



CHAMPLAIN
COLLEGE

FACULTY HANDBOOK FOR ALL FULL-TIME REGULAR FACULTY

Approved by the Board of Trustees
January 13, 2012

Effective July 1, 2012

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1 MESSAGE FROM THE PROVOST

It is a privilege to serve as the Chief Academic Officer at Champlain College, to advocate for the needs of students and to champion the faculty who are dedicated to providing a relevant, rigorous education for our students.

This Faculty Handbook serves as a valuable tool for new and continuing members of the faculty of Champlain College. It documents Champlain's collaborative approach to shared governance by articulating responsibilities for initiating and approving College policies, and describing the roles of faculty, administration, and board members in College operations. It also serves as a repository for the many policies and procedures that govern and affect faculty life.

In this Handbook, you will find statements of faculty rights and responsibilities, descriptions of resources made available by the College to support faculty professional development, academic affairs policies, personnel policies especially pertinent to faculty and select College and student academic policies.

The Faculty Handbook is the result of years of a collaborative approach toward governing the College. Over time, the faculty and administration will share the responsibility for improving it as a means toward maintaining and improving an academic culture that supports the professional and scholarly development of faculty and students.

Respectfully,

A handwritten signature in black ink that reads "Robin Abramson". The signature is written in a cursive, flowing style.

*Robin Abramson, Ph.D.
Provost and Chief Academic Officer*

2 INTRODUCTION

Mission, Vision and Values	Version Board Approved January 15, 2010 Meeting
Person/Dept. Responsible President's Office	Strategic Plan 2020; http://www.champlain.edu/About-Champlain/Mission-and-Values.html

2.1 MISSION – REQUIRES BOARD OF TRUSTEES APPROVAL

Champlain College endeavors to be a leader in educating today's students to become skilled practitioners, effective professionals and engaged global citizens. Champlain's agile and entrepreneurial approach to higher education uniquely blends technology leadership, market savvy, innovation and fiscal responsibility with a commitment to liberal learning, community involvement and "the human touch." This distinctive approach permeates the delivery of relevant, rigorous student-centered programs in business, arts, applied technology and public service.

2.2 VISION – REQUIRES BOARD OF TRUSTEES APPROVAL

By 2020, Champlain College will be the finest small, professionally and globally focused college in the United States.

2.3 VALUES – REQUIRES BOARD OF TRUSTEES APPROVAL

Distinctive Excellence • Sustainability • Innovation • Human Touch • Global Engagement
• Diversity and Inclusion

Every endeavor should have a vision and tone. Through ongoing discussion and consensus, the members of the Faculty Welfare Committee, the President, and the Provost agree that John Gardner's vision of "vital professors" captures the spirit of this *Handbook* and should continue to guide future editions:

Vital professors typically are individuals who challenge students academically and contribute to their overall development. Usually they participate in the governance and intellectual life of their institution and are involved in the debates of their discipline or professional field. Vital professors are curious and intellectually engaged. They enjoy the respect of their colleagues and are effective in the multiple roles of members of the academic profession. Perhaps most significant, vital professors grow personally and professionally throughout their academic career, continually pursuing expanded interests and acquiring new skills and knowledge. Adjectives that would apply to vital professors include: enthusiastic, caring, dedicated, vigorous, creative, flexible, risk-taking, and regenerative.

(Source: Attributed to John W. Gardner by R.G. Baldwin, Journal of Higher Education, March/April 1990, page 180)

2.4 HISTORY OF THE COLLEGE

History of the College	
Person/Dept. Responsible President's Office	http://www.champlain.edu/About-Champlain/Our-History.html

Champlain College began in downtown Burlington in 1878 as Burlington Collegiate Institute, founded by G.W. Thompson. The Institute was renamed Burlington Business College and operated under E. George Evans' direction from 1884 to 1920 when it was purchased by A. Gordon Tittermore. He ran the school until 1956 when C. Bader Brouillette, in partnership with Albert Jensen, acquired the College. Brouillette became the president and two years later established the institution as Champlain College, offering associate degree programs.

Champlain College purchased Freeman Hall in 1958 and moved to the Hill Section of Burlington. In 1965, the College opened its first dormitory in a restored Victorian building on historic South Willard Street. Champlain built Joyce Learning Center in 1970 to support its growing student body. Brouillette remained president until his retirement in 1977 when he was succeeded by Dr. Robert Skiff. During Skiff's presidency, the College acquired several buildings that were converted to dormitories and constructed the Hauke Family Campus Center in 1989. In 1991, the College introduced its first bachelor degree program.

Today, Champlain offers bachelor degree programs in 30 fields of study including information technology, creative media, business, and education. Dr. Roger Perry became the sixth president of Champlain in 1992, and under his leadership Champlain established one of the country's first online academic programs. During the 90's, Champlain also offered academic programs at satellite campuses in Israel, United Arab Emirates and India. The first master's degree program was launched in 2002. During Dr. Perry's tenure, the campus expanded to include the Robert E. and Holly D. Miller Information Commons (1998), the S.D. Ireland Family Center for Global Business and Technology (2004) and the IDX Student Life Center (2005).

In 2005, Dr. David Finney became Champlain's seventh president. From 2005-2009, Champlain began offering an MBA as well as a Master's in Managing Innovation & Information Technology, created a new master plan for the campus, instituted the Emergent Media Center and Champlain Center for Digital Investigation, and opened study-abroad campuses in Montreal, Canada and Dublin, Ireland. Champlain also acquired Woodbury College and in doing so added two graduate-level degree programs in Mediation and Law. In 2009, Champlain launched its Master's program in Digital Investigation Management and in 2010 began offering its MFA in Emergent Media program.

Building on Champlain's history of professionally oriented education, a rigorous core liberal arts curriculum was introduced to supplement and support the concentrated areas of traditional undergraduate professional study. This four-year program fosters skills in critical and creative thinking, effective communications, the development of a global perspective and ethical

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reasoning, among other invaluable competencies. To complement the core curriculum, the College created LEAD (Life Experience & Action Dimension), designed to develop students' social, financial, career and leadership skills.

Today, Champlain College educates 2,000 traditional undergraduates, 660 full-time and part-time adult students and 350 graduate students from 46 states and 30 countries, and continues its long tradition of being a leader in preparing highly educated, deeply skilled and personally confident professionals.

2.5 COLLEGE COMPETENCIES

College Competencies	Version 9/2011
Person/Dept. Responsible Academic Affairs	https://share.champlain.edu/clearspace/docs/DOC-4390

The College has established seven skill areas that form the foundation of the undergraduate educational experience at Champlain College, regardless of the student's major. We believe that each of these skills is best developed through consistent practice, application, and instruction. As a result, each faculty member is expected to design courses with these competencies in mind and incorporate instructional and developmental activities in these seven areas wherever possible and consistent with the goals of the major. The College Competencies are:

- Critical & Creative Thinking
- Ethical Reasoning
- Global Appreciation
- Oral Communication
- Quantitative Literacy
- Technology and Information Literacy
- Written Communication

Each proposed new course must provide evidence of how it will contribute to undergraduate students' achievement of the competencies.

2.6 DEFINITION OF FACULTY

Definition of Faculty		Version 9/2011
Person/Dept. Responsible Academic Affairs	Original maintained by Faculty Welfare Committee	

Full-time regular faculty members are those whose appointment letters specify that their primary responsibility is teaching and whose appointment is not temporary. Full-time faculty appointments are for a minimum duration of one year, unless terminated sooner as provided in this *Faculty Handbook*. For purposes of this *Handbook*, the term faculty refers to full-time, regular faculty, unless otherwise noted.

The Provost, academic deans, and librarians, while considered administrators for employment purposes, are also defined as faculty, with privileges of voice and vote in the Faculty Senate. The Provost and academic deans may also be considered for academic rank in accordance with policies and procedures in this *Faculty Handbook*.

2.7 PURPOSE OF THE FACULTY HANDBOOK

Purpose of the Faculty Handbook		Version 9/2011
Person/Dept. Responsible Academic Affairs		

The *Faculty Handbook* is a compilation of multiple sources of publications and websites, consolidated to provide information to faculty regarding the policies and procedures related to the operation of the academic operation of Champlain College. The *Faculty Handbook* is also designed to offer guidance in matters of concern to faculty and to improve communication throughout the College.

The policies and procedures contained in this *Handbook* supersede those issued by Champlain College in any and all previous publications, policy memoranda or statements, and administrative directives. In the event that contradictions occur between the requirements or privileges provided in the *Faculty Handbook* and those provided in a faculty member's letter of appointment, the provisions of the letter of appointment shall be followed.

The Champlain College *Student Handbook*, as well as policies and procedures posted on the College's internet site, intranet site, and shared folders also contain information on rules and regulations related to the operation and management of the College. Some of these publications are noted as an official part of this *Handbook*, and may be reprinted here. The most current version of these external procedures, as they appear on the College website, takes precedence over the *Faculty Handbook*. The College reserves the right to alter, amend, or

suspend terms of policies summarized in the *Faculty Handbook*, according to the procedures outlined in section 2.8.

2.8 AMENDING THE FACULTY HANDBOOK

Amending the Faculty Handbook	Version 9/2011
Person/Dept. Responsible Board of Trustees; President; Academic Affairs Faculty Senate	

College policies, including the policies contained in the *Faculty Handbook*, are established by the Board of Trustees. The Board reserves the right to modify these policies, upon the advice of the administration and/or the faculty through the processes described below.

Some policies in the *Faculty Handbook* require Board approval for amendment or addition. Other sections are administrative and can be changed at the discretion of the administration, with appropriate faculty consultation, without Board approval. Changes to sections of the *Handbook* which are not purely administrative may be proposed by faculty or by administration, through the processes described below.

Changes to the *Handbook* apply in the academic year following the academic year in which changes were approved.

2.8.1 CHANGES REQUIRING BOARD OF TRUSTEES APPROVAL

Changes to the following *Handbook* sections require Board of Trustees approval before they take effect. Revisions may be initiated by either the administration according to the process in 2.8.2 or by the faculty according to the process in 2.8.3.

- 2.1 Mission
- 2.2 Vision
- 2.3 Values
- 4.2 Academic Freedom
- 4.3 Intellectual Property
- 4.4 Nondiscrimination and Harassment Prevention
- 4.5 Statement on Professional Ethics
- 5.3 Sabbatical Leave
- 6.4 Faculty Evaluation
- 6.11 Relationships between Faculty & Students
- 6.12 Related Persons as Students
- 6.13 Graduate Faculty Qualifications
- 6.15 Faculty Emerita / Emeritus Status
- 6.16 Research on Humans
- 7.0 Faculty Personnel Policies
 - 7.1 Appointment Letters and Terms

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- 7.2 Provisional Employment Period
- 7.3 Academic Rank: Initial Hire
- 7.4 Promotion in Rank
- 7.5 Official Leave
- 7.6 Official Personnel File
- 7.7 Disciplinary Procedures
- 7.8 Probation and Progressive Discipline
- 7.9 Separation from the College
- 7.10 Exit Interview
- 7.11 Re-employment Rights
- 7.12 Faculty Grievance Procedure
- 7.13 Employment of Relatives
- 8.2 Financial Exigency
- 8.3 Discontinuing Academic Programs

Changes to all other sections of the *Handbook* may be made by the process described below. The process may be circumvented if the Board determines that exceptional circumstances or financial exigency prevails.

