty members. Specifically, librarians shall continue to serve the College for at least one year after returning from such leave, or refund to the College salary, benefits, and other monies paid in conjunction with the study leave.

Recognizing that administrative staff and professional librarians need periodic occasions for strengthening academic and professional resources that are essential to effective work, a regular policy of eligibility for study leaves has been established within these groups. Specifically, this includes the professional library staff and the professional administrative staff (above the level of administrative assistants). The length of possible leaves will depend on the required adjustment of responsibilities and the character of the study leave proposal, but will not exceed the equivalent of one semester.
Leave proposals may be considered following a minimum of six years of full-time service to the College in a professional capacity. They are granted by the President on the basis of written proposals submitted during the fall term of the academic year prior to that in which the leave is requested. Such proposals should be submitted to the department head by September 1 and to the President by September 10. The proposal should include the time and duration of the requested leave, a description of the intended activities and their potential contribution to areas of professional importance and individual growth, and a recommendation for coverage of the regular work assignments of the individual requesting leave. At the end of the leave a written evaluation of the progress of activities during the leave, plus copies of any writings or professional programs developed during the leave, should be submitted to the President.

Administrative leaves are granted for a period equivalent to one semester with full compensation. Recipients will continue to be covered under the benefit plan during the leave period.

Whenever possible, work allocations should be adjusted internally in order to sustain the activities and responsibilities of the person on leave. It is recognized that in some cases this will add a modest additional burden to colleagues within the College, but these individuals may be afforded the same opportunity at another time.

In some cases, it may be necessary to hire an external replacement. In order to budget for such a position, a small pool will be established in a special account fund. Leaves will be permitted only up to the limit of funds available in this account for necessary replacements.

No leaves may be requested until the completion of six years of continuous full time service to the College in a professional capacity. After a study leave, another period of at least six years must elapse before another leave will be considered.

Individuals granted study leaves must return to the College to work for at least one year. Should the recipient choose to leave the College within one year following the study leave, repayment of all the monies advanced during the leave shall be required, to include salary and benefits and other monies including travel advances and other general expenses paid for or advanced to the administrator or professional librarian during the leave.
Any exceptions to this leave policy require the full approval of both the President and the Teachers and Officers Committee of the Board of Trustees.

6.600 OTHER PRIVILEGES AND RESPONSIBILITIES

Although their duties are not altogether instructional in nature, professional librarians are expected to view the services they perform as an integral, supporting part of the educational process and necessary to the functioning of the College as a community of learning. Therefore, professional librarians who travel for purposes related to academic professional development are eligible for Faculty Travel Fund allocations (5.350). Under certain circumstances, they may also apply for Faculty Research Funds (see 5.330) and Kenan Grants for the Improvement of Teaching (see 5.320).

Other responsibilities include regular attendance at faculty meetings and commencement and service on College standing committees. Professional librarians are nominated by the Nominating Committee to serve on one standing committee. Ordinarily, newly appointed professional librarians are not asked to serve on committees the first year but may do so if they request such service. Employment at Guilford College is considered full-time unless otherwise explicitly provided in salary arrangements. Any offer of concurrent employment by any employer may be accepted by a professional librarian only after approval by the Library Director, Academic Dean, and the FAC. Substantial self-employment commitments must also be approved by the Library Director, Academic Dean, and the FAC. This regulation is not intended to discourage such activities as research, consulting, or public address. It seeks rather to ensure that College responsibilities are fulfilled and to safeguard the primary obligation of Guilford College to its students.

The responsibilities and privileges of Academic Freedom apply to professional librarians as well as faculty. See "Academic Freedom" (2.000). Although professional librarians may speak and act freely as private citizens without institutional censorship or discipline, they should make every effort to indicate in such cases that they are not speaking for the institution.

6.613 Tuition Remission -- Dependents of Employees
[Changes approved by the Teachers, Officers and Curriculum Committees of the Guilford College Board of Trustees, January 28, 2000]
After 12 months of continuous full-time employment, Guilford College provides tuition remission for spouses, partners and/or for blood-related or legally dependent children of all employees considered full-time or part-time continuing faculty members. Part-time administrators and support staff who have worked for a minimum of 1000 hours or more for three consecutive twelve (12) calendar month periods will also be eligible to take advantage of this benefit. Part-time faculty who have taught at least one course in each semester for three consecutive academic years (a minimum of six classes) will also qualify for this benefit after three consecutive twelve (12) calendar month periods. Dependent children, spouses and partners eligible for tuition remission must be students pursuing the initial baccalaureate degree. For such individuals to continue to receive tuition remission, the employee must continue to be employed by the College on the same or greater basis as when they began using the benefit. All eligible dependents may enroll in classes on a space-available basis.

In the event that a non-employed partner (not spouse or child) receives tuition remission, then the value of that tuition remission will be taxable to the employee as gross income and will be reflected on the employee’s W-2 as such. Dependent children or spouses/partners are also eligible to participate in certification/non-credit programs available through the Professional Development and Training Center (PDTC) on a space-available basis as determined by PDTC. The cost to the employee for participation in a certification/non-credit program or course will be based on Guilford’s actual per student cost to offer the program or course (based on minimum required class size) plus all incremental costs for books, course materials, fee, per students cost, etc. The books, fees, course materials and per student costs will differ for each of the certification/non-credit programs.

Tuition remission forms are available in the Office of Human Resources. Completed forms must be submitted before the day of registration.

In determining financial dependency, the College adheres to the standards formulated by the Internal Revenue Service as stated in the annual instructions for filing Form 1040. Tuition remission is applicable to the equivalent of 128 credits at Guilford (eight regular semesters of work) toward the initial baccalaureate degree, less any credits transferred from other institutions. Financial dependency will be a prerequisite for tuition remission for dependents of all employees without exception.
Students receiving tuition remission are held to the same academic requirements as all other financial aid recipients. To continue receiving this benefit, the students enrolled under tuition remission must maintain satisfactory academic progress as defined in the College Catalog.

During the summer, spouses, partners or dependent children of full-time employees may take up to eight credit hours of course work tuition-free through the summer school if they are pursuing the first baccalaureate degree at Guilford College or elsewhere and are taking the course for credit. Again, spouses and partners may attend on a space-available basis, only.

Requests for tuition remission must be submitted before the first day of classes to the Office of Human Resources. Tuition remission for dependents requires that the full-time Guilford College employee certify financial dependency by signing an affidavit that the student for whom tuition remission is sought will be claimed as a dependent on Form 1040 during the proposed enrollment period. Moreover, the person receiving tuition remission must be dependent on the employee by Internal Revenue standards for the period she or he requests tuition remission. College employees utilizing the tuition remission benefit are requested to report promptly to the Office of Human Resources any change in the number and status of dependents eligible for tuition remission due to birth, legal adoption, marriage, legal separation, divorce, death, or termination of committed partner status.
Appendix A

FUNCTIONS OF THE DIVERSITY ACTION COMMITTEE (1.406)

Broadly, the Diversity Action Committee continues and supports the College's discussion of cultural pluralism, diversity, equality, and anti-racism. It educates about the need for respecting these goals. It does so in ways that remind us of the need for a dynamic and pluralistic community, recognize the complexity and tension inherent in such a community, and work for its continuing creative development in a manner consistent with the mission of the College. It functions to implement the Diversity Plan and assists in the College's understanding of cultural pluralism, diversity, and equality; it informs itself and the larger community about issues, dilemmas, and approaches outside of Guilford, as well as within; it brings to College attention the needs of constituent groups and to constituent groups the needs of the College; it serves as a resource about local, as well as larger, issues for the appropriate committees, organizations, and individuals, including those involved in recruiting; it serves as a place of connection for ideas and issues in one area of the College with other areas where those ideas and issues have impact; it reports from time to time on the nature of diversity, equality, and cultural pluralism at Guilford. It works to achieve the goals, objectives, and action steps of the Diversity Plan and may also use variously speakers, consultants, workshops, public forums, its own research, participation in regional and national meetings, interviews, focus groups, and publicly available reports (or reports made publicly available in the case of its own special reports) generated by College officials. It operates with a public agenda and minutes.

The committee does not hear, or participate, in grievances; control any curricular decisions beyond recommendations or Diversity Plan initiatives; veto hiring or recruiting decisions or participate in other personnel decisions; make recommendations that directly single out particular individuals or particular departments; lobby against individuals or groups; establish quotas; have access to the files of individuals; regulate in any way; or preempt the authority of individuals and other committees.
Appendix B

COMPLIANCE WITH OSHA, EPA & OTHER SAFETY LAWS (1.429)
The College will comply with all applicable laws and regulations related to occupational health and safety, nondiscrimination and on the basis of disabilities and environmental protection. The College also strongly maintains that the best source of protection for the health and safety of the campus is the individual employee or student. For this reason, the College requires its employees and students to follow strictly all safety and health policies and procedures. The College will strive to protect the health, safety and security of all employees, students and guests to the campus. The College will advise employees or students immediately when occupational health risks are identified. The College will develop, implement and enforce protective measures without delay when risks are discovered. This may include providing medical attention when necessary.