The following procedure is the process for the initiation and consideration of amendments or additions to the *Champlain College Inc. Full-time Regular Faculty Handbook*:

2.8.2 ADMINISTRATION-INITIATED AMENDMENTS AND ADDITIONS

Sections which are administrative in nature may be changed by the President and/or the Provost without Board or Faculty Senate approval. However, when possible and expedient, the administration will communicate with the faculty through the Faculty Senate in advance. In all cases, changes will be communicated to the faculty prior to implementation. Faculty may suggest or request that the administration make changes to sections that are administrative through the following process. (A) Faculty submit(s) a proposal to amend a handbook policy to the appropriate Faculty Senate Committee; if there is no committee specifically charged with the proposal, then the faculty will submit the proposal to the Executive Committee. (B) Once the appropriate Senate Committee agrees to sponsor the proposal, the author and sponsoring Senate Committee will then bring it to the entire Senate for deliberation. (C) If the Senate, by majority vote, agrees to move the proposal forward, the faculty author(s) of the proposal, the chair of the sponsoring Senate Committee, and the Faculty Senate President will present the amendment in writing to the Provost.

The following sections are administrative in nature:

- 1.0 Introduction
- 2.4 History of the College
- 2.7 Purpose of the *Faculty Handbook*
- 3.0 Organization and Governance
- 5.0 Professional Development Resources (except for 5.3.7)
- 6.14 Outside and Professional Activities

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- 6.2 Orientation of First-Year Faculty
- 6.3 First-Year Expectations
- 6.6 Course Overloads
- 6.7 Independent Study Courses
- 6.8 Minimum Enrollment Class Cancellation
- 6.10 Faculty Enrollment in Champlain College Courses
- 6.14 Outside and Professional Activities
- 8.1 Business Continuity
- 8.5 News Releases & Press Conferences
- 8.5 Confidentiality
- 8.6 Travel Expense Report
- 8.7 Emergency Travel Funds

Amendments or additions to all other sections of the *Handbook* initiated by the administration should be submitted, along with a rationale, to the Faculty Senate for review and comment. The Faculty Senate will refer the amendment or addition to the appropriate faculty committee for study and recommendations. The appropriate committee will consult with the administration and work toward a mutually satisfactory solution. The committee will then forward the change to the Faculty Senate for review and comment by the full faculty. The administration should receive a response from the Faculty Senate, in writing, on behalf of the faculty in an expedient manner, according to a mutually agreed upon timeline. The exception to this process is section 5.3, Sabbatical Leave. Changes to the sabbatical leave policy require **voted** approval of the full Faculty Senate as well as approval of the President and the Board of Trustees.

2.8.3 FACULTY-PROPOSED AMENDMENTS AND ADDITIONS

Proposals that are initiated by the faculty to sections other than those defined as administrative in section 2.8.2 should be sent simultaneously to the Executive Committee of the Faculty Senate and the Provost.

A submitted proposal, whether intended as a revision of this *Handbook* or as an addition to the *Handbook*, shall follow these guidelines:

- a proposal shall be made in writing;
- each proposal shall contain no more than one substantive alteration to the *Handbook*; and
- a brief explanation of the reason(s) for proposing the revision or addition shall accompany the proposal.

2.8.4 PROCESSING OF PROPOSALS

The Executive Committee shall consider the proposal and recommend its approval or disapproval as it deems appropriate, with or without amendments, to the Faculty Senate.

- a. *The Role of the Faculty Senate Executive Committee*

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In considering proposals, the Executive Committee may, at its discretion, consult with individuals connected with or interested in the proposal. The committee will, prior to making its recommendation to the Faculty Senate, appropriately edit and amend the proposal and suggest where it might most appropriately be integrated into the current *Faculty Handbook*, if it were to be adopted.

The Faculty Senate Executive Committee may propose amendments and additions to the *Faculty Handbook* based on suggestions made to any member of the committee or based on the committee's review of the *Faculty Handbook*. In such case, the committee is responsible for preparing the written proposal, submission of the proposal to the Provost, and processing the proposal in accordance with Section 1.

b. The Role of the Faculty Senate

Upon receiving a proposal from the Faculty Senate Executive Committee with its recommendation of approval or disapproval, the Faculty Senate shall vote to recommend approval or disapproval of the proposal with or without further amendments and editing. The Faculty Senate shall inform the Provost in writing of its recommendation.

Alternatively, the Faculty Senate may choose not to vote on the proposal at the current time and send it back to the Faculty Senate Executive Committee for further work or modification prior to resubmission to the Faculty Senate.

c. The Role of the Provost

The role of the Provost is to accept or reject the recommendation of the Faculty Senate. The Provost may choose to remand any proposed amendment or addition to the Faculty Senate Executive Committee for further study or modification. The Provost shall meet with the Faculty Senate Executive Committee to discuss the proposal if he or she has concerns about it. The Provost will make a diligent attempt to reach a mutually agreeable compromise regarding the wording and intent of the proposal.

The Faculty Senate Executive Committee, at its discretion, will resubmit the proposal, with or without further amendments, to the Faculty Senate. The Faculty Senate will once again vote to recommend approval or disapproval of the proposal and forward its recommendation in writing to the Provost, who will accept or reject the recommendation, or modify the proposal. If the Provost rejects the recommendation of the Faculty Senate or chooses to modify the proposal, he/she will explain promptly his/her decision to the Faculty Senate in writing.

Once a proposal has been accepted by the Provost, it shall be sent to the President and, upon approval by the President, the proposal can be implemented unless the President determines that the proposal represents a new policy or a policy change to policies defined in section 2.8.1 as requiring Board approval, in which case the proposal must go on to the Board of Trustees for consideration.

2.8.5 EMERGENCY PROCEDURE

When the Provost, the academic deans, and the President of the Faculty Senate agree that, in the best interests of the College, a modification to the *Faculty Handbook* is immediately necessary, they may petition through the President for a special review of a proposed policy. It shall be fully within the discretion of the President to grant or deny such a request for special review of a proposed policy.

2.8.6 GENERAL RULES OF IMPLEMENTATION

An amendment or addition to the *Faculty Handbook* to sections defined in section 2.8.1 becomes effective by directive of the Board of Trustees. Amendments or additions to other sections become effective by directive of the President, after going through the approved process. Any grandfathering provision will be specific to a given policy or administrative regulation and so noted in specific language.

At all times a copy of the *Handbook* with current revisions will be available in the Faculty Senate folder on the shared K drive as well as on the Human Resources intranet site. Responsibility for maintaining this current copy will be with the Faculty Senate. In addition, at the time of their employment, all new faculty members shall be advised in writing of the web address of the *Faculty Handbook*. For additional policies, procedures, and information, faculty, staff, and students are advised to consult all official university publications and the College's intranet site.

3 ORGANIZATION AND GOVERNANCE

3.1 BOARD OF TRUSTEES

Board of Trustees		Version 10/2010
Person/Dept. Responsible Board of Trustees	<i>By-laws of Champlain College Incorporated</i> residing in the President's Office; Articles V and VII	

The ultimate authority for Champlain College rests with the Board of Trustees that operates the College under a charter from the State of Vermont. The Board is self-perpetuating and elects its own chair and officers. In consultation with the President, the Board of Trustees functions include, but are not limited to:

- Determine and periodically review the College's mission and purpose.
- Appoint the President who shall serve as the College's Chief Executive Officer and regularly assess his/her performance.
- Approve proposed changes in the College's academic programs and other major enterprises consistent with the College's mission, plans and financial resources.
- Approve proposals for new academic programs and discontinuing existing academic programs.
- Approve institutional policies on Faculty appointment, promotion, contract renewals, and dismissal.
- Approve the annual budget and annual tuition/fees, regularly monitor the College's financial condition, and establish policy guidelines affecting all institutional assets including investments and the physical plant.
- Contribute financially to the College's fundraising.

While the Board has ultimate authority, it is advised by the President to whom it has delegated much responsibility.

The Board meets four times per year, with its annual meeting in October.

Standing committees of the Corporation are the Executive Committee, Finance and Investment Committee, Audit and Compliance Committee, and Compensation Committee. *Ad hoc* committees may be added from time to time to address specific tasks.

3.2 COLLEGE ADMINISTRATION

College Administration	Version 9/2011
Person/Dept. Responsible Board of Trustees	<i>By-laws of Champlain College Incorporated</i> residing in the President's Office; Article VIII

A copy of the College organizational chart is available on the K drive. (K:/OrganizationalCharts)

3.2.1 COLLEGE PRESIDENT

The President provides strategic vision and academic and administrative leadership for the College.

The President is the Chief Executive Officer of the Corporation and reports directly to the Board and is a voting member of the Board. The President, as academic and administrative head of the College, has responsibility for all the affairs of the institution, and shall bring such matters to the attention of the Board as are appropriate to keep the Board fully informed to meet its policy-making responsibilities. The President has legal authority, on behalf of the Trustees, to perform all acts and execute all documents to make effective the actions of the Board or its Executive Committee. (Article VIII, Board By-laws)

The President is advised by many constituents and looks to them for recommendations. He/she has the ultimate responsibility for approving recommendations and forwarding them to the Board as appropriate. He/she communicates with internal constituents about Board decisions.

The Provost and Chief Academic Officer, Senior Vice President for Finance and Administration, Vice President of Advancement, Vice President of Enrollment Management, and Vice President for Enrollment and Student Life, Institutional Effectiveness Director, and President's Executive Assistant report to the President.

3.2.2 PROVOST AND VICE PRESIDENT(S)

The Provost and each Vice President shall have such powers and shall perform such duties as may be assigned by the Board of Trustees or the President. In case of the temporary absence of the President, the duties of that office shall be performed by the Provost or the Vice President designated so to serve by the President. (Article VIII) The Board appoints officers of the College annually.

3.2.2.1 PROVOST AND CHIEF ACADEMIC OFFICER

The Provost and Chief Academic Affairs Officer (CAO) reports to the President and provides academic leadership and oversees academic operations of the College.

The Provost / CAO staffs the Academic Affairs committee of the Board and is an active participant in all major College policy recommending bodies. Direct reports to the Provost

include associate provosts responsible for graduate studies, institutional assessment, and international education (including campuses in Montreal and Dublin). The academic deans and administrators responsible for academic resources and directors of the library, *BYOBiz*, and advising and registration, also report to the Provost.

Specific responsibilities include, but are not limited to:

- Coordinate academic planning and budgeting;
- Work with faculty and academic deans on academic policies, delivery of instruction, functioning of academic departments, requirements for admission and graduation, and curriculum revision;
- Support faculty development and general faculty welfare;
- Define and recommend for approval by the President, academic and educational policy and philosophy;
- Faculty hiring, promotion, termination and sabbatical leaves;
- Initiate, in conjunction with deans and program directors, program evaluation and quality control;
- Recommend academic policy and curricular changes to the President, based on work with faculty and academic deans;
- Recommend to the President plans for organization and administration of academic programs;
- Formulate recommendations for the President regarding long- and short-range planning, goals and objectives of the College; -- with advice and counsel of the deans, program directors, faculty and committees as described in the College governance structure;
- Responsible to the Board of Trustees Academic Affairs Committee.

3.2.2.2 SENIOR VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

The Senior Vice President for Finance and Administration reports to the President and acts as Chief Financial Officer and Chief Administrative Officer of the College.

Specific responsibilities include, but are not limited to:

- Responsible for all financial activities of the College and develops and implements financial systems and policies in compliance with all federal regulations and accounting standards;
 - All receipts and disbursement of accounts
 - All banking and financing activities of the College
 - All oversight of debt covenants and borrowing obligations
 - Responsible for long-term financial stability of institution and maintaining annual balanced budgets and long-term financial model
 - Management of all institutional, federal and state aid
- Overall Supervision of Campus Planning, Property Management and Development as well as all Physical Plant operations;
 - Responsible for the creation and maintaining of the Colleges Master Plan
 - Responsible for design and building of new construction projects
 - Responsible for the appropriateness and adequacy of all physical space on campus

- Overall Supervision of all other Auxiliary Services, Bookstore, Food Services, Public Safety, Events Center, Janitorial Services;
- Overall Supervision of Information Systems, including main operating systems, infrastructure and technology on campus;
- Overall Supervision of Human Resources and Organizational Development, including all payroll procedures, compensation, benefits and federal/state payroll compliance issues;
 - Responsible for the hiring and development of the College's workforce
 - Responsible for the creation and implementation of compensation and benefit programs
- Overall supervision of Risk Management and Contract Management;
 - Oversight of all legal affairs of the institution and contact for outside counsel
 - Authorized signer of all contracts on behalf of the institution.
 - Adequately protect the College of risk and catastrophic events
- Responsible to the Board of Trustees in the following committees: Finance and Investment Committee, Audit and Compliance Committee, and Facilities Committee.

3.2.2.3 VICE PRESIDENT OF ADVANCEMENT

The Vice President of Advancement reports to the President and advises the President and Board on all matters affecting public relations and resource development for the College, including cultivating and soliciting donor prospects. The Vice President serves on the President's Cabinet, Senior Leadership Team, College Council, and has various other internal responsibilities (including endowment, fund raising, alumni and parent relations, philanthropic donations to external audiences, College magazine, strategic planning), and various civic committees, nonprofit boards, councils, task forces and advisory groups to benefit "town and gown" relationship between College and the external community and to promote and provide professional development in the field of fund raising.

Specific responsibilities include, but are not limited to:

- Coordinate grant proposals to all outside funding agencies and foundations;
- Employ, direct and supervise staff in alumni relations, annual fund, planned giving, major gifts and advancement operations;
- Annual, endowment, deferred and capital giving programs;
- Donor relations and stewardship, to include reporting to donors on how their funds have been invested;
- Community, government relations in partnership with the public relations and marketing department at the College;
- Publications and Web communications directed primarily at the alumni, parent, community, corporate, foundation and internal constituencies;
- College conferences and events as they pertain to alumni, parent, or donor-related constituencies;
- Responsible to the Board of Trustees for the Development Committee.

3.2.2.4 *VICE PRESIDENT OF ENROLLMENT MANAGEMENT*

The Vice President of Enrollment Services reports to the President and coordinates, supervises, and evaluates administrative units responsible for the recruitment of undergraduate and graduate students (admission and financial aid) as well as units responsible for marketing and promoting the College.

Specific responsibilities include, but are not limited to:

- Provide direction and governance on the positioning of the institution to ensure differentiation and value;
- Manage leadership in the areas of Undergraduate Admissions, Transfer Admissions, Graduate Admissions, Marketing and Financial Aid;
- Anticipate changes and opportunities in the enrollment marketplace and respond accordingly;
- Ensure enrollment management services are of quality and provide value to the marketplace;
- Develops and coaches directors on enrollment goals and revenue;
- Serves as the primary point of contact to the President and the Board of Trustees regarding enrollment and the strategic planning to meet enrollment goals;
- Coaches enrollment management directors on skill development and continuous improvement for their professional advancement;
- Coordinates with the Senior Vice President for Finance and Administration on revenue projections.

3.2.2.5 *VICE PRESIDENT FOR ENROLLMENT AND STUDENT LIFE*

The Vice President for Student Life reports to the President and is responsible for planning, managing, and evaluating enrollment and student life services that support the accomplishment of the College's mission and strategic plan. Services that are overseen include Residential Life, Career Planning, L.E.A.D. (life skills, career management, and financial sophistication), Diversity and Inclusion, Counseling, Civic Engagement, Judicial Affairs, Student Health, and Student Activities as well as Enrollment data collection and analysis.

Specific responsibilities include, but are not limited to:

- Provide vision, leadership and oversight for student development programs and services
- Provide strategic and tactical leadership for the development, implementation, and evaluation of systems that increase efficiency and effectiveness of programs and services to achieve enrollment growth and retention goals;
- Track trends, best practices, and current legal issues to ensure student programs and services are current, relevant, ethical and legal;
- Provide strong advocacy for student interests and provides leadership in developing a campus community that reflects Champlain's mission and values;
- Structure effective relationships with academic programs and departments;
- Build and maintain effective relationships between Enrollment and Student Life departments and internal and external constituencies;

- Analyze problems and identify solutions as well as implementing appropriate recommendations and resolutions;
- Prepare and analyzes administrative and statistical reports and documents;
- Train, motivates and evaluate personnel;
- Plan, develop, and administer annual budget requests and assume responsibility for department heads operating within the approved budget for the division and departments.

3.2.2.6 **VICE PRESIDENT FOR STRATEGIC INITIATIVES**

The Vice President for Strategic Initiatives reports to the President and provides leadership for the continued development and evolution of Champlain 2020, the College's strategic plan.

Specific responsibilities include, but are not limited to:

- Provide research and information to track progress against strategic goals with a special emphasis on coordinating and initiating revenue enhancing activities which emerge from this process. Lead the process of continuing to evolve the plan as new knowledge and changes indicate;
- Facilitate collaboration within the institution to attain the marketing and revenue goals detailed in Champlain 2020;
- Develop a body of evidence that Champlain is achieving its strategic objectives;
- Recommend refinements, where needed, in reaching Plan objectives;
- Work with the Vice President for Enrollment Management to coordinate institutional branding, marketing and recruitment activities;
- Oversee the Division of Continuing Professional Studies.

3.2.3 **SECRETARY OF THE CORPORATION**

Reporting to the Chairperson of the Board of Trustees, the Secretary is primarily responsible for supporting the activities of Board of Trustees. This includes managing the work of the Board and its committees, including developing Board meeting agendas, and serving as a focal point for communication with the Board. In consultation with general counsel, the Secretary ensures that board actions are in compliance with legal requirements. The Secretary also undertakes special projects at the discretion of the President and serves as a member of the College's senior leadership team. The Secretary supports the Board committee on Trusteeship and coordinates Board nomination and Board development activity.

3.2.4 **ACADEMIC DEANS**

Academic deans report to the Provost and are responsible for directing an academic division. Each Dean is responsible, under the aegis of the Provost, for budget preparation, planning, fiscal management of division resources, and personnel management (appointment, supervision, development, evaluation, and dismissal).

Specific responsibilities include, but are not limited to:

- Work with faculty and staff to create a strategic vision and oversee its implement;

- Establish and manage a collegial environment;
- Sole responsibility for faculty annual performance reviews;
- Assist the faculty in development and modification of curriculum, and management of assessment activities;
- Encourage and support faculty in their work in the division and on all-College initiatives;
- Work with faculty to strengthen student academic support programs that contribute to retention initiatives;
- Based on wide consultation with faculty in matters re: curriculum and academic policy, convey recommendations to Provost for consideration and approval;
- Communicate administrative information to the division, and important matters concerning the division to the Provost, as appropriate;
- In capacity as a member of the faculty, attends Faculty Senate meetings and other faculty committees and task forces, as appropriate;
- Attend faculty-related committees, as appropriate, to provide advice and input, help shape recommendations, and provide advocacy for faculty recommendations and suggestions, as needed;
- Participate in recruitment and retention events, as needed, and encourage faculty in the division to participate;
- Participate in campus-wide committees and external community committees and task forces as appropriate;
- Participate with Advancement in soliciting and stewarding donor support for the College.

3.3 THE FACULTY SENATE

The Faculty Senate		Version 9/2011
Person/Dept. Responsible Senate President	K:/FacultySenate and Clearspace for Senate <i>Bylaws</i>	

See Appendix of this *Faculty Handbook* for a copy of the Senate *Bylaws*.

3.3.1 SENATE COMMITTEES

Article VII, Section 3 of the Senate *Bylaws* defines standing committees of the faculty as: Curriculum, Welfare, Promotions and Sabbatical Leave, Professional Development, Library and Academic Resources, Multicultural Affairs, and Faculty Structure & Bylaws & Nominating.

3.3.2 VOTING

Article II, Section 1 of the Senate *Bylaws* defines voting members as comprised of full-time faculty. As of academic year 2011, adjunct faculty have can one member from each division with voting privileges.

3.3.3 ROLE OF THE FACULTY IN GOVERNANCE

The faculty recognizes and accepts that the ultimate responsibility for governance of the College rests in the Board of Trustees, as delegated to the President. While the Board retains

responsibility and authority for governance, it functions with consultation and advice of the President who, in turn consults with the Provost in addition to other vice presidents, academic deans, the faculty and other constituents.

The faculty respects and supports the role of the President in articulating the vision of the College, providing strategic direction, and rendering final decisions on all policy, fiscal, resource allocation, and personnel matters.

All actions of the faculty are understood to be direct recommendations to the Chief Academic Officer and/or to the College President. The faculty offer recommendations and have primary responsibility for policy on curriculum, subject matter, methods of instruction, faculty status, student learning experiences, requirements for admission and graduation, teaching quality, academic freedom, rights and responsibilities, and criteria for positions accorded academic rank. Faculty participate in policy proposals regarding College mission, vision, and values; fiscal matters; physical and classroom environment; faculty appointment, leaves, and termination; quality of work life; compensation; selection of College administrators; establishment, dissolution, changes in degree programs; and other matters determined appropriate by faculty. They collaborate with academic deans and the Provost to develop approaches for assessing student learning and teaching. While recommendations from the faculty are advisory in nature and not binding upon the administration, in appreciation of the principles of participatory governance and in the interest of the general well-being of the College, the faculty assumes that the Board and President will accept faculty recommendations in matters where the faculty has primary responsibility and expertise but acknowledges that ultimate authority lies with the President and the Board. For example, the faculty possess the primary responsibility for shaping the curriculum, and all curricular change should be initiated through and approved by the faculty.

The 1966 Statement on Government of Colleges and Universities jointly developed by the American Council on Education, The American Association of University Professors, and the Association of Governing Boards and Colleges defines the role of faculty as “primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process.”

(<http://www.aaup.org/AAUP/pubsres/policydocs/contents/governancestatement.htm>).