The College will establish and maintain the best practical safety programs under the authority of the Director of Security and Safety. Training programs will be provided on an as-needed basis. Spot checks of facilities will occur on a regular and frequent basis.

Each employee or student is directly responsible for the proper care of College property, equipment and vehicles placed under his or her care. Such property must be used in a safe and proper manner.

The College will provide for proper care and maintenance of the College’s property. It is each employee’s responsibility to report any faulty equipment to the supervisor. Students are responsible for reporting faulty equipment to either a faculty member or a College employee who serves in a supervisory role. The supervisor or faculty member will investigate and take appropriate steps to return the equipment to safe working order.
Appendix C
NONDISCRIMINATORY POLICY STATEMENT (2.000)
It is the policy of Guilford College to hire qualified people to perform all of the various and important work that we do. An integral part of this policy is to assure that hiring, transfers, promotions, demotions, layoffs, terminations, working conditions, benefits, compensation, and training are all conducted without regard to race, creed, color, religion, national or ethnic origin, gender, sexual orientation, age, or physical or mental disability. The objective of the College is to provide equal employment opportunities for individuals who are qualified for that employment.

In its active commitment to building a diverse community, Guilford College rejects discrimination on the basis of race, creed, color, religion, national or ethnic origin, gender, sexual orientation, age, or physical or mental disability in employment of faculty and staff, admission of students or access to programs or activities for its student population. The College also seeks to avoid discrimination in the administration of educational programs, admission policies, financial aid, housing, or any other college program or activity.

Guilford College remains a college committed to recruitment of faculty, staff and students who are of the Quaker faith.

Guilford College is committed to providing a work and campus environment free from all forms of discriminatory intimidation or harassment. Sexual harassment is expressly prohibited. Any substantiated incidents of sexual harassment by faculty, managers, supervisors, co-workers, vendors, or students will result in immediate disciplinary action, up to and including dismissal for faculty, staff or students. Vendor relationships may be terminated if problems arise in this area of college business.

It is the responsibility of every employee and student to bring to the attention of the appropriate senior administrator instances of discrimination, including sexual, racial or ethnic harassment. All complaints will result in prompt and thorough investigation and appropriate disciplinary action if warranted. Complaints will be kept as confidential as possible. The College will not tolerate retaliation against employees or students who report incidents of discrimination or sexual harassment, or those who participate in college investigations of alleged discrimination or harassment.
If an employee has a problem related to perceived discrimination or harassment, she or he should report the matter to her or his supervisor or the appropriate person under the College’s grievance procedure. If she or he is not satisfied with the response to the complaint, the employee should report the problem to a higher level of management.

In cases involving faculty or administrative staff members, any complaints regarding violations of this policy should be brought to the appropriate senior administrator: President, Academic Dean, Vice President for Finance and Administration, Dean for Campus Life, or Vice President for Advancement. Nonexempt staff members who wish to make such a complaint may do so through the Director of Human Resources.

Complaints by students are to be reported to the Dean for Campus Life (who may, if the case involves a faculty member, refer it to the Academic Dean). Students making such complaints may select an advocate from fellow students, faculty or staff if the presence of an advocate would be supportive to the student in the process.

All complaints will result in prompt and thorough investigation and appropriate disciplinary action if warranted. Complaints will be kept as confidential as possible. The College will not tolerate retaliation against employees or students who report incidents of discrimination or sexual harassment, or those who participate in college investigations of alleged discrimination or harassment. Please see the policy statement on Harassment and Intimidation, Section 2.800, for further information pertaining to sexual and other forms of harassment or intimidation.
Appendix D
APA ETHICAL STANDARDS (4.420)

6.06 Planning Research

- Psychologists design, conduct, and report research in accordance with recognized standards of scientific competence and ethical research.
- Psychologists plan their research so as to minimize the possibility that results will be misleading.
- In planning research, psychologists consider its ethical acceptability under the Ethics Code. If an ethical issue is unclear, psychologists seek to resolve the issue through consultation with institutional review boards, animal care and use committees, peer consultations, or other proper mechanisms.
- Psychologists take reasonable steps to implement appropriate protection for the rights and welfare of human participants, other persons affected by the research, and animal subjects.

6.07 Responsibility

- Psychologists conduct research competently and with due concern for the dignity and welfare of the participants.
- Psychologists are responsible for the ethical conduct of research conducted by them or by others under their supervision or control.
- Researchers and assistants are permitted to perform only those tasks for which they are appropriately trained and prepared.
- As part of the process of development and implementation of research projects, psychologists consult those with expertise concerning any special population under investigation or most likely to be affected.

6.08 Compliance With Law and Standards

Psychologists plan and conduct research in a manner consistent with federal and state law and regulations, as well as professional standards governing the conduct of research, and particularly those standards governing research with human participants and animal subjects.

6.09 Institutional Approval
Psychologists obtain from host institutions or organizations appropriate approval prior to conducting research, and they provide accurate information about their research proposals. They conduct the research in accordance with the approved research protocol.
(American Psychological Association Ethical Principles 2nd code of conduct. 1992) p.42.
Appendix E
Guilford College Weather Emergency Policy
The following summarizes Guilford College's action plan in the event of a weather emergency:

Definition
A "weather emergency" occurs when Guilford College declares that local weather conditions prevent employees and students from traveling to or traversing the campus in order to work or attend classes. These conditions include heavy snow and ice that make roadways and walkways impassable as well as dangerous wind, rain and other conditions related to tornadoes, hurricanes and other extreme weather events. These conditions do not include occasional snow and ice.

The procedures for conditions resulting in the loss of heat or power on campus are described at the end of this policy.

Decision
In the event of a weather emergency, the Vice President and Academic Dean will consult with the director of facilities and campus services and decide before 6 a.m. whether to delay opening or close the college and whether to delay or cancel daytime classes. A delay/closing/cancellation announcement will ordinarily be made by 6 a.m. However, developing weather conditions may require that the decision and announcement be made later than 6 a.m. If the college is closed, only essential personnel in open departments (detailed below) need report to work.

If inclement weather exists in late morning or early afternoon, the vice president and academic dean will consult with the dean for continuing education and the director of facilities and campus services before deciding whether to cancel evening classes and/or close the college. A closing/cancellation announcement for evening classes will ordinarily be made by 3 p.m.

In the event of extreme situations, the president will convene an emergency team. This is addressed at the end of this document.

Notification/Coordination
Once a decision to delay opening or close the college and delay or cancel classes has been made:
The vice president and academic dean will notify the director of college relations who will:
  - Post an announcement on 316-CLOS (this is the primary means of employee notification and should be checked for updates when weather conditions are deteriorating)
  - Alert the commercial and campus media
  - Place a message on employee and student voicemail boxes
  - Post an announcement on the front of the college’s Web site
  - Draft a written statement for all campus communications, as needed

The vice president and academic dean will notify the director of public safety who will:
  - Coordinate the public safety staff
  - Arrange for the distribution of campus flyers with updates, as needed
  - Provide information to security control, the info desk in Founders and the front desk of each residence hall.
  - Provide the written statement from the director of college relations to WQFS

The director of facilities and campus services will:
  - Coordinate the staff in conferences and events, housekeeping, maintenance and grounds and the Physical Education Center.

A phone list has been provided to all employees involved in the notification and communication process.

Campus Areas and Departments
The following pertains to various campus areas and departments once a decision to close the college and cancel classes has been made:

Academic Affairs
Classes will not meet and faculty need not report. All academic support offices (The Learning Commons, International Center, Multicultural Affairs, Career & Community Learning, Registrar, Correspondence Center) will close. Hege Library may open on a full or limited basis as conditions permit.

Excerpted from the faculty handbook:
3.152 Bad Weather Procedures (abbreviated)
"Classes can be canceled for the entire institution only by the President or the Academic Dean. ...Only very rarely will daytime classes be canceled because of bad weather.

"Individual instructors can cancel their classes if they reasonably believe they are unable to come to campus safely. In such cases, the Correspondence Center (ext. 2274) shall be notified … and individual faculty should put a message on their voice mail. It will normally be necessary to make arrangements to make up work missed on such occasions later in the term.

"If commuting students reasonably believe that safety considerations prevent attendance at classes which are not canceled during bad weather, they should refrain from undue risk and will receive an 'excused absence.' Whenever possible, students should leave a message on voice mail for the relevant faculty person.

"These procedures regarding bad weather days should be announced to the students at the beginning of the semester by the faculty member."

**Campus Life**
The live-on residential staff will be present on campus in the residence halls. The dean for campus life will communicate with the director of facilities and campus services and director of public safety to ensure safe conditions for students in the residence halls and on campus. The coordinator of student involvement and leadership will coordinate on-campus programming and events with and for students. Dining services will operate on its weekend schedule. (In the case of a delay in opening, dining services will operate on its regular schedule.)

**Financial Administration**
Public Safety will remain open. The Business Office, Office of Student Financial Services, and Human Resources will close. The bookstore will close. The P.E. Center will close.