Recommendations in these areas are reviewed by the Chief Academic Officer, the President, and the Board. In rare cases the recommendations can be rejected, if they are found to be inconsistent with mission, desired educational quality, or fiscal integrity. Compelling reasons for rejecting the recommendation should be communicated to the faculty in writing.

Article I, Section 3 of the Faculty *Bylaws* defines the role of the faculty specifically.

The Faculty Senate recommends College policy in regards to:

- a. Curricular matters.
- b. Requirements for certificates and degrees.
- c. Teaching quality.

- d. Academic freedom, including rights and responsibilities.
- e. Criteria for positions accorded academic rank and for promotions and sabbatical leave.
- f. Other matters referred to it by the Board of Trustees, the President of the College, or the Provost.

In addition, The Faculty Senate recommends and participates in policy proposals with regard to:

- g. Institutional philosophies and priorities.
- h. Fiscal matters and the College’s physical and classroom environment.
- i. Faculty appointment, dismissal and leaves.
- j. Quality of work life, including total compensation.
- k. The selection of the College administrators.
- l. The establishment, dissolution and substantial changes in degree programs.
- m. Other matters that the faculty, in its judgment, deems proper to address or take action upon, as a governing body.

The faculty and College administration accept their responsibility to work meaningfully and genuinely with each other in addressing matters of mutual concern and interest. In those instances when the Board and/or the President do not accept faculty recommendations, the President and/or the Provost will meet with the appropriate faculty committee(s) to discuss the President’s and/or the Board’s rationale and actions. Faculty members have a vital stake in the College and should be given opportunities to be heard and to participate in the governance process.

3.4 COLLEGE COMMITTEES

College Committees		Version 9/2011
Person/Dept. Responsible		
President’s Office		

In addition to Board of Trustees committees and Faculty Senate committees, the College organizational structure includes formal, standing College committees. They are as follows: Sustain Champlain Committee, Diversity and Inclusion Committee, Judicial Committee, Parking Appeals Committee, Women’s Center Committee, Theater Advisory Council, Faculty Honorary Degree Committee, Datatel Core Team, Systems & Software, Retention Committee, and College Council.

Ad hoc committees and task forces may be added from time to time as special issues and projects arise.

3.5 ACADEMIC DIVISIONS AND DEANS

Academic Deans and Divisions		Version 9/2011
Person/Dept. Responsible Academic Affairs	K:/OrganizationalCharts (pdf file)	

The academic operation of the College is structured into six units, each headed by an academic dean. The units are Communication & Creative Media, Business, Education & Human Studies, Information Technology & Sciences, Continuing and Professional Studies, and the Core Division.

The academic divisions work separately and in concert supporting the overall mission, goals and priorities of the College, as identified by the President and Provost. Some of the divisions assign administrative duties, with release time, to full-time teaching faculty to serve as program directors, assistant deans, or associate deans.

3.6 MANAGEMENT TEAM

Management Team		Version 9/2011
Person/Dept. Responsible President's Office	Documentation in President's Office	

The President convenes the management team to discuss institutional issues and to enhance cross-campus communication. The team includes vice presidents, associate provosts, associate and assistant vice presidents, academic deans, unit directors, the secretary of the corporation, and the executive assistant to the president.

Any member of the management team can suggest an agenda item through the President's Office. Faculty members may suggest an agenda item through their Division Dean. Management team discussions may be communicated to faculty members through their Division Dean or, in case of larger institutional issues, through the President at town hall meetings.

4 FACULTY RIGHTS, RESPONSIBILITIES, AND EXPECTATIONS

4.1 FACULTY COMMITMENT

Faculty Commitment	Version 9/2011
Person/Dept. Responsible Academic Affairs	

As academic professionals, the actions of all Champlain College employees with faculty rank must be characterized by honesty, integrity, and collegiality. We actively participate in the advancement of higher education through teaching, service, and professional development. Subject to legal regulations and the internal policies of Champlain College, our behavior must be governed by reasonable expectations from students and colleagues in every section of the Champlain College community. We welcome and promote engagement with the city, state, and nation in which we live as they themselves seek to respond positively to the realities of the larger world community.

What We Believe:

As faculty we put teaching first. Our primary role is to educate students, preparing them to become reflective thinkers, effective professionals, informed global citizens, and engaged members of the broader community.

As proud members of a teaching college, the faculty is at the heart of the educational environment, the conduit between the students and the curriculum. Consequently, the faculty possesses the primary responsibility for shaping the curriculum, and all curricular change should be initiated through and approved by the faculty.

The faculty should play a foundational role in the creation, planning and application of all academic decisions.

The faculty embraces the notion of shared governance with respect to all College decisions.

The faculty values and promotes independent thought, critical and creative inquiry, ethical behavior, and an education that serves the public good.

The faculty believes that academic freedom, open debate and civil discourse lie at the heart of higher education, and that critical, creative and ethical inquiry is best served when teachers and students are free to express and examine a wide range of viewpoints.

The single most important responsibility we have as a member of the faculty is to teach our students the subject matter at hand. There is no more important goal for us and each student is

entitled to our best effort to help them learn and succeed in their college career. We do this openly and honestly, aware of the shortcomings of both teacher and student as human beings, with the sense of urgency that students deserve the very best education we can deliver.

To fulfill these teaching commitments, we as a faculty must, to the best of our ability:

- Maintain currency in our courses to reflect the latest professional standards and the changing realities of our 21st century world.
- Provide students with a classroom environment free from bias and cultural prejudice.
- Interact with students professionally.
- Provide students with prompt feedback that celebrates their achievements and provides thoughtful and positive suggestions for constant improvement.
- Prepare fully for each class and thus create genuine learning experiences.
- Promote a challenging, integrated and interdisciplinary educational experience.
- Treat our students with respect, while also maintaining high expectations for excellence.
- Actively participate in contemporary academic conversations in our field so that our courses reflect the realities of our changing world and the latest professional standards.
- Spend time with students outside of the confines of the traditional classroom, while always maintaining the highest standards of professional decorum.
- Assess our students' performance in a timely and objective manner, while providing thorough feedback and thoughtful suggestions for ongoing improvement.
- Serve as models of academic achievement and professional conduct.
- Develop personally and professionally by actively pursuing scholarly endeavors, either inside our disciplines, in associated disciplines, or in the field of teaching and learning.

Our colleagues campus-wide are essential to our College's success. The faculty therefore commits itself to:

- Treat colleagues in every department of the College with respect.
- Value and protect intellectual work.
- Encourage colleagues to engage in positive and respectful behavior toward one another.
- Support a professional work environment for all our colleagues.
- Initiate and promote efforts to build collaborative alliances between the different divisions of the campus.

To support administrators committed to the well-being of our College, its students, and employees, the faculty commits itself to:

- Provide prompt and honest feedback about College initiatives.
- Work together to accomplish Champlain College's mission.
- Engage administrators with a respectful and collegial manner.

To support the community-at-large, the Champlain faculty commit themselves to:

- Promote world citizenship by being active and responsible members of our community.

- Seek out opportunities for our students to bring their developing professional expertise to bear on real-world problems and gain experience to undergird successful career launches.
- Enhance the reputation and influence of Champlain College through off-campus engagement in professional groups, development and publication of innovative approaches in higher education in order to share them with students and colleagues throughout the world.

Faculty will be guided in their actions by the standards set in the *Faculty Handbook*.

4.2 ACADEMIC FREEDOM – REQUIRES BOARD OF TRUSTEES APPROVAL

Academic Freedom	Version 9/2011
Person/Dept. Responsible President and Provost	

Academic freedom is essential to the integrity of intellectual inquiry and scholarship, to the dissemination of knowledge, and to the search for truth and wisdom. It is the foundation upon which all of the intellectual activity of the College rests. Champlain College affirms the vital role of diverse perspectives in helping students to grow and succeed in the educational environment. The administration, faculty, staff and students share responsibility for fostering a climate that is favorable to the free exchange of ideas and to the examination of conflicting ideas and interpretations using generally accepted disciplinary standards of inquiry. Freedom of speech and expression extends to all members of the academic community, subject to commonly accepted limits as described below and in other College policies, such as, for example, the College’s Nondiscrimination and Harassment Prevention Policy.

Faculty members are free to pursue scholarly interests without fear of censure, discipline or reprisal. This freedom extends to the display, publication and performance of creative work. Faculty may speak freely on all matters of College governance, and may speak, work, or act as an individual in the public arena without fear of institutional discipline or restraint.

A fundamental goal of higher education is the development of students’ skills of analytical and critical inquiry. To this end, faculty are free to teach and discuss any aspect of a given topic pertinent to the course as a means of teaching students to explore and evaluate competing perspectives and interpretations as they learn to make their own informed judgments. Faculty have a concomitant responsibility to teach students to evaluate knowledge claims using generally accepted standards of evidence, and to promote respect for competing views offered by others. Students have the right to a safe classroom environment in which they explore controversial ideas in an atmosphere characterized by openness, tolerance and civility, and where they will be graded on the intellectual merits of their work.

The College endorses the principles of academic freedom. Specifically, the College affirms the following AAUP statement:

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

<http://www.aaup.org/NR/rdonlyres/EBB1B330-33D3-4A51-B534-CEE0C7A90DAB/0/1940StatementofPrinciplesonAcademicFreedomandTenure.pdf>

The protection of academic freedom and the requirements of academic responsibility apply to all full-time and part-time faculty members teaching at the College.

4.3 INTELLECTUAL PROPERTY- REQUIRES BOARD OF TRUSTEES APPROVAL

Intellectual Property	Version March 23, 2010
Person/Dept. Responsible Senior Vice President, Finance and Administration	On file in the office of the Senior Vice President, Finance and Administration and in Appendix 3 .

The purpose of the Intellectual Property and Copyright Policy is to ensure that works embodying intellectual property rights created at Champlain College are identified and that their ownership is determined fairly so that the works can be used and disclosed consistent with the College's educational mission and activities. Although the typical application of intellectual property laws will result in Champlain College owning the intellectual property rights in works created by faculty members, Champlain College recognizes a customary exception to College ownership of traditional faculty-produced academic materials.

See Appendix in this *Handbook* for the complete policy.

4.4 DISCRIMINATION, HARASSMENT AND HAZING PREVENTION – REQUIRES BOARD OF TRUSTEES APPROVAL

Discrimination, Harassment and Hazing Prevention	Version 2008; Amended 9/2011
Person/Dept. Responsible Human Resources	<i>Student Handbook, 2011-2012</i>

Champlain College is committed to providing its staff, faculty and students the opportunity to pursue excellence in their academic and professional endeavors. This opportunity can only exist when each member of our community is assured an atmosphere of mutual respect, free from unlawful discrimination and harassment. This policy outlines expectations regarding how individuals who are members of the Champlain College community are to treat others in order to ensure such an atmosphere of mutual respect and a safe environment for our students, faculty and staff.

The Discrimination, Harassment, and Hazing Prevention policy applies to all administrators, employees, admissions or employment applicants, students, members of the Board of Trustees, agents of the College, and volunteers involved in College-related activities. The policy also applies for and to those who do business with the College in their interactions with members of the College community, and to other visitors.

See Appendix in this *Handbook* for the complete policy.

4.5 STATEMENT ON PROFESSIONAL ETHICS – REQUIRES BOARD OF TRUSTEES APPROVAL

Professional Ethics	Version 9/2011
Person/Dept. Responsible Academic Affairs	

The College affirms the AAUP “Statement on Professional Ethics,” originally adopted in 1966 with revisions in 1987 and 2009. The Statement is presented here in its entirety and applies to all faculty members with rank:

Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow

subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

<http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm?PF=1>

4.6 FACULTY WORKLOAD

Faculty Workload	Version 9/2011
Person/Dept. Responsible Academic Affairs	

The workload of an individual faculty member is determined by consultation between the faculty member, the program director (if applicable), and the academic dean, subject to the approval of the Provost and Chief Academic Officer.

The total workload includes teaching, student advising, and professional/ institutional service.

4.6.1 TEACHING

Teaching	Version 9/2011
Person/Dept. Responsible Academic Affairs	Paragraphs 1 through 3 from Faculty Welfare Agreement 2008-2012

Teaching is the primary responsibility of full-time faculty members. The normal class load is 24-26 credits per academic year, which is typically four (4) courses per semester, unless otherwise approved by the Dean. Generally this load is spread evenly between the fall and spring semesters. The College encourages qualified faculty members to teach graduate courses appropriate to their areas of expertise.

Teaching at Champlain College is grounded on the principle of *student engagement*. The Faculty Welfare Committee through its *ad hoc* Faculty Evaluation Task Force identified many specific characteristics associated with engaged teaching, all of which require a high investment of time and energy. In summary:

Thoughtful planning of course design: Includes consideration of rigor, learning outcomes, course activities, instructional approach and student accountability; inclusion of best practices, student outcomes assessment, a comprehensive syllabus, etc.

Attention to effective instructional delivery: Includes attaining core and program competencies and specific course outcomes; building a high performance learning environment; preparation, enthusiasm, clear communication, appropriate use of technology; engagement with students in and outside the classroom, etc.

Attention to course management and assessment: Includes soliciting student feedback, providing timely feedback to students, managing the pace of the course, etc.

Fulfillment of the administrative requirements of teaching: Includes adhering to office hours, taking class attendance, submitting grades, conducting student evaluations of teaching, etc.

Enhancement of subject mastery. Includes pursuing subject-related professional development, certifications, current reading, practice in the field, etc.

Hours spent in the classroom and academic credits are not the same as teaching workload. Faculty members should, in consultation with their academic dean, develop a teaching schedule that simultaneously takes into consideration the needs of the division and the complexities of a faculty member's schedule.

Full-time faculty members have the responsibility to conduct classes in a professional manner. This includes, but is not limited to the following requirements:

Teach all courses assigned.

Meet all classes as scheduled and conduct those classes in a professional manner.

Select and requisition textbooks on or before due dates published by the Bookstore Manager/Division Operations Manager.

- The Bookstore sends book requisition forms to the Operations Managers in each division. (See Academic Calendar for due dates.) Faculty members submit the completed form to the division deans.
- Champlain College faculty members may adopt books or textbooks they have authored or edited only upon demonstrating to the dean of the division in which the course is offered that the selected material: 1) is relevant to the objectives of the course 2) supersedes other available work in the field and 3) generally does not constitute the majority of books/texts for the class.

Post and hold office hours.

Keep accurate attendance records for all classes.

Refer students to other College and off-campus personnel as appropriate.

Submit midterm and final grades by announced deadlines.

A faculty member unable to meet class(es) for unplanned reasons should contact the Division Dean or the Dean's designee immediately. Faculty should estimate the length of absence and have assignments available for the students. The Division Dean or Dean's designee shall meet classes to take attendance, give out assignments, and remain or dismiss the class as appropriate. If the time and schedule of another qualified faculty member permits, he/she may conduct the class. However, in the case of prolonged absence, it may be necessary for the Division Dean to hire an outside substitute instructor.

Faculty members who anticipate class absences shall request advance approval from the Division dean for such absences, providing as much notice as possible. Such requests will include an acceptable plan for discharging instructional responsibilities to the class(es) for each class missed.

4.6.2 COURSE SYLLABI

Course Syllabi	Version 8/2010
Person/Dept. Responsible Academic Affairs	K:/Academic Affairs/Syllabus Guidelines

See K:/AcademicAffairs/Syllabus Guidelines for required and optional elements on all course syllabi.

4.6.3 CLASS MEETINGS

In addition to daytime classes, faculty may be scheduled to teach a graduate or undergraduate class or classes in the evening.

Faculty requesting changes in time and/or classroom assignments should do so through the appropriate Division dean.

4.6.4 OFFICE HOURS

Each full-time faculty member shall have a minimum of four (4) weekly office hours as determined in consultation with the Divisional Dean. Office hours will be posted in a prominent place. Faculty should use a combination of office hours, email, phone, learning management systems, and other technologies to engage with their students outside of class. The goal of the College is to have faculty be available and responsive to the reasonable needs of the student community seeking advice and counsel from their professors.

4.6.5 REPORTING OF GRADES

4.6.5.1 MID-SEMESTER GRADES

(See the *Student Handbook*, 2011-2012,

<http://www.champlain.edu/Documents/advising/student-handbook-11.pdf>)

In conjunction with frequent evaluations, mid-semester grades help students know their level of progress. Faculty members submit mid-semester grades for each student to Advising and Registration at the end of the 8th week of classes for all 15-week courses. Grades are to be submitted using the on-line grade entry process. These grades are internal only and do not appear on student transcripts.

S = Satisfactory, C- (70 or better)

U = Unsatisfactory but passing, D+, D or D- (60-69)

F = Failing (below 60)

4.6.5.2 FINAL GRADES

Final grade due dates are available on the list of deadlines circulated by the Advising & Registration Center each semester. Grades are to be submitted using the on-line grade entry process. Champlain College uses the following scale:

A = 93 and above	4.00
A- = 90-92	3.67
B+ = 87-89	3.33
B = 83-86	3.00
B- = 80-82	2.67
C+ = 77-79	2.33
C = 73-76	2.00
C- = 70-72	1.67
D+ = 67-69*	1.33
D = 63-66*	1.00
D- = 60-62*	0.67
F = below 60	0.00

*Some individual majors have exceptions; contact the academic dean for information.

See Section 6.4.1 for detail on how teaching effectiveness is weighted in the annual performance review.

4.6.6 STUDENT ADVISING

Student Advising	Version 11/2010
Person/Dept. Responsible Academic Affairs	http://www.champlain.edu/Undergraduate-Studies/Advising-and-Guidance/Advising.html

Champlain College places a high priority on student advising and considers it an integral part of the college experience. All full-time students are assigned three advisors—Academic Advisor in Advising and Registration, Faculty Advisor, and Career Planning Advisor. All advisors are assigned based on major by Advising and Registration, using the system employed by each Division.

Faculty may refer students who have questions about career options, changes of major, registration for classes, course sequencing and pre-requisites, and other related issues to the appropriate advisor.

4.6.7 PROFESSIONAL AND INSTITUTIONAL SERVICE

Professional and Institutional Service	Version 7/2008
Person/Dept. Responsible Academic Affairs	Faculty Welfare Agreement 2008-2012 (paragraph 3 through 4.6.7.4)

Faculty members and their academic deans shall agree on a plan for professional and institutional service that takes into consideration the needs of the College and the division as well as a faculty member's strengths and interests,

The determination of which non-classroom activities will constitute part of a faculty member's workload should be

- Flexible enough to deal with individual circumstances;
- Specific enough to allow for accountability, evaluation, recognition, and reward;
- Consistently and equitably applied to all full-time members of the Division.

In addition to normal teaching responsibilities and collaboration with faculty colleagues to provide excellent learning opportunities, all full-time faculty members will engage in activities that further the College's mission and vision. All faculty members are expected to contribute their time, energy, and expertise to service initiatives that will help the College expand offerings, improve quality, and enhance its image.

The service expectation at Champlain College includes both internal institutional activities and unpaid professional and community outreach opportunities. The Faculty Evaluation Task Force identified specific requirements and many menu opportunities associated with faculty service. The following list represents a summary:

4.6.7.1 COMMITTEE WORK

Each faculty member is expected to serve on at least one institutional committee. Faculty members may serve on more than one committee at the recommendation and discretion of their Dean and/or the Provost. Approved committees normally include The Faculty Senate Standing committees and other committees and task forces established by the President, Provost, or Dean.

4.6.7.2 COLLABORATION

Includes working with peers on grant writing, curriculum proposals, advisory boards, peer evaluations, etc.

4.6.7.3 PARTICIPATION

Includes attending Division and Faculty Senate meetings and faculty development workshops, mentoring peers and adjuncts, contributing to Admission and marketing efforts, etc.

4.6.7.4 COMMUNITY OUTREACH

Includes facilitating partnerships to fulfill the College's mission, presenting talks to community groups, providing advice to community groups, etc.

4.6.7.5 RECRUITMENT OF PROSPECTIVE STUDENTS

Faculty members share responsibility with regard to assisting in new student recruitment activities. The nature and extent of such involvement by individual faculty shall be established through collaborative conversation with the dean of each faculty member's academic division.

4.6.7.6 CURRICULUM DEVELOPMENT

Faculty are responsible for the development of new courses, deletions or changes in existing courses, initiation of new programs, or other program modifications.

4.6.7.7 **FACULTY MEETINGS**

Faculty members shall attend and participate in scheduled meetings of the Faculty Senate, their academic division, and any committee of which they are a member.

4.6.7.8 **GOVERNANCE SERVICE**

Faculty shall serve in faculty governance as members of committees or as holders of elected office in the Faculty Senate.

4.6.7.9 **PROFESSIONAL SERVICE**

Faculty members shall remain active in their professional organizations and current in their disciplines.

4.6.7.10 **SCHEDULED EVENTS AND COLLEGE CEREMONIES**

Scheduled Events and College Ceremonies		Version 7/2008
Person/Dept. Responsible Academic Affairs	https://share.champlain.edu/clearspace/docs/DOC-4314 ; Faculty Welfare Agreement 2008-2012	

Faculty members are required to be available for scheduled events during the week before the beginning of each fall semester, which constitutes *New Faculty Orientation and Course Preparation Week*. Faculty members are also required to be available during the *Faculty Collaborative* held at the end of the spring semester.

Faculty members are also expected to attend College ceremonies (e.g. convocation and commencement).

The College maintains an Academic Calendar with key dates pertinent to faculty and students on the main College website (www.champlain.edu/Advising-and-Registration-Center/Academic-Calendar.html). Faculty should refer to the calendar for specific dates within the academic year.

See Section 6.4.1 for detail on how professional and institutional service is weighted in the annual performance review.