**Essential Personnel**
Essential personnel include those responsible for aspects of the residential program that must continue to operate while students are in residence. Certain administrative functions may also be designated as essential. When the college is closed for weather emergencies, senior staff have designated specific essential personnel who must report for work. Offices include, but are not limited to, maintenance, housekeeping, and Information Technology and Services.
(IT&S). All other employees shall be granted leave with pay for hours which they would normally work during a weather emergency. All **hourly-paid** employees properly authorized to work shall receive additional pay for hours worked during the official closing. When the institution remains open during inclement weather, employees unable to report to work may either:

- Use earned vacation time or emergency leave;
- Make up the time on other days within the same week; or
- Take leave without pay.

### 3.610 Inclement Weather, Natural Disasters and Any Unusual Work Interference (abbreviated)

"Departments, academic or administrative, may not declare themselves closed on days when school is open unless there is an unusual work interference. The decision to close a department or building will be made by the department manager after consultation with the vice president and academic dean.

"In cases where an employee is unable to come to work or needs to leave early, the employee may do so by using emergency or vacation leave time. It is important that the employee communicate with the manager regarding these emergency circumstances if she or he will be unable to work the standard work day.

"Certain departments must remain open, regardless of the work interference....It is the manager's responsibility to plan and implement a program to assure that necessary coverage is always in place."

When the college is closed for a weather emergency, all essential personnel in open departments must report for work as scheduled. Other employees scheduled to work need not report for work but will receive their regular pay. If an employee is on vacation or emergency leave during a weather emergency, any time off is still considered vacation or emergency leave.

Employees required to work overtime during a weather emergency will receive overtime pay according to normal practices.

If Guilford does not declare a weather emergency, an employee, after checking with his or her supervisor, may choose not to travel or decide to leave work early because of concerns about the weather. In such cases, he or she may
- Use earned vacation time or emergency leave;
- Make up the time on other days within the same week; or
- Take leave without pay.

The following table summarizes employee responsibilities in case of severe weather:

<table>
<thead>
<tr>
<th>IF A WEATHER EMERGENCY...</th>
<th>has been declared</th>
<th>has <em>not</em> been declared</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential personnel in open departments...</td>
<td>report for work as scheduled; receive <strong>additional</strong> pay for hours worked.</td>
<td>report for work as scheduled; use vacation or emergency leave if unable to report.</td>
</tr>
<tr>
<td>Other personnel...</td>
<td>do not report for work; receive regular pay for normally scheduled hours unless previously scheduled for vacation or emergency leave.</td>
<td>report for work as scheduled; use vacation or emergency leave if unable to report.</td>
</tr>
</tbody>
</table>

Supervisors may require temporary employees to report for work during weather emergencies if their jobs are considered essential. However, these employees are only paid for hours worked. Paid time off for staff not required to work during a weather emergency is counted as time worked in calculating overtime.

**On-Campus Events**

A department or group that is sponsoring an event on campus is responsible for determining if an event will take place during a weather emergency, in consultation with the director of conference and events and the coordinator of student involvement and leadership. For instance, student-driven events may proceed even if lectures or performances with off-campus participants or attendees are cancelled. The coordinator of student involvement and leadership, in coordination with the live-on residential staff, will make every effort to see that on-campus programming proceeds as planned. Sponsors of evening events will consult with the director of conferences and events and/or coordinator of student involvement and leadership by 3 p.m., and the appropriate person will contact the director of college relations for announcement of cancellations.

**Emergency Team/Extreme Situations**
In the event of extreme situations resulting in the loss of heat or power on campus, the president will convene and chair an emergency team. The vice president and academic dean will convene and chair in the absence of the president. The core team will include the president, vice president and academic dean, vice president for finance and administration, director of facilities and campus services, vice president for enrollment and campus life, dean for campus life, director of public safety and director of the office of communications and marketing. At the request of the president, the director of IT&S, general manager of dining services, coordinator of student involvement and leadership and safety manager may also be involved. Ordinarily, the team will meet in the commons on second floor of Founders Hall.

From decisions made by the emergency team, the following notification and communication process will be followed:

- The director of the office of communications and marketing will prepare one message that will be used in all communications (voicemail, 316-CLOS, WQFS, campus flyers, Web site, etc.).
- All members of the community should check voicemail and 316-CLOS for the latest updates.
- All offices should change their outgoing voicemail to alert incoming callers that the college is closed and to check 316-CLOS for updates.
- Campus Life will post flyers with updates, particularly those concerning residential students, and provide that information to security control, the info desk in Founders Hall and the front desk in each residence hall.
- The front page of the Web site will have current information.
Appendix F
Public Safety Services
We provide the following services to the members of the Guilford College Community:

- 24-hour public safety protection and awareness: the patrolling of campus areas with primary concern for personal safety of all students, staff, faculty and visitors
- 24-hour control room dispatch/2911 Emergency Line center
- Emergency phone with immediate connection to central dispatcher for medical assistance, fire alert, police assistance and suspicious activity
- Crime prevention programming to assist all community members in heightened awareness of safety issues
- On-campus escorts upon request
- Whistle Alert Program
- Liaison services to all local law enforcement agencies
- Property identification to minimize theft
- Monitoring safety conditions and filing safety-related work requests
- Enforcement of campus vehicle registration and parking regulations
- Bicycle Registration Program
- Campus facilities access control
- Fire, health, safety and risk management responsibilities

Emergency Operations Plan
Guilford College, like any other college and university, is vulnerable to a wide range of natural, technological and human-related hazards. Our Emergency Operations Plan (EOP) is an all-hazard plan that guides the college in preparing for, responding to and recovering from disasters. The EOP operates off the four phases of emergency management—mitigation, preparedness, response and recovery.

Emergency support functions are assigned to various departments on campus that bare the accountability of implementation before, during and after a disaster. Disasters could include, among many other incidents, an approaching tornado or a shooting on campus.

Key features of the EOP include notification to the campus with real time information as possible and the establishment of college incident command to
work with local emergency personnel under the unified incident command system and the required National Incident Management System.

For more information about the EOP, contact Ron Marshburn, safety manager, by e-mailing rmarshbu@guilford.edu.
Appendix G
Educational Policy Committee Practices and Procedures
[Added January 2006 by the Clerk and Educational Policy Committee; updated March 2010]

Course approval
Which courses must be approved by Educational Policy Committee?
Any course, new or existing, that is to satisfy the requirements for one or more general education categories of the curriculum must be approved by Educational Policy Committee.

Any course that is to have a permanent course number in the college catalog must be approved by Educational Policy Committee.

Any course that has been taught twice as a special topics course (250, 350, or 450) must be approved by Educational Policy Committee before it can be listed on the course schedule again, even if it is not being required to satisfy any general education requirements or if a permanent course number is not being requested. Approval permits the course to be taught twice more as a special topics course before being reviewed again.

Who may submit a course for approval?
Permanent course numbers or special topics courses: Proposals may only be submitted by the chair of an academic department or the coordinator of an interdisciplinary major in which the course is to be taught. By proposing a course for a permanent course number, the department is stipulating that the course can be offered on a regular basis, typically at least every other year, given approved tenure-track and continuing part-time staffing in the department or program. For a permanent course number, Educational Policy Committee recommends that the department chair or program coordinator consult with the Registrar to determine an available course number to recommend to the committee. The committee is not required to accept this recommendation.

General education requirements: Proposals for courses to satisfy general education requirements may only be submitted by the chair of the department and/or the coordinator of the program in which the course is to be taught. Courses that are to be cross-listed in two programs may be submitted by the chair or coordinator of either program. Both chairs and coordinators must endorse the proposal (see below).
Department chairs and/or program coordinators should review the courses that their department and/or program expects to offer in the two year course schedule and work with the faculty to make sure that proposals are submitted for those courses that will require Educational Policy Committee approval.

**When do course proposals need to be submitted?**

All proposals to satisfy general education requirements, permanent course numbers, or continued teaching of special topics courses must be submitted to the chair of the Curriculum subcommittee no later than September 1 (or the first Monday thereafter if September 1 falls on a weekend) for courses that will be taught during the following year's summer session or fall semester or the spring semester the year after that.

**Where should the course proposals be sent?**

Proposals should be sent electronically whenever possible. The department chair or program coordinator submits the course proposal package, including the course proposal form and all supporting documentation, to the chair of the Educational Policy Committee. Submission of the proposal in this way verifies the endorsement of the proposal by the department chair or program coordinator (see below). Note that the course proposal form can be filled out electronically by opening it in Word, and providing information in the gray boxes. Alternatively, you may print out the cover sheet and send it and the other required documentation to the chair of the Educational Policy Committee by campus mail.

**NOTE:** If a hard copy of the course proposal packet is being submitted, and the course is being proposed for more than one general education category, please submit one copy of the proposal packet for each category (e.g., if a course is being proposed to satisfy both a foundations requirement and Social Justice/Environmental Responsibility, two full copies of the package should be submitted). Note that proposal packages that are submitted electronically only need to have a single copy submitted.

**What needs to be submitted?**

The course approval packet should include the following:

A **course proposal form** (copy available in the Faculty Discussions conference on Lotus Notes and over the web at [http://phoenix.guilford.edu/FacultyD.nsf](http://phoenix.guilford.edu/FacultyD.nsf)).