4.7 PROFESSIONAL DEVELOPMENT & ACHIEVEMENT

Professional Development & Achievement		Version 7/2008
Person/Dept. Responsible Faculty Evaluation Task Force	Faculty Welfare Agreement 2008-2012	

Faculty members of Champlain College are expected to engage in appropriate professional development activities that enhance their teaching skills, maintain currency in their fields of expertise, and contribute to their discipline. The Faculty Evaluation Task Force identified specific requirements and identified many opportunities associated with this expectation, as the examples listed below illustrate:

- Continuous learning includes maintaining memberships in professional organizations, attending conferences, taking graduate classes, practicing within the discipline, serving as an officer in a professional or scholarly organization, conducting action research, participating in activities sponsored by the College's Center for Instructional Practice, completing a sabbatical project, etc.
- Professional recognition includes awards and honors in the faculty member's field, for effective teaching, earning professional certifications, gaining mention in media reports, etc.
- Academic scholarship includes publishing books and articles, delivering conference papers, presenting exhibits and performances, etc.
- Pursuing and completing advanced or terminal academic degrees.
- Creating and following an individual professional development plan that includes improving teaching, developing new courses, etc. Support of the program director and academic dean is required.

See Section 6.4.1 for detail on how professional development and achievement is weighted in the annual performance review.

5 PROFESSIONAL DEVELOPMENT RESOURCES

Professional Development Resources	Version 9/2011
Person/Dept. Responsible Academic Affairs	

Faculty members of Champlain College are expected to engage in appropriate professional development activities that enhance their teaching skills, maintain currency in their fields of expertise and contribute to their discipline. The College supports those activities through an infrastructure dedicated to helping the faculty develop as professionals, scholars, and teachers.

5.1 CENTER FOR INSTRUCTIONAL PRACTICE

The Center for Instructional Practice (CIP) offers faculty both casual and structured opportunities for collaboration and instructional design. Faculty can make an appointment for a one-on-one, instructional design session with Director of Instructional Design. (CIP@champlain.edu or 802-651-5965) The Center reflects Champlain's focus on excellence in teaching through a reflective practice.

5.2 FACULTY COLLABORATIVE

The Faculty Collaborative is designed by the Provost in consultation with the Faculty Senate to provide time to reflect on the previous academic year, to collaborate with faculty colleagues, to conduct work, and to pursue professional development opportunities. Faculty attendance at the collaborative is required.

A specific schedule of required and recommended activities, developed with faculty participation and consent, will be provided each spring.

5.3 SABBATICAL LEAVE – REQUIRES BOARD OF TRUSTEES APPROVAL

Sabbatical Leave	Version Number 7/2012
Promotion & Sabbatical Leave Committee	https://share.champlain.edu/clearspace/community/campus/facultysenate/promotion

See *Sabbatical Leave Handbook* <https://share.champlain.edu/clearspace/docs/DOC-4541> (Updated 9/2010); edited to be consistent with HR policy on tuition assistance. This policy may be changed only with the voted approval of the full Faculty Senate and approval of the President, and in no case shall any change apply during the academic year in which the change or changes are approved.

1. Eligibility

- a. Application for a sabbatical by a full-time faculty member may be made during or after the seventh year of employment.
- b. Subsequent sabbaticals may be requested during the seventh year of employment following a previous sabbatical leave.

2. Purpose

The purpose of a Sabbatical will be one or more of the following

- a. Study within a degree program, related to a faculty member's area of competence and/or assignment at the College.
- b. Formal or informal study not leading to a degree but related to a faculty member's assignment at the College.
- c. Research or work on a written project (for example, a manuscript, book, series of articles, poems) to be submitted for publication, or work on a non-written project (for example, a work of art, film, software) to be produced or submitted to a juried exhibition.

Applicants should be aware that, because an employee on sabbatical is completely dispensed from all teaching and service obligations (while pursuing a professional project free of the inevitable interruptions of being on the campus), his or her office may be dedicated to use by another employee, or devoted to some other purpose, during the period of sabbatical leave. While the specifics of an employee's office use while on sabbatical may be negotiated in particular cases, the general assumption is that an employee will minimize his or her time on campus during the period of sabbatical leave. If an employee foresees that he or she will need to use his or her office during his or her sabbatical, that employee should indicate and explain this in his or her sabbatical application itself.

3. Application Process

- a. Applications for sabbatical must be submitted by January 15 of the previous academic year and include the following information:
 - 1) Name and address.
 - 2) Starting date of employment/number of years of full-time service.
 - 3) Purpose of sabbatical.
 - 4) Detailed outline of proposed program. This proposal should identify specific outcomes and address the benefits to both the individual faculty member and the College. (For instance: How might courses be enhanced? How might students and/or colleagues benefit from your experiences? If publication is a goal, what publications will be pursued?)
 - 5) Letter of acceptance at outside institution (if applicable).
 - 6) Current position and total credit hours and subjects taught.
 - 7) Acknowledgement from the divisional Dean that the employee is applying. This acknowledgement must be received by the chairperson of the Promotion and Sabbatical Leave Committee not later than the final regular day of classes of the fall

semester. Applicants should be aware that a Dean may decline to acknowledge an application in the event that many members of the same Division seek simultaneously to apply for sabbatical leave for the same period

8) Plan explaining what applicant will do upon completion of sabbatical leave to verify that outcomes have been achieved.

4. Period of Sabbatical and Pay Program

- a. A faculty member may ask for an academic year sabbatical for which he/she will receive one half his/her salary.
- b. A faculty member may ask for an academic semester sabbatical. The sabbatical contract is calculated at the full annual salary. An employee on fall sabbatical must attend the Collaborative during the preceding May, but need not attend college-wide and divisional meetings during the week preceding the start of the fall semester. An employee on spring sabbatical need not attend the Collaborative following the end of the spring semester, but must attend college-wide and divisional meetings during the week preceding the start of the following fall semester.
- c. All benefits will be paid during the year of the sabbatical.

5. Tuition Reimbursement

- a. The College will pay 50% of tuition for master's degree study, up to \$1,500 per term and \$3,000 per academic year. Tuition fees associated with non-active studies (placeholder fees) are not eligible for reimbursement during the timeframe in which a faculty member is on sabbatical.
- b. Faculty hired before July 1, 2007 and who do not have a doctoral degree, are eligible to receive partial tuition reimbursement for their studies toward their doctoral degree. The College pays 60% of tuition, up to \$2,500 per term and \$5,000 per fiscal year, with a lifetime maximum of \$30,000. The College will also pay half of dissertation holding fees for up to two terms. Exceptions to this limit must be approved by the faculty member's supervisor. This benefit may be applied to one doctoral degree.

Books, residency costs, labs, fees, and other non-tuition expenses are not eligible for reimbursement by the College.

(Please see Tuition Remission Policy in Human Resources for additional details. Please note that tuition remission and/or reimbursement may be subject to taxation; any related tax obligations will be the responsibility of the faculty member.)

6. Return to Champlain

- a. A faculty member granted a sabbatical must agree in writing to return to the College for the period of one contract year in his or her former capacity.
- b. Within 60 days of return to the College, a faculty member must submit written evidence to the Sabbatical Leave Committee substantiating completion of the program described in 3.a.4 and the plan described in 3.a.8.

- c. Any faculty member failing to fulfill obligations agreed to on the application will be liable for the full amount of salary and benefits paid during the leave.
 - d. A faculty member employee will return with full benefits and rights and upon return shall receive equal raise in salary as would have been awarded had the sabbatical not been taken.
7. Promotions and Sabbatical Leave Committee (See Appendix, *Senate Bylaws*)
- a. An application for sabbatical should be submitted with sufficient copies to all members of the committee.
 - b. The membership of the Promotions and Sabbatical Leave Committee shall consist of at least seven (7) voting members drawn from the academic Divisions, with additional voting members to be identified by the Chair in order to fulfill the following requirements:
 - i. One member shall have at least 10 years of service as a faculty member at Champlain College, and one member shall have been hired on or after July 1, 2007.
 - ii. At least one member shall hold the rank of Associate Professor, and one member shall hold the rank of Professor.
 - iii. Whenever possible, one (1) member shall have successfully completed the promotion application process at Champlain and one (1) shall have already been granted a sabbatical.
 - iv. Members will serve for two (2) or three (3) years, with terms of membership staggered to ensure continuity. In general, the membership of the Promotions/Sabbatical Committee shall consist of the persons selected under Faculty Senate By-laws Article 7, section 1, and the Provost as a non-voting member.
 - c. The role of Chair each year shall be filled by a returning Committee member, appointed by the Faculty Senate President.
 - d. If applications have been submitted, the Committee will meet between January 15 and February 20 to review applications.*
 - e. In the case of incomplete applications, the Committee may defer its consideration until all application components are completed.
 - f. Applying faculty members may be interviewed by the Committee at its discretion.
 - g. The Committee may decide that no sabbatical will be granted for the following academic year. Such a decision shall be conveyed to the faculty member in writing as above, with the Chairperson's signature and the vote of the Committee recorded. This decision must state the reasons why no sabbatical is being granted.
 - h. The Committee shall send its recommendations to the President of the College for consideration no later than February 20.*
 - i. The President shall send announcements of the decision in writing to the applicants no later than March 30.* If denied, this decision must state the reasons why no sabbatical is being granted.
 - j. An applicant may not challenge the eligibility of any Committee member.
 - k. Rejection and resubmission of applications including grievance: Any faculty member who is refused a sabbatical may resubmit a new application the following year, but in no case shall such a refusal be deemed cause for a grievance with the College. If a faculty

member is refused a sabbatical, he or she may request an interview with the Committee or President to discuss the reasons for refusal.

- I. Within 30 days of submission, the Committee will review post-sabbatical documentation to verify that objectives have been met.*

8. Changes to approved applications for sabbatical leave

- a. If, prior to the beginning of an approved sabbatical, the faculty member proposes to change the time period of the sabbatical, or significantly to alter the content of the sabbatical project itself, then that faculty member must re-submit a revised application for sabbatical leave to the committee. That revised application must then be approved (following the regular procedure set forth in this document) in order for the sabbatical to take place.
- b. b. If, after the beginning of an approved sabbatical, the faculty member proposes to change the time period of the sabbatical, or significantly to alter the content of the sabbatical project itself, then that faculty member must convey a written explanation and justification of the proposed change(s) to both the committee and the Provost.

5.4 EXTERNSHIP FACULTY DEVELOPMENT PLAN

Externship Faculty Development Plan	Version 9/2011
Person/Dept. Responsible Academic Affairs	

The Externship Faculty Development Plan is a voluntary opportunity for any regular full-time faculty member to work part- or full-time up to a limit of one academic year at a job in the community that is related to the faculty member's job at the College. Only faculty members who have completed seven (7) years of full-time teaching at the College are eligible.

If the compensation received from the externship job site is lower than the faculty member's normal base pay, the faculty member will be paid the difference between his/her normal base pay and the compensation received from the externship job site. The faculty member will also continue to receive regular, full-time College benefits. A faculty member taking an externship must agree to teach at the College for one academic year after the end of the year in which the externship was taken.

Interested faculty members should apply through the Office of the Provost. Final approval of each externship is at the sole discretion of the President. All application materials are due into the Provost's Office before February 1 of the year preceding the intended externship semester or year. Questions related to the externship program may be directed to the Provost's Office.

5.5 PROFESSIONAL DEVELOPMENT FUNDS

Professional Development Funds	Version 9/2011
Person/Dept. Responsible Academic Affairs	

The College budgets funds for professional development (attending conferences, workshops, etc.) for full-time, regular faculty members. Faculty members determine how these development funds may be best utilized for professional development, and then request approval from the Division Dean prior to payment. This policy also applies to faculty on sabbatical.

6 ACADEMIC AFFAIRS POLICIES

6.1 SEARCH PROCEDURES FOR FULL-TIME FACULTY

Search Procedures for Full-Time Faculty	Version 4/16/2010
Person/Dept. Responsible Academic Affairs	Human Resources Procedure 207 https://erc.enwisen.com/ASI/Page.aspx?Name=Home&header=on

Faculty Search Committees are established to help develop a faculty search strategy, assist in establishing candidate selection criteria, review applicants' qualifications, and to make recommendations to the Division Dean, Provost and President.

- a. The Division Dean will establish a Search Committee comprised of:
 - i. Committee Chair;
 - ii. At least two faculty members currently in the division; and
 - iii. A faculty member from another Division.
 - iv. Former faculty members may act as advisors to the search committee if deemed helpful.
 - v. Search committees should have at least four, but no more than seven members. The appointing authority, hiring authority, or supervisor cannot be a search committee member.
- b. The Faculty Search Committee will follow HR Procedure 207, which outlines the faculty search process.
- c. Once the Faculty Search Committee has completed its review of the candidates, the committee shall recommend 2 – 4 finalists to the Division Dean (the Provost in the case of a Dean search).

6.2 ORIENTATION OF FIRST-YEAR FACULTY

Orientation of First-Year Faculty	Version 9/2011
Person/Dept. Responsible Academic Affairs	http://www.champlain.edu/Academic-Affairs---Provost/Information-for-Faculty.html

The Provost has primary responsibility for orienting first-year faculty to the policies, regulations, and procedures of the College. The orientation will include familiarizing new faculty with personnel policies; faculty rights, obligations, and responsibilities; the role of faculty in governance; relevant student policies; expectations; and support services for faculty and students.

An informative resource is maintained on the Academic Affairs website covering policies, procedures, and contact information.

6.3 FIRST-YEAR EXPECTATIONS

First Year Expectations	Version 9/2011
Person/Dept. Responsible Academic Affairs	

Faculty in their first year of service should concentrate on developing their assigned courses and performing effectively as a teacher. In order to assist first-year faculty in this regard, they may be exempt from, or have reduced responsibility for, formal academic advising assignments, service on institutional and senate committees during their initial year. First-year faculty should have a conversation with their academic deans and come to an agreement about expectations and their workload.

6.4 FACULTY EVALUATION - REQUIRES BOARD OF TRUSTEES APPROVAL

Faculty Evaluation	Version 4/2013
Person/Dept. Responsible Academic Affairs; Faculty Senate	Faculty Welfare Agreement

At the end of a faculty member's appointment term, each faculty member is evaluated on how successfully he or she has met the outlined expectations in the areas of teaching, service, and professional development and achievement. For those with one year appointments, such as newly hired Assistant Professors, this would mean the evaluation process is completed annually. For more senior faculty, including those who carry the rank of Associate or Full Professor, this process would apply only in years in which appointments would need to be renewed. For example, a faculty member with a five year appointment term would engage in the review process outlined here in his or her fifth year.

6.4.1 EVALUATION CRITERIA

The typical faculty member is evaluated according to a weighting schema of 75% for teaching, 15% for service, and 10% for professional development and achievement. However, the faculty member and his/her Dean may adjust these typical weightings by joint agreement at the beginning of the academic year. In unusual circumstances, such as reassignment of faculty responsibilities, by mutual agreement between the dean and the faculty member, the weights may be approved for change during the academic year to reflect the change in assignment.

6.4.2 EVIDENCE

Faculty members submit evidence to the Dean to document goal attainment and performance

in teaching effectiveness, service, and professional development and achievement. Evidence shall include a self-evaluation and statement of the goals and commitments that were agreed to in the prior year.

When completing the summative evaluation, the Dean must consider the following data sources: goals from the prior year, the self-evaluation, instructional load and types of course, student reactions to instruction and courses (such as IDEA results), teaching characteristics reports, and a minimum of one other source from the list on the summative evaluation form. These primary data sources for the evaluation of teaching should hold approximately equal weight in determining the overall teaching rating.

6.4.3 DEAN'S EVALUATION

After weighing multiple factors and several perspectives (including the faculty prepared self-evaluation and discussion with the faculty member), the Dean assigns one of the following overall qualitative summative evaluations to each faculty member: Needs Improvement, Successful, or Exemplary. The Dean's narrative should discuss the rationale for the rating. See Appendix for a copy of the Dean's Summative Evaluation Form.

This evaluative ranking applies throughout a faculty member's appointment term. Faculty members with multi-year appointments may choose to engage in the full evaluation process outlined here any time after the midpoint of the appointment term. In the event that the performance of a faculty member with a multi-year appointment is determined to be below acceptable standards for more than one term, a performance improvement program and annual evaluations will be initiated.

6.4.4 ANNUAL PROGRESS

During years in which the faculty member need not engage in the full evaluation process as outlined above, the faculty member will continue to meet with his or her dean at least annually to review and update progress on goals outlined in the last full evaluation. These goals may be longer-term in scope, and so discussion may be focused around progress toward, not completion of, such goals. These goals may also be modified at any time by mutual agreement of the faculty member and dean.

6.4.5 FACULTY EVALUATION APPEAL PROCEDURE

This appeal procedure is intended to provide an impartial, third-party review of the decision-making process used by a Dean in making a summative evaluation and rating of a faculty member's job performance. *A faculty member may pursue an appeal review of the Performance Evaluation decision if he/she believes that it (a) results from improper procedure, (b) rests on grounds which violate academic freedom, (c) is substantially arbitrary or capricious, (d) considers irrelevant or non-valid performance factors, or (e) fails to consider all relevant evidence or mitigating circumstances. The burden of proof in an appeal rests with the faculty member.*

The following steps will normally be taken in seeking resolution of a grievance related to performance evaluations. The time limits may need to be adapted within reason due to scheduling conflicts.

1. When a faculty member and a Dean disagree about the conclusions of a Dean's Summative Performance Evaluation, the faculty member will arrange a special meeting (or series of meetings) between them to try to resolve the disagreement cooperatively and amicably. The scheduling of this meeting (or meetings) should allow sufficient time for both parties to reflect on the issues, but it should occur not more than ten (10) working days after the faculty member has received the original Dean's Summative Performance Evaluation.
2. If it is apparent that resolution cannot occur during a follow-up meeting (or meetings), then the faculty member must submit a letter of appeal to the Provost within five (5) working days of the final meeting with the Dean. The Provost may discuss the issues separately with each party, or jointly with them both, to determine the possibility of resolving the grievance amicably through mediation and discussion. The Provost shall attempt to resolve the issue within five (5) working days of receiving the faculty member's letter of appeal. If, by the end of this five-day period, the Provost judges that the issue cannot be resolved by conciliation, then the Provost shall immediately begin the process of convening an Appeals Panel.
3. The Faculty Evaluation Appeals Panel shall be composed of the Provost, as Panel coordinator, and four additional members: The faculty Senate President, one faculty member chosen by the employee, one faculty member chosen by the Provost, and one Dean chosen by the Provost and representing a Division other than the Division of the faculty member pursuing the appeal. The Provost shall cast a vote on the Panel's final recommendation only in the event of a tie among the other four Panel members. The Director of Human Resources and Organizational Development will attend the appeals meeting but is not a voting member of the panel. As outlined below, the panel may hear testimony from both the appellant and the appellant's Dean; however, the panel will hear this testimony separately from each party. The panel members can request clarification of this testimony during their deliberations as needed. Neither the appellant nor his/her Dean shall be present during the deliberations of the panel. The minutes of the hearing and the deliberations of the panel will remain confidential. (Note: Faculty Senate was advised on May 17, 2010 of a procedural change introduced in this paragraph, starting with the sentence "As outlined below.")
4. Faculty members pursuing appeals may represent themselves or be represented by an individual of their choice at their sole expense.
5. The Provost will schedule the hearing, notify the parties in writing of the date, time, and place of the hearing; secure necessary documents for the records; and arrange for an audio tape recording of the proceedings. The date of the hearing will be set not more than ten (10) working days from the date of the Provost's decision to convene the

Appeals Panel. All pertinent documents related to the appeal must be forwarded by both parties (the faculty member and the Dean) to the Provost at least five (5) working days prior to the scheduled hearing.

6. After deliberation, the Faculty Evaluation Appeals Panel's decision to support or reject the appeal will be made by a simple majority vote (with the Provost's vote as tie breaker). The decision shall be based strictly on the evidence and exhibits presented at the hearing.
7. Within five (5) working days of adjournment of the Appeal Panel's hearing, the Provost shall forward the Panel's decision in writing to the faculty member and the Dean. Simultaneously, a copy of the decision letter and a complete record of the hearing will be sent to the President of the College. The Appeals Panel's decision will be final.

6.5 STUDENT SAFETY IN ACADEMIC SETTING

Student Safety in Academic Setting	Version 9/2011
Person/Dept. Responsible Academic Affairs	

Faculty should provide instruction in safety procedures to students who are engaged in academic activities (e.g., in classrooms, laboratories and/or off-campus activities that are officially and directly related to instruction) where a known potential danger is present. Unsafe conditions of equipment or facilities should be reported by faculty to the Provost (or an appropriate designee).

6.6 COURSE OVERLOADS

Course Overloads	Version 9/2011
Person/Dept. Responsible Academic Affairs	

Faculty members are not assigned course overloads, except for unusual circumstances, as approved by the academic dean and Provost. Faculty who teach overloads are compensated an amount equal to the maximum rate paid to adjuncts.

6.7 INDEPENDENT STUDY COURSES

Independent Study Courses	Version 2011-2012
Person/Dept. Responsible Academic Affairs	<i>Student Handbook, 2011-2012</i> http://www.champlain.edu/Documents/advising/student-handbook-11.pdf

Faculty members may choose to work on a volunteer basis with students on an independent study course.

Students may take an independent study course under the following conditions:

1. Elective credits only will be given, with the number of credits (not to exceed 3) determined by the appropriate division dean.
2. The student must propose the course to the supervising instructor at least five weeks prior to the beginning of the semester in which the work will be completed.
3. The student and faculty member will jointly develop a formal proposal, which must include:
 - a. Reason(s) for requesting independent study in lieu of existing elective course(s)
 - b. Course title and description
 - c. Goals to be achieved
 - d. Method of measuring achievement

- e. Names of instructors who have agreed to supervise
 - f. Method of evaluation to be used
 - g. Number of credits to be granted
 - h. Approximate number of hours per week to be spent on the project
4. An instructor who has been asked to supervise such a study project must submit the project for approval to the Division Dean and Provost’s Office not later than three weeks prior to the beginning of the semester. At least five days prior to the beginning of the semester, the Division Dean must notify the instructor, the student, the Provost and Advising and Registration, in writing, of his or her approval or reasons for rejection. A student who fails to complete an independent study course within a semester may be granted a period of time in which to finish comparable to that extended to those taking traditional courses.