A **syllabus** that conforms to the Faculty Handbook guidelines. According to section 3.140, a syllabus "shall include a description of the course, an
explanation of course objectives and general procedures, required and suggested readings, examination and paper requirements, all major assignments, the course attendance policy, and the instructor’s grading policy. Courses that have been taught at Guilford must have a syllabus included with the proposal. Proposed courses that have not yet been taught at Guilford may substitute a detailed course description for the syllabus. That description must provide sufficient detail describing the course and its objectives, and the expected readings, examinations, papers and major assignments. If the course is approved, the instructor must forward a copy of the syllabus to the chair of Educational Policy Committee at the beginning of the semester that the course is first taught.

If the course is being proposed for a permanent number, the course description that would go in the catalog if the course is approved. A rationale that explains how the course addresses the five Academic Principles. Note that a course is not required to address every principle. A rationale that explains in detail how the course meets the criteria for any general education requirement for which it is being proposed.

Endorsements by the chairs or coordinators of any program that the course is to be listed under. The submission of the course approval packet implies the endorsement of the chair or coordinator who submitted it. Other endorsements may be emailed to the chair of Educational Policy Committee.

Note: Faculty wishing to propose a course to satisfy the IDS 400 requirement should obtain an information packet from the Interdisciplinary Studies Division Chair. That packet includes additional questions that the proposal must address.

Where are the requirements specified?
Copies of the criteria for each of the general education requirements are available in the Faculty Discussion Conference on Lotus Notes. Look for the category "Educational Policy Committee Information". That category also contains a copy of the cover sheet for course proposals. The Faculty Discussions conference can also be accessed over the Web at http://phoenix.guilford.edu/FacultyD.nsf. Faculty may also contact the chair of Educational Policy Committee for copies of the criteria.

What happens after the proposal is submitted?
If the course is being proposed to satisfy a general education requirement, the Educational Policy Committee sends the package to the faculty member who
oversees the general education requirement. After the faculty member communicates her or his recommendation, the committee considers the proposal. The committee communicates the decision of the committee to the faculty member who submitted the proposal and to the department chair or program coordinator, along with any comments from those who reviewed the proposal. If the proposal is not approved, the chair of Educational Policy Committee should be consulted before a revised proposal is submitted. The committee’s goal is to provide a decision on all proposals within three weeks after submission, but the time to consider a proposal will depend on how many proposals are submitted.

Review and consideration of proposals by the Educational Policy Committee may take place virtually, with email communication between members, when it is not otherwise possible to arrange for a meeting.

Who are the faculty who perform the initial review of proposals for the general education requirements?

- FYE: Coordinator of the First Year Experience
- Many Voices: College Reading and Writing (English 102): Director of the Writing Program
- Historical Perspectives: Appointed by the Academic Dean
- Foreign Languages: Chair of the Foreign Languages Department
- Quantitative Literacy: Chair of the Mathematics Department and Coordinator of Quantitative Literacy (Note: Only GST 110: Quantitative Literacy and specified MATH courses may be used to satisfy this requirement.)
- Explorations: Breadth (Arts, Business & Policy Studies, Humanities, Natural Sciences & Mathematics, Social Science): Educational Policy Committee will appoint a committee member from each division to perform this role. Each division may set its own procedures for how the review is to take place, with the designated committee member overseeing the process.
- Explorations: Critical Perspectives (Intercultural, Social Justice and Environmental Responsibility, Diversity in the U.S.): Appointed by the Academic Dean
- Capstone (IDS 400): Interdisciplinary Studies Division Chair

What are the consequences of not submitting proposals on time?
All proposals submitted after the stated deadlines will not be considered until the following semester.

**Is there any such thing as an "emergency" course approval?**
Educational Policy Committee recognizes that necessary last-minute changes to the course schedule may arise and that those changes may require very rapid consideration of a course proposal submitted after deadline. As soon as the need becomes evident, the chair of Educational Policy Committee should be notified, even before developing the proposal. The chair and the Academic Dean will consult to verify that the course approval must be considered rapidly. If so, the chair will request the full course proposal and, if possible, bring it to the appropriate subcommittee for consideration. If the situation occurs when the committee is not meeting, such as during winter break or over the summer, the chair will convene an ad hoc subcommittee, either virtually or in person, to review the proposal. All other requirements apply to such proposals.

**What is the process for appealing course approval decisions?**
A statement asking that the committee’s decision be reconsidered and responding to the reasons for denying the course approval may be submitted to the chair of the Educational Policy Committee. The committee will review the statement and affirm their decision, reverse their decision, or ask for further information. The committee's decision on an appeal is final.

Appeals may only be requested in the academic year in which the course approval was originally considered. After that time, the course approval packet must be resubmitted with a statement addressing how the new proposal addresses the committee’s reasons for denying the original course proposal.

**What is the process by which a student may petition to have a course they have taken at Guilford or elsewhere satisfy a general education requirement?**
Educational Policy Committee does not review or consider student petitions. All petitions are to be submitted to the Registrar’s Office. The Associate Academic Dean makes the final decision concerning such petitions subject to the following guidelines.

Students who have taken courses prior to those courses being approved to satisfy general education requirements may petition to have the course satisfy the same general education requirements. The petition must include a documented statement by the faculty member who taught the course that the
course at that time was the same as the course that was approved by Educational Policy Committee.

If a student transfers a course into Guilford that is assigned the same course number as a Guilford course that satisfies one or more general education requirements, then the student is considered to have satisfied those general education requirements, subject to the rules about double-counting courses for general education requirements.

If a Guilford course has never been approved to satisfy a specified general education requirement, either before or after the student received credit for the course, then the student may not petition to have the course satisfy that requirement.

Students may petition transferred courses that do not fall into any of the above categories to satisfy a general education requirement. The petition must demonstrate that the transferred course satisfies the approved criteria for the general education requirement. The coordinator of the requirement will be responsible for evaluating the petition and making a recommendation.

**How are proposals for FYE courses handled?**
FYE course proposals are somewhat different because they typically have a deadline in the summer before the course is taught. All information for the FYE course should be sent to the coordinator of FYE by the specified deadline. The proposal is not required to have the endorsement of the department chair; the FYE coordinator will fill that role. FYE courses that have been taught in the previous two years and are unchanged from the previous time they were taught do not require the approval of Educational Policy Committee. The FYE coordinator will do any necessary review of such courses.

FYE courses that are being taught for the first time or that have not been taught in more than two years will be reviewed by both the FYE coordinator and the chair of Educational Policy Committee who will require and/or recommend changes. The faculty member teaching the course must respond to these comments in order to provide an acceptable proposal before the first FYE class session.

**Course changes**

**How can a course number be changed?**
Proposals for changing the permanent number of a course should be sent to the chair of Educational Policy Committee. The proposal should contain the most current syllabus for the course and a justification for the change in course number. Proposals should be submitted by the appropriate department chair or program coordinator.

Department chairs and program coordinators should review the course numbering guidelines at the beginning of Chapter 4 of the Guilford College Catalog when considering any changes. They should also be prepared to demonstrate that the proposed numbering is consistent with commonly accepted course numbering practices for their discipline.

**How can a course description in the catalog be changed?**

Proposals for changing the catalog description of a course should be sent to the chair of Educational Policy Committee. The proposal should contain the proposed revision, the most current syllabus for the course and a justification for the change in the catalog description. Proposals should be submitted by the appropriate department chair or program coordinator.

**How can the prerequisites for a course be changed?**

Proposals for changing the prerequisites of a course should be sent to the chair of Educational Policy Committee. The proposal should contain the proposed revision, the most current syllabus for the course and a justification for the change in the prerequisites. Proposals should be submitted by the appropriate department chair or program coordinator.

Department chairs and program coordinators should be particularly cognizant of change in prerequisites that effectively change the requirements for majors in their program or in other programs. Adding a prerequisite to a course that is required for a major increases the number of courses that a student in that major must take. Educational Policy Committee will scrutinize such issues carefully and will be likely to ask that such changes are consistent with commonly accepted practices both for the course and for the programs that would be affected.

**How can a course be deleted from the catalog?**

Department chairs and program coordinators may propose that a course be deleted permanently from the course catalog. A proposal justifying the course deletion should be sent to the chair of Educational Policy Committee. The proposal should describe the reasons for removing the course. If the course is one that can be used to satisfy the requirements of another program, an
endorsement from the coordinator of that program should accompany the proposal. If the course is a required course for any program, a proposal to modify the corresponding program (see below) should be submitted simultaneously.

**How can a course be specified to no longer satisfy a general education requirement?**

Proposals to remove a general education attribute from a course may be generated within Educational Policy Committee or may be submitted by a faculty member teaching the course, the department chair or program coordinator in which the course is taught, or by the coordinator of the general education requirement listed earlier in this document. For the Explorations: Breadth requirement, the appropriate division chair may also submit such a proposal. No matter who submits such a proposal, the others listed here will be asked to comment on the proposal to Educational Policy Committee.

Numerous reasons may exist to justify removing a general education attribute from a course. Such reasons might include the course content having changed so that it no longer properly addresses the appropriate criteria, the department wishing to modify the course so that it can achieve different departmental goals, the department wishing to lessen demand for the course and have a more focused audience, the coordinator of the requirement having reason to believe that the course was approved incorrectly, or the committee review of assessment material showing the course to be unsatisfactory in addressing the criteria. Those proposing that the attribute be removed must provide a documented justification for the proposal. The proposal will be communicated to all interested parties who will be given a deadline by which to comment. The committee will consider the original proposal and all comments. The decision of the committee will be communicated to all interested parties.

If the committee decides to remove a general education attribute, the decision will take effect in the first semester for which pre-registration has not occurred. For example, a decision made in October 2006 would take effect when the affected course is offered in Spring 2007. But a decision made in December 2006 could not take effect until the course is offered in Summer 2007 or after. In the latter case, it would be incumbent upon the department chair and faculty teaching the course to ensure that the course continues to satisfy the specified general education requirements until the removal takes effect.

**Can a course syllabus be changed after the course has been approved for a permanent course number or to satisfy a general education requirement?**
Nothing in these procedures and practices is meant to indicate that syllabi are immutable, that all faculty teaching a single course must use the same syllabus, or that faculty may not adopt a different pedagogy. However, no matter who is teaching a course, and no matter what syllabus they choose to use, the course must be recognizable as the course that was originally approved by Educational Policy Committee. For courses that satisfy general education requirements, the course syllabus or content cannot be changed in any way that would mean the course no longer satisfies the criteria for the general education requirements it was approved to satisfy.

Educational Policy Committee places the responsibility for ensuring this consistency with department chairs and program coordinators. They should communicate to their faculty any requirements that must be met for courses in their area and review syllabi as they deem appropriate. Any questions about whether a particular course is being taught in a way that corresponds to what it was approved for should be raised with the chair of Educational Policy Committee.

Proposals for new majors or concentrations

How can a new major or concentration be proposed?

_Under development._

Modifying an existing major or concentration

How may the course requirements for an existing major or concentration be changed?

The coordinator of an academic program may submit a proposal to modify the course requirements for the program to the chair of Educational Policy Committee. Depending on the complexity of the changes, different information may be required by Educational Policy Committee.

If the proposal is to add a course to the list of courses that satisfies a particular requirement in the major, all that is required is the request from the program coordinator and an endorsement from the chair of the department in which the course is offered. No further justification must be submitted with the proposal, although Educational Policy Committee reserves the right to request such justification as part of their consideration of the proposal.

All other proposals to change course requirements for a program will likely involve adding or deleting categories of requirements. Such substantial changes will require more detailed justification by the program. In such cases, Educational
Policy Committee recommends that the original proposal for the major be updated and revised to reflect and justify the proposed changes.

Changed requirements take effect depending on whether they are more restrictive or less restrictive than the current requirements. If the new requirements are less restrictive, all students may take advantage of them upon Educational Policy Committee approval. If the new requirements are more restrictive, currently enrolled students may continue to follow the old requirements. Students who enter Guilford in the semester following the approval of the new requirements will be required to follow those requirements.

**How may the catalog description for an existing major or concentration be changed?**
Changes in the catalog description for an existing academic program that do not include any changes in the course requirements or course descriptions may be communicated directly to the catalog editor. The catalog editor will consult with the chair of Educational Policy Committee if there are any changes that may require committee approval.

**Modifying criteria for general education requirements**

*Who has the authority to propose changes in the criteria for general education requirements?*

Any faculty member may bring a proposal to change the criteria for a general education requirement to Educational Policy Committee. Proposals may also be generated from within Educational Policy Committee. The committee strongly recommends that both the coordinator of the general education requirement and those faculty teaching courses that satisfy the requirement be consulted before a proposal is developed.

*What information must be provided in such proposals?*

Those proposing changes in the general education requirements should first be aware of the SACS requirements for a general education program. No changes will be made that result in the college being out of compliance with the SACS requirements.

Proposals must include the following:

- A statement of the change being requested. The statement should include new versions of the criteria for any general education requirements that would be changed, as well as a revision of any statement in the catalog.
concerning the general education requirements that would need to be modified.

- A justification for the change including evidence that the current general education requirements do not serve the stated purpose. Analysis of data from previous assessment of the requirement is particularly valuable in this regard.
- Revisions, as necessary, of the college's rationale for its general education program that incorporate the proposed changes.
- A plan for assessing the revised general education requirements stating the internal and/or external assessment tools that will be used and listing those who will be responsible for performing the assessment and evaluating the results.
- A statement demonstrating that the proposed changes will not take the college out of compliance with SACS requirements concerning general education requirements.
- Faculty making proposals may include other information that they feel would be helpful to the committee in its considerations.

How is a proposal to change the criteria for a general education requirement considered?
The faculty must approve any change in the criteria for a general education requirement because that effectively changes the graduation requirements. Educational Policy Committee will consider such proposals and recommend approving or denying the change. If Educational Policy Committee recommends approval, the recommendation will be forwarded to Clerk's Committee requesting that the proposal be put on the faculty meeting schedule.

If Educational Policy Committee recommends that the proposal be denied, then the faculty proposing the changes may choose to forward their proposal to Clerk's Committee. Educational Policy Committee will then forward their reasons for recommending denial. Clerk's Committee will decide whether the proposal should be brought to faculty meeting.

Miscellaneous
How are approved changes reflected in the Guilford College Catalog?
When Educational Policy Committee approves proposals that require changes in the catalog, the committee communicates the approval to the catalog editor along with any necessary supporting information. The committee requests that the catalog editor and those making the proposal consult to make the approved
changes. In most cases, the online catalog will be updated soon after approval; the changes will be reflected in the print catalog at its next biennial update.
Appendix H
Workload Analysis
[added April 2001 by the corporate faculty, revised by the division chairs April 24, 2005]

Preface
The faculty workload analysis, instituted by the Academic Dean and Division Directors in the spring of 2001, has been reviewed annually. As a result, it has been revised and changes have been made reflecting input from faculty members from every division. This document represents those revisions.

Purpose
The primary purpose of the workload analysis is to provide accurate and consistent information that will help the Academic Dean, Division Chairs, and Department Chairs analyze the volume of work done by individual faculty in the four major areas of faculty responsibility described in the Faculty Handbook: teaching, advising, community service and scholarly or professional growth. Although the quality of work is important, this analysis focuses on quantity. It will contribute to better utilizing faculty talent and time, to achieving and sustaining equity in workload distribution, and will help determine the amount of merit pay raises in faculty salaries. The use of this information should thereby improve faculty morale and help determine the frequency and kind of courses offered by the College.

Assumptions
Several assumptions directed the development of the workload analysis. It must:

- Be simple, useful and easy to understand.
- Be based on information that can be quantified.
- Rely on regular data collection processes from various sources.
- Follow from already defined expectations.

Weighting System
Workload is calculated once a year following the completion of the spring semester. Points are distributed among the four major components of faculty work: teaching, advising, community service, and scholarly or professional growth. One hundred points are used to quantify workload, and each faculty member can earn a score ranging from 0-100 (called “with limits”). A second score represents the full extent to which faculty members have exceeded
workload expectations in each category. This is the total, "without limits." In addition, the total faculty, division and departmental means and standard deviations are calculated for each component (teaching, advising, etc.) and for the total workload. The weighting system is described below.

55 points

- **Teaching: class size.** The major focus of Guilford faculty should be teaching and the allocation of the workload points reflects this emphasis. A maximum of 45 points is assigned based on average class size, with the expectation that faculty will teach an average of 15-25 students in each class. An additional 10 points are assigned for contributions to the curriculum, described below.

The Registrar's Office will be responsible for continuing to produce the teacher workload report sometime in the month following the last day to drop with a 100% refund. A record of each faculty member's teaching load will be maintained by the Dean's office. The data will then be analyzed as follows:

A normal teaching load is three, four-credit courses. Multiply three times four to get twelve, which is the teaching credit responsibility for most faculty members each semester. Science labs will be counted as 2 credit hours. Internships and independent studies will count as the number of credits for which the student is registered.

Compensated overload teaching will not be included in the faculty teaching workload.

The total student credit hours shown in the teaching load report generated by the Registrar's Office will then be divided by the number of teaching credits for which each faculty member is responsible. For example, suppose a faculty member teaches three, four-credit courses with 15, 18, and 25 students enrolled in the three courses, and has a TA enrolled for four credits and one student doing an internship for four credits. The total number of students for this faculty member is 60. This number (60) is multiplied by four (credits for each student) to equal 240, which is the total student credit hours for the faculty member. The faculty member's teaching credit responsibility is 12 (three, four-credit courses) so you divide the total student credit hours (240) by the teaching credit responsibility (12) to get 20. According to the handbook expectations for teaching loads, this method should produce a figure between 15 and 25 for each faculty member.
This approach should produce similar results for those teaching non-4 credit courses as well as those with reduced loads.

Points then will be awarded to each faculty member based on their calculated average. Those with averages of 25 or more will receive 45 points. Each number in the average is worth 1.8 points. In the example above, the faculty member with an average of 20 would earn 36 points.

These figures will also be used to track teaching over time and to create a teaching load assessment for past years.

- **Teaching**: *Contributions to general curriculum* -- This sub-category, worth a maximum of 10 points, augments the teaching workload, with points awarded for the following: (1) the number of preparations, over four, taught each year; (2) the number of new or second time courses taught;[2] (3) the number of courses that (a) satisfy requirements for interdisciplinary majors or concentrations, (b) that satisfy requirements for single discipline majors offered by departments other than the faculty member’s own department, or (c) that meet general education requirements, excluding area of study courses that also count toward a major offered by the faculty member’s own department; and (4) curriculum development.
  - Faculty will receive one point for each separate course preparation, over four, per year.
  - Faculty will receive two points for each new course taught and one point for each course taught for the second time (see footnote below for the workload definition of a new course).
  - The Registrar’s Office will be responsible for maintaining a list of courses that fulfill general education requirements each semester. This list will be used to help determine each faculty’s contributions to the curriculum in areas other than their major or disciplinary concentration. One point will be awarded for each course that (a) satisfies a requirement for an interdisciplinary major or concentration, (b) satisfies a requirement for a disciplinary major other than one’s own, or (c) contributes to the general education curriculum but does not count toward a major in a discipline offered by her or his department (e.g.: FYE, English 101/102, Foreign Language 101/102, HP, Critical Perspectives, or IDS 400). If a course meets a breadth requirement and also counts toward a disciplinary major offered by the faculty member’s department, that course does not count as a contribution to the curriculum. In this category, Individual courses will
earn only one point, even though they may contribute toward more than one area in the general curriculum (e.g., diversity and IDS).

- **Curriculum Development** -- This includes the uncompensated work (compensation includes Faculty Development grants, stipends, and course reductions) to develop courses or programs beyond the regular revision and updating of courses. This information will be collected at the end of each year from the Faculty Development office, the Interdisciplinary Studies Division Chair, the Curriculum Committee and a survey of faculty by the Academic Dean's Office. A maximum of 5 points may be awarded for curriculum development.

15 points

**Advising** -- Faculty will be awarded up to 15 points based on the number of advisees recorded in the Registrar's Office.

The Registrar's Office will be responsible for maintaining information on number of advisees per faculty member. At the beginning of the spring semester, a report will be prepared showing the number of each faculty member's advisees. Points for advising will be assigned based on the median number of advisees for all faculty and will range from 0 to 15 points. For example, if 10 is the median number of advisees for all faculty, those faculty with 10 advisees would receive 7.5 points. Each additional advisee would increase the point value up to a maximum of 15 points.

15 points

**Community Service** -- This component includes

- Service on committees,
- Uncompensated administrative tasks,
- Grants which focus on the curriculum or students, and
- Co-curricular and student activities

Efforts in each of these areas will be assigned points up to a maximum of 15.

At the end of the spring semester, a form will be distributed to faculty that requests information about committee assignments, chairing departments or programs, other administrative tasks, grant writing or administration, co-curricular and student activities. Faculty will be asked to identify which, if any, of the activities noted are compensated. Faculty will return the form to the Dean's Office. These data will then be used to award points.
**College Committees.** Faculty responsibilities for serving on committees are outlined in the Faculty Handbook. Every faculty member is expected to serve on one committee. Chairing a department is considered equivalent to serving on a committee. A total of 7 points will be awarded for committee service, and a total of 7 points for chairing a department. Faculty will receive an additional 2 points for chairing a committee.

**Administration.** A maximum of 3 points will be awarded for uncompensated administrative work (directing a program, developing a new program, etc.). Faculty will not receive points for compensated administrative work (compensation includes stipends and course release), although the record will show such work.

**Grants.** Information collected will include writing and administering grants, duration of grant, type of grant (programmatic, student research, faculty research), benefits (monetary, release time, travel, equipment, etc.) for faculty, students, or programs. Some grant work will fall under college service and some under professional growth and scholarship. Faculty may decide where this contribution is most appropriately counted. A total of 3 points may be awarded for grant activities under community service.

**Co-curricular Activities.** Activities that can include advising a student group; organizing or participating in panels; participation in Honors, Open House, or other admission/student life activities may be awarded a total of 5 points. Only work that falls under the guidelines listed will accumulate workload points. It is understood that many faculty have taken on additional tasks for which they are compensated (teaching overloads, division directors, directors of programs, etc.). This work is considered an addition to the required faculty workload and not included in workload points. It is important that the college maintain records of such "extra" work, as it may help us to better understand the amount of work required to run the college and better distribute the workload among faculty.

The Academic Dean will be responsible for assigning points for work in all areas of community service based on the information reported by each faculty member at the end of the academic year. These point values and the rationale for their allocation will be communicated to faculty at the end of each year. A maximum of 15 points will be awarded for all aspects of community service.

**15 points**
Growth as a Scholar -- Up to 15 points will be assigned for participation in publishing, exhibitions, presentations, attending conferences, and research grants.

At the end of the academic year, the Academic Dean's Office will collect information about faculty participation in publishing, exhibitions, presentations, attending conferences, and research grants. Professional growth activities are expected to differ among different disciplines, but all that are appropriate for a discipline will be "counted."

The Academic Dean will be responsible for assigning points for professional growth based on the point values decided upon by the various divisions. These point values and the rationale for their allocation will be communicated to faculty at the beginning of the next academic year.

[1] The change in terminology from Division Directors to Division Chairs represents the transition in academic administration that will be in effect in the 05-06 academic year.

[2] In this context, "new" is defined as either new to the college curriculum or newly taught by someone who has previously taught other courses at Guilford. It does not apply to courses that newly hired faculty members are teaching for the first time, but are part of the college curriculum and are courses for which they have been newly hired to teach. New faculty may receive monetary compensation through the Campbell Fund as well workload points for developing courses new to the college.

Appendix I

Media Policy and Practices
[Revised 7/19/07 by the President]

The news media provide an important communication channel to the citizens of Greensboro, the region, state and nation. Public understanding and support of Guilford College's programs can be enhanced through the maintenance of good working relationships with the media and the provision of information in a cooperative, coordinated fashion.

Guilford's media policy and practices are based on a commitment to supplying information to which the media have a just and reasonable claim. Policies and practices take into account Guilford's status as a private higher education
institution and federal laws governing the release of information. With that in mind, there may be limitations to protect the rights of students or employees.

Contact with the Media

- It is expected that direct contact between the college and the media will be initiated by or through the Office of Communications and Marketing. Having a reliable one-stop shop fosters media confidence in the institution and ensures that the college speaks with "one voice." This process also enables the office to track media coverage.
- Media inquiries should come directly to the Office of Communications and Marketing. However, if a faculty or staff member or student receives a direct inquiry from a reporter, that person should ask the reporter if he/she has contacted the Office of Communications and Marketing to arrange the interview. If not, refer the reporter to the office (phone 316-2335).
- Once the Office of Communications and Marketing has been contacted by a reporter, it will arrange for the faculty or staff member or student to return the reporter's call. After the interview has taken place, the interviewee should follow up with the office to report when coverage might be expected or to report any concerns about the interview.
- The college maintains a media source guide online, and communications and marketing staff members will often direct reporters to faculty, staff and administrators listed in the guide.
- Student contact information will not be released by the Office of Communications and Marketing without permission of the student. In most cases, communications and marketing staff will ask a student to return the media call. The college switchboard does not release student contact information.
- Occasionally, there will be a need for media to contact a member of the administration, faculty or staff at home outside of regular business hours. Communications and marketing staff will determine the urgency of these requests and handle them accordingly.
- In speaking with the media, an individual should answer a reporter's question as fully as possible. If an individual is uncertain as to how much information should be provided, it is appropriate to redirect the inquiry to the next administrative level or to the Office of Communications and Marketing.
- In some instances, the college will designate a spokesperson (or persons) and have that person handle all media interviews. This will be made known to the campus community when in effect.
If a media representative requests a copy of an internal document that has not been publicly released, this request should be directed to the Office of Communications and Marketing.

When speaking with a reporter, consider the following tips:

- Prepare your message with three to five key points in order to stay focused and convey your message effectively.
- State important facts first. Be concise and avoid complex explanations. Electronic media, especially, are in search of "sound bites."
- Tell the truth. Don't guess at the facts and don't exaggerate. If you cannot or should not answer a question, give a reason and/or offer to redirect the inquiry.
- Avoid saying "no comment." This gives the impression you have something to hide. Rather, say, "It would be inappropriate to comment or speculate on the matter."
- When communicating by e-mail, be mindful of the difference in tone versus a conversation.
- Never make "off the record" comments. Assume that your entire conversation with the interviewer is on the record.
- Never say anything that you would not want published on the front page of the newspaper or delivered as the top story on the next newscast.

Crisis Communications

- The college has established a separate Crisis Communications Policy that is part of the Emergency Operations Plan.
- The senior director of communications and marketing is a member of the college's Crisis Management Leadership Team and is responsible for working with Public Safety, Facilities and Campus Services and other offices to assess the situation and prepare the college response(s).
- The Office of Communications and Marketing coordinates release of all information to the media and other internal and external constituents in the event of a crisis or major emergency situation.
- It is doubly important for employees and students to redirect any inquiries from media concerning a campus crisis to the Office of Communications and Marketing.

Appendix K

GUILFORD COLLEGE
INTELLECTUAL PROPERTY POLICY
[Approved by the Board of Trustees October 6, 2006]
SECTION 1. INTRODUCTION
This document establishes a policy for Guilford College with respect to intellectual property developed by members of the Guilford College community. Guilford College is a community of creative thinkers and, therefore, the College encourages the development and dissemination of knowledge, ideas, inventions, and educational materials. These activities contribute to the public welfare, provide educational opportunities for students, contribute to professional development of the individuals involved, and enhance the reputation of the College. Guilford College further acknowledges that some of such inventions and materials may have commercial value. Therefore, the purpose of this Policy is to address intellectual property procedures in accordance with best practices without stifling creative endeavors or the dissemination of scholarly work. The College expects that this Policy will evolve, as the mission evolves and as the types of intellectual property evolve. As the Policy evolves, consideration will be given to the values drawn from Guilford College’s Quaker and liberal arts traditions. Review of this Policy will seek to ensure consistency with the College’s core values.

The provisions of this Intellectual Property Policy are subject to the applicable federal and state laws and regulations.

SECTION 2. INVENTIONS
A. PATENT OWNERSHIP
Guilford College shall own all rights and title in all inventions or discoveries of College faculty, staff and students that are: (i) conceived or first actually reduced to practice as a part of or as a result of College research or activities within the scope of the inventor’s employment by the College, or (ii) that involve the use of College time, facilities, staff, materials or funds administered by the College. Inventions that are made by faculty, staff, and students entirely on their own time and without the use of College facilities, equipment, staff, supplies, resources, or trade secret information, shall remain the exclusive property of the inventor.

In the event there is a question as to whether the College has an ownership claim to an invention, the invention should be disclosed according to Section 2(B) below. Such disclosure is without prejudice to the inventor’s ownership claim. In determining ownership interest in an invention, the College may determine that the College has no property interest in an invention because its conception and reduction to practice was unrelated to the inventor’s duties as a College employee or involved only insignificant use of College resources (such as office space or libraries normally available to all faculty and staff). The inventor will receive a written statement confirming the College’s property interest. If a student
makes an invention which is, or may be, subject to College ownership in accordance with this Policy, the student shall disclose the invention to the College as provided in Section 2(B) below, and the College, together with the student, shall determine an equitable resolution of ownership rights.

B. DISCLOSURE
College faculty, staff, and students are required to report all inventions and discoveries in which the College may have an interest to the College’s Intellectual Property Committee (a “Disclosure Report”), at which time the possibility of exploring patenting should be considered. Students should first discuss an invention with their instructor, who shall assist them in further discussion with the College.

In order to preserve rights in unpatented inventions, it shall be the duty of the inventor, or of the supervisor if the inventor is not available, to report to the Intellectual Property Committee any publication, submission of manuscript for publication, sale, public use, or plans for sale or public use, of an invention, if a Disclosure Report has previously been filed with respect to the invention. If an invention is disclosed to any person who is not employed by the College or not working in cooperation with the College upon that invention, a record shall be kept of the date and extent of the disclosure, the name and address of the person to whom the disclosure was made, and the purpose of the disclosure. The inventor shall promptly notify the Intellectual Property Committee of the acceptance for publication of any manuscript describing the invention or any sale or public use made or planned by the inventor.

In those cases in which the College has obtained a patent without obligation to any sponsor that supplied funds under a contract, grant, or other arrangement for the development of the underlying invention, and no arrangement has been made for commercial development of the invention within a reasonable period from the date of the issuance of the patent, the inventor(s) may request in writing a release of the College’s patent rights. The Intellectual Property Committee will promptly either grant the request or will advise the inventor of the College’s plans for the development of the invention.

As to any invention in which the College has determined that the College has an interest, the inventor, upon request, shall execute promptly all contracts, assignments, waivers or other legal documents necessary to vest in the College or its assignees any or all rights to the invention, including complete assignment of any patent or patent applications relating to the inventor. College personnel
may neither (a) sign patent agreements with outside persons or organizations which may affect the College’s rights and interests as stated in this Policy or as provided in any grant or contract funding the invention, nor (b) without prior written authorization use the name of the College in connection with any invention.

C. REVENUE SHARING
The College shall share revenue which it receives from patents or inventions with the inventors. As noted above, specific provisions of grants or contracts may govern rights and revenue distribution regarding inventions made in connection with sponsored research; consequently, revenues the College receives from such inventions may be subject to payments of royalty shares to sponsors or contractors. Moreover, the College may contract with outside persons or organizations to obtain, manage, and defend patents, and any royalty shares of expenses contractually committed to such persons or organizations may be deducted before revenues accrue to the College.

The revenues (net, if applicable per the preceding paragraph) which the College receives from a patent or invention will be applied first to reimburse the College for any incremental expenses incurred by it in obtaining and maintaining patents and/or in marketing, licensing and defending patents or licensable inventions. After provision for such expenses, the inventor’s share of such revenues shall be as follows: 50% of the first $500,000 of the net revenue and 35% of net revenue thereafter. In the case of co-inventors, each such percentage share shall be subdivided equally among them, unless the College in its sole discretion determines a different share to be appropriate. Applicable laws, regulations or provisions of grants or contracts may, however, require that a lesser share be paid to the inventor.

D. INVENTOR REQUEST FOR A DETERMINATION OF COLLEGE RIGHTS
If the inventor believes that the invention was made outside the general scope of his or her College duties or entirely on the inventor’s own time and without the use of College resources, and does not choose to assign the rights in the invention to the College, he or she shall, in the invention disclosure, request that the Intellectual Property Committee determine the respective rights of the College and the inventor in the invention and shall include information on the following points:

i. The circumstances under which the invention was made and developed;
ii. The employee’s or student’s official duties at the time of the making of the
 invention;
i. Whether he or she requests a waiver or release of any College claims or acknowledgment that the College has no claim;
iv. Whether he or she wishes a patent application to be prosecuted by the College, if it should be determined that an assignment of the invention to the College is not required under this Policy; and
v. The extent to which he or she would be willing voluntarily to assign domestic and foreign rights in the invention to the College if it should be determined that an assignment of the invention to the College is not required under this Policy.

E. RESPONSIBILITIES OF GUILFORD COLLEGE PERSONNEL
Employees engaged in external consulting work or business are responsible for ensuring that agreements emanating from such work are not in conflict with this Policy or with the College’s contractual commitments. Such employees should make their College obligations known to others with whom they make such agreements and should provide other parties to such agreements with a statement of this Policy.

SECTION 3. COPYRIGHTS
The Guilford College policy with regard to copyrightable works is intended to foster the traditional freedoms of the College faculty, staff, and students in matters of publication, through a fair and reasonable balance of the equities among authors, sponsors, and the College. At the same time, the policy is intended to ensure that copyrightable materials in which the College has a legitimate interest are utilized in a manner consistent with the public interest.

A. DEFINITION OF COPYRIGHTABLE MATERIAL
Copyrightable materials include original works of authorship for which property rights are protected under federal copyright legislation such as books, manuscripts, artistic works, movies, television programs, software, music, and multimedia materials.

B. COPYRIGHT USE
Guilford College supports the responsible, good faith exercise of fair use rights, as codified in 17 U.S.C. § 107, by faculty, librarians, and staff in furtherance of their teaching, research, service, and other educational activities. The College shall:

i. Inform and educate the College community about fair use and the application of the four fair use factors as set forth in 17 U.S.C. § 107 and as interpreted in
applicable case law. The four factors are:
(a) The character and purpose of the proposed use.
(b) The nature of the work to be used.
(c) The amount and substantiality of the portion to be used.
(d) The effect on the market or potential market for the work.

ii. Develop and make available resources concerning copyright laws in general and the application of fair use in specific situations.
iii. Ensure that employees and students have access to assistance in making fair use determinations.

C. OWNERSHIP
i. WORKS BY FACULTY
(a) NON-DIRECTED WORKS
A “non-directed work” is a pedagogical, scholarly, literary, or aesthetic (artistic) work originated by a faculty employee resulting from an effort that is not specifically funded or created at the direction of the College. Such works may include textbooks, manuscripts, scholarly works, fixed lecture notes, distance learning materials not falling into one of the other categories of this Policy, works of art or design, musical scores, poems, films, videos, audio recordings, or other works of the kind that have historically been deemed in academic communities to be the property of the author.

Except as otherwise provided in Section 3 of this Policy, non-directed works shall be owned by the author (the word “author” as used in this Policy also includes the plural where there is more than one author or contributor) of the work. (See Section 3(C)(ii) below for the definition of “work for hire;” under the Copyright Act the College is deemed the “Author” of a work for hire.) If the College is to be involved in commercializing a traditional work or non-directed work, the work’s author shall assign the work to the College. In cases of ownership by the author of a traditional work, the College, where practical, shall be granted a non-exclusive, nontransferable, royalty-free license to reproduce, distribute, publicly perform, publicly display, or make derivative works of the work for its own educational or research use (hereinafter referred to as a “Shop Right”).

(b) TRADITIONAL WORKS OR NON-DIRECTED WORKS INVOLVING EXCEPTIONAL USE OF COLLEGE RESOURCES
“Exceptional use of College resources” means College support of traditional works with resources of a degree or nature not routinely made available to faculty in a given area. The following are some examples of that are presumed to be exceptional use:
(i) waiver of fees normally required to use specialized College facilities (e.g., equipment, production facilities, service laboratories, special computing resources, studios) where those facilities are used in creation of the work;
(ii) College grants or gifts in support of the work’s creation;
(iii) reduction in levels of teaching, service or other College employment responsibilities (e.g., course load, student advising, division/department meetings, office hours, administrative tasks) granted solely for the purpose of facilitating creation of a specified work or works; and
(iv) use of College personnel, laboratory space, equipment, or supplies not routinely made available to faculty or employees.

Exceptional use does not normally include routine use of College personnel, office space, laboratories, desktop computers, libraries, telephones, and information resources in a manner that (i) does not interfere with or delay use for College business purposes, and (ii) does not result in substantial direct costs to the College.

Traditional works or non-directed works involving exceptional use of College resources shall be owned by the College. However, upon approval by the Intellectual Property Committee, the College may release or transfer its rights to the work’s author, with the College retaining (i) a Shop Right, and/or (ii) the right to require reimbursement and/or income sharing from the author to the College if the work produces income for the author. The parties may also negotiate for joint ownership of such works, with the approval of the Intellectual Property Committee.

(c) DIRECTED WORKS
“Directed works” include works that are specifically funded or created at the direction of the College (including, but not limited to, works for hire by faculty or other employees).

Directed works shall be owned by the College. The work’s author, where practical, shall be granted a Shop Right. The College may release or transfer its authorship rights to the work’s author under a written agreement negotiated between the author and the College, usually with the College retaining (i) a Shop Right, and/or (ii) the right to require reimbursement and/or income sharing from the work’s author to the College if the work produces income for the author. The parties may also negotiate for joint ownership of such works, with the approval of the Intellectual Property Committee.
(d) SPONSORED OR EXTERNALLY CONTRACTED WORKS

A “sponsored or externally contracted work” is any type of copyrighted work developed using funds supplied under a contract, grant, or other arrangement between the College and third parties.

For a sponsored or externally contracted work created under an agreement that expressly requires copyright ownership by the College, the author of the work must disclose the work to the College. Provided there is no conflict with a sponsored agreement, the College may release or transfer its rights to the work’s author under an agreement negotiated between the author and the College, usually with the College retaining (i) a Shop Right, and/or (ii) the right to require reimbursement and/or income sharing from the work’s author to the College if the work produces income for the author; or the parties may also negotiate for joint ownership of such works, with the approval of the Intellectual Property Committee. For a sponsored or externally contracted work created under an agreement that does not expressly require copyright ownership by the College or a third party, the author of the work shall own the work, subject to required disclosure to the College. In case of ownership by the work’s author, the College, if practical, shall be assigned a Shop Right.

ii. WORKS BY COLLEGE STAFF

Most works by College staff members are considered to be “Works for Hire.” A “work made for hire” is:

(a) a work prepared by an employee within the scope of his or her employment; or

(b) a work specially ordered or commissioned for use as a contribution to a collective work, as a part of a motion picture or other audiovisual work, as a translation, as a supplementary work, as a compilation, as an instructional text, as a test, as answer material for a test, or as an atlas, if the parties expressly agree in a written instrument signed by them that the work shall be considered a work made for hire.

Works for hire made by College staff shall be owned by the College. In special cases, however, the College may enter into an agreement in advance that the employee shall own the copyright. In addition, the Intellectual Property Committee may waive College ownership.

iii. WORKS BY INDEPENDENT CONTRACTORS

Works by independent contractors shall be owned in accordance with the contract under which the work was created. The College shall ensure that there
is a written contract for work by an independent contractor specifying College ownership.

iv. WORKS BY STUDENTS
“Student works” are papers, computer programs, theses, dissertations, artistic and musical works, and other creative works made by students in the instructional process. For purposes of this Policy, the term “students” includes teaching, graduate, and research assistants. Except as provided below, student works shall be owned by the author, and, the College, where practical, shall be granted a Shop Right.
(a) Sponsored or Externally Contracted Works: Ownership shall be in accordance with Section 3(C)(i)(d) of this Policy on sponsored or externally contracted works made by faculty or other College employees.
(b) Works for Hire: Student works created by students in the course of their employment with the College shall be considered to fall within the scope of Work for Hire in accordance with Section 3(C)(ii) of this Policy on works for hire made by College staff.

D. DISTRIBUTION OF INCOME
(a) Commercialization of Employee or Student Owned Works by College: If a College employee or student wants College assistance to commercialize a work for which he/she owns the copyright, he/she must contact the Intellectual Property Committee. If the Intellectual Property Committee agrees to assist in commercialization, the author must assign copyright in the work to the College. The assignment agreement shall contain provisions outlining the commercialization responsibilities of the College and a mechanism for the sharing of commercial proceeds with the author. The author receives sixty (60%) percent of the net proceeds from the commercialization of the work and the College receives forty (40%) percent.
(b) Commercialization of College Owned Works: The College may commercialize works owned by the College. If a work created by a faculty member is owned by the College due to exceptional use of College resources and is commercialized by the College, the College receives sixty (60%) percent of the proceeds and the author receives forty (40%) percent of the net proceeds.
(c) Commercialization of Jointly Owned Works: Works that are jointly owned by the College and the author may be commercialized in accordance with an agreement negotiated by the parties and the division of proceeds will be specified in that agreement.
E. WORKS SUBJECT TO PROTECTION BY BOTH COPYRIGHT AND PATENT LAWS
In cases where an invention or creation is subject to protection under both patent law and copyright law, if the College elects to retain title to its patent rights, then the inventor/author(s) shall assign the copyrights to the College and the inventor/author(s) shall be compensated in accordance with the royalty provisions of this Policy regarding patent revenue sharing.

F. VIDEOTAPING AND RELATED CLASSROOM TECHNOLOGY
Any courses which are videotaped, recorded, or transmitted using any media are College property and may not be further distributed without permission from the Intellectual Property Committee. All videotaped courses shall carry an appropriate copyright notice.

G. COPYRIGHT REGISTRATION
The responsibility for determining the need for copyright registration of a College owned work shall rest with the Intellectual Property Committee.

H. USE OF THE COLLEGE NAME IN COPYRIGHT NOTICE
In general, all College owned works should bear appropriate copyright notice. Such copyright notice should be composed and affixed in accordance with United States copyright law, as follows: Copyright (year) Guilford College. All Rights Reserved.
The date in the notice should be the year in which the work was created, with separate dates included for years in which any changes are made to the work.

SECTION 4. TRADEMARKS AND SERVICE MARKS
Trademarks and service marks (collectively “trademarks”) include any word, name, symbol, sounds or device used by a person or entity in commerce to distinguish its goods/services from those of others and to identify the source of those goods/services. Trademarks used for goods or services distributed by the College shall be owned by the College. Examples include, but are not limited to, names and symbols used in conjunction with computer programs or College activities and events. The ownership of a trademark is determined by the identity of the entity that uses the trademark. It follows that the fact that a member of the faculty, staff or student creates a trademark used by the College does not confer any ownership rights in the faculty member, staff or student. The Intellectual Property Committee should be consulted about registration, protection, and use of marks.
SECTION 5. PROPRIETARY INFORMATION
Proprietary information arising out of College work (e.g. Actual and proposed terms of agreements, financial arrangements, or confidential business information) shall be owned by the College. Trade secret is a legal term referring to any business or technical information, whether or not copyrightable or patentable, which derives commercial value from not being generally known or readily ascertainable and is the subject of reasonable efforts to maintain its secrecy. Trade secrets are proprietary information.

SECTION 6. ADMINISTRATION OF INTELLECTUAL PROPERTY
A. ORGANIZATION
The Academic Dean is responsible for the administration of intellectual property matters at the College. The College may contract with outside agents for certain technology transfer services, including marketing and licensing of College owned copyrights and inventions. The Academic Dean is authorized to negotiate with reputable agencies or firms to secure arrangements for intellectual property management, including evaluation of invention disclosures, filing of patent, trademark, and copyright applications, and licensing and administration of intellectual property.

B. INTELLECTUAL PROPERTY COMMITTEE
The Academic Dean shall appoint an Intellectual Property Committee (IPC) consisting of no fewer than three members. The Academic Dean shall serve as Chairman of the Committee, and the Chief Financial Officer and at least one tenured faculty member shall serve on the Committee. The Committee shall be responsible for the following:

i. Review and recommend to the Board of Trustees changes to these Procedures.
ii. Decide upon appropriate disposition of intellectual property disclosures.
iii. Resolve questions of intellectual property ownership.
iv. Recommend the expenditure of royalties.
v. Make such recommendations as are deemed appropriate to encourage disclosure and assure prompt and effective handling, evaluation, and prosecution of invention opportunities and to protect the interests of the College and the public.

The President of the College shall have the right to review and overrule any decision of the Intellectual Property Committee. Any interested party may appeal a decision of the Intellectual Property Committee to the President of the College.