6.8 MINIMUM ENROLLMENT CLASS CANCELLATION

Minimum Enrollment Class Cancellation	Version 9/2011
Person/Dept. Responsible Academic Affairs	

Champlain College’s minimum class enrollment is six (6) students. If class enrollment falls below this minimum, the class may be cancelled. The Division Dean will work with faculty to determine if an under-enrolled class should be held or cancelled. The College may also offer faculty the option of pro-rated payment for an under-enrolled class, especially if the class is needed by students in order to graduate or complete studies in their major.

6.9 FACULTY-AUTHORED BOOKS

Faculty-Authored Books	Version 9/2011
Person/Dept. Responsible Academic Affairs	https://erc.enwisen.com/ASI/Page.aspx?Name=Home&header=on

Champlain College faculty members may adopt books or textbooks they have authored or edited only upon demonstrating to the dean of the division in which the course is offered that the selected material: (1) is relevant to the objectives of the course (2) supersedes other available work in the field and (3) generally does not constitute the majority of books/texts for the class.

6.10 FACULTY ENROLLMENT IN CHAMPLAIN COLLEGE COURSES

Faculty Enrollment in Champlain College Courses	Version 5/2010
Person/Dept. Responsible Human Resources	https://erc.enwisen.com/ASI/Page.aspx?Name=Home&header=on

Full-time faculty may enroll in one undergraduate or graduate course in any given semester at the College tuition free, subject to space availability and approval by their Division Dean. The faculty member should notify the faculty member's division academic dean, in writing, of the decision to enroll in the course, either for credit or on an audit basis.

Tuition remission and/or reimbursement may be subject to taxation; any related tax obligations will be the responsibility of the faculty member.

6.11 RELATIONSHIPS BETWEEN FACULTY AND STUDENTS – REQUIRES BOARD OF TRUSTEES APPROVAL

Relationships Between Faculty and Students	Version 9/2011
Person/Dept. Responsible Academic Affairs	

In general, Champlain College prohibits sexual or romantic relationships between faculty and students, and considers such relationships to be inappropriate and contrary to a professional code of conduct that is expected of faculty in an academic community. The only exception to this prohibition would be in situations where a faculty member and a student were in a relationship before the student began his or her studies at the College. Such situations would be handled in accordance to the "Related Persons as Students" policy stated immediately below.

6.12 RELATED PERSONS AS STUDENTS – REQUIRES BOARD OF TRUSTEES APPROVAL

Relatives as Students	Version 9/2011
Person/Dept. Responsible Academic Affairs	

Faculty members should avoid being placed in a position of authority over relatives or significant others concerning their teaching or advising. In the event that avoidance of conflict is not possible, or unfair to the student, the faculty member must disclose the relationship to the academic dean who must approve exceptions to this policy and who will oversee the evaluation process of the student.

For the purpose of this policy, a “related student” is a spouse, civil union partner, child, child of a civil union partner, stepchild, ward, foster child, parent, parent of a spouse or a civil union partner, sibling, or sibling of a spouse or civil union partner.

6.13 GRADUATE FACULTY QUALIFICATIONS – REQUIRES BOARD OF TRUSTEES APPROVAL

Graduate Faculty Qualifications Policy	Version 9/2011
Person/Dept. Responsible Academic Affairs	

It is expected that graduate faculty, whether regular full-time or part-time will have a terminal degree or appropriate credentials in the field they will be teaching. The graduate Program Director determines whether a faculty member with documented, professional experience but without a terminal degree is qualified to teach in the program. If possible, faculty with terminal degrees shall constitute a vast majority (70% or more) of the faculty in a particular program. All graduate faculty members are expected to remain current and involved in their disciplines, engaging in such activities as presentations, research and publication, conference attendance, membership in professional societies, professional work in their field of expertise, performances, and/or other scholarly activities. This policy applies in a general way to all programs; individual programs may develop specific policies as appropriate for their field and for their respective professional accreditation standards.

6.14 OUTSIDE AND PROFESSIONAL ACTIVITIES

Outside and Professional Activities	Version 9/2011
Person/Dept. Responsible Academic Affairs	

While the primary responsibility of a full-time faculty member is to Champlain College, limited consulting and other outside activities of a professional nature are encouraged. These activities may help the faculty member’s professional development and/or contributions to student learning. However, these activities should not interfere with fulfilling responsibilities to the College.

6.15 FACULTY EMERITA/EMERITUS - SECTION REQUIRES BOARD OF TRUSTEES APPROVAL

Faculty Emerita/Emeritus	Version 9/2011
Person/Dept. Responsible Academic Affairs	

Faculty who retire from the College and who meet the criteria described below may be accorded the designation of Faculty Emerita or Faculty Emeritus. The designation identifies the designee as a continuing member of the College community.

6.15.1 CRITERIA FOR EMERITA/EMERITUS STATUS

The College grants emerita /emeritus status to retired faculty in recognition of their sustained contributions to Champlain College. The designation of emerita/emeritus status is awarded to those who throughout their distinguished careers have excelled in the multiple roles of the professoriate: teaching and student engagement, institutional service, professional development, scholarship, and collegiality and who have served a significant portion of their careers at Champlain. In awarding this designation, the College extends a culminating honor to the recipients for their past contributions and encourages a future relationship through sustained participation in the social and ceremonial functions of the faculty.

To be eligible, faculty are expected to have achieved the rank of professor and to have served a minimum of fifteen (15) years at the College. In exceptional cases, faculty who have less than fifteen (15) years at the College and who held the rank of Associate Professors with an outstanding record of achievement and contribution to the College may also be designated this honor.

6.15.2 PROCEDURE FOR GRANTING EMERITA/EMERITUS STATUS

The Chief Academic Officer will evaluate faculty who, upon retirement, may meet or exceed the criteria for emerita / emeritus status and make a recommendation to the President. The President will evaluate the candidate and make a recommendation to the Academic Affairs Committee of the Board of Trustees. Upon recommendation of the Committee, the Board of Trustees will confer emerita / emeritus status to the individual.

6.15.3 EMERITA/EMERITUS PRIVILEGES

- Listing with faculty in Champlain College publications and websites
- Library privileges
- Campus mailbox, if desired
- Campus e-mail address, if desired
- Invitation to participate in public ceremonies, convocations, commencements, academic processions and other College functions open to faculty
- Use of campus recreation and fitness facilities
- Employee discount at the Bookstore
- Opportunity to audit courses, subject to instructor consent and space availability

6.16 RESEARCH ON HUMANS - REQUIRES BOARD OF TRUSTEES APPROVAL

Research on Humans	Version 7/2012
Person/Dept. Responsible Academic Affairs	

In accordance with federal regulations (see [45 CFR 46.109](#)) Champlain College’s Institutional Review Board (IRB) will have the exclusive authority to:

- Approve, require modifications in (to secure approval), or disapprove of all research activities involving human subjects conducted at Champlain College.
- Suspend or rescind approval of research involving human subjects not conducted in accordance with the IRB's requirements or that has been associated with unexpected serious harm to subjects.

Officials of the institution may not approve a research proposal if Champlain College’s IRB has disapproved it (see [45 CFR 46.112](#)).

Scope of Authority

Anyone formally affiliated with Champlain College who engages in research involving human subjects, either on- or off-campus, must apply for IRB approval. Researchers not affiliated with Champlain College but who want to conduct research with human subjects under the auspices of Champlain College must apply for IRB approval. Anyone using unpublished institutional data from human subjects collected at Champlain College for research purposes, as defined in the document *Champlain College Institutional Review Board Policies and Procedures*, must have IRB approval.

It is the responsibility of faculty overseeing instructional activity that may involve human subjects to abide by professional and legal standards of conduct, including Champlain College’s Principles for Ethical Research Involving Human Subjects (see below). Instructors should seek, or require students to seek, IRB approval for course assignments in which students are required to engage in substantial independent research with human subjects.

Principles for Ethical Research Involving Human Subjects

Champlain College affirms that all policies and guidelines related to research involving human subjects will be aligned with the following principles. Champlain College is committed to protecting the safety, health, dignity and privacy of individuals and groups participating in research conducted either at Champlain College or by any employee or student doing research in their capacity as an employee or student of Champlain College. All researchers at Champlain College are responsible for ensuring that all research practices involving human subjects satisfy the following requirements:

- *Risks are minimized:* All research methods are safe and involve no undue risk to the life, health, or well-being of the research subjects.
- *Benefits outweigh risks:* The benefits of the research clearly outweigh the anticipated risks of that research.
- *Privacy is respected:* The research will avoid unnecessary invasions of privacy and maintain, when appropriate, confidentiality.
- *Autonomy is respected:* Active participation in the research is voluntary, and a process is in place to obtain and, when appropriate, document informed consent from all subjects. When some or all of the subjects are likely to be vulnerable to coercion or undue influence, such as, but not limited to, children, students, prisoners, and mentally disabled persons, additional safeguards have been included to protect the rights and welfare of these subjects.
- *Data is monitored closely:* When appropriate, information gained from the research will be used for the stated research purpose, and adequate provisions to monitor the data will be made to ensure the safety of subjects.
- *Equity is sought:* When selecting subjects for research, the distribution of burdens and benefits is equitable considering the methodology, purpose, and setting of the research.

Responsibilities

The responsibilities of the Institutional Review Board are to:

1. provide integrated oversight of ethical and regulatory issues in human subjects research conducted at Champlain College;
2. develop common tools and resources including standardized application forms, consent form templates, operating procedures, and a database for managing and tracking protocols; and
3. provide additional resources to improve services and functioning such as compliance and monitoring as well as training and education.

Membership

Champlain College's Institutional Review Board will consist of a minimum of seven voting members including:

- one member from the Division of Business,
- one member from the Division of Education and Human Studies,
- one member from the Division of Communication and Creative Media,
- one member from the Division of Information Technology and Sciences,
- one member from the Core Division

The composition of this committee must include:

- at least one member from Graduate studies,

- at least one member whose expertise lies in a scientific area,
- at least one member whose expertise lies outside of the sciences,
- a representative from the public without activities to the College or to an organization sponsoring research, and
- an administrator (ex officio).

One voting faculty member, nominated by the President of the Senate and approved by the Provost, will serve as Chair of the IRB for a three-year term. Faculty members of the IRB will be appointed by the Faculty Senate Executive Committee, also for three-year terms (with initial appointments being staggered.) The administrator will be appointed by the Provost of the College. The representative from the public will be invited to serve by the Provost of the College on a yearly basis, although this member may serve for as many consecutive terms as he or she is invited and willing.

In addition to the members of the IRB, the IRB Chair may, at his or her discretion, enroll one additional member, either from within Champlain College or from outside, on a temporary basis to review a particular research proposal. This member will have expertise in the research methods and/or discipline of the research project in question. This member may offer support but will not vote.

Every effort will be made by the Provost, the Faculty Senate Executive Committee and the Chair of the IRB to ensure that the membership of the IRB adheres to federal regulations (See [45 CFR 46.107](#)). Every effort will be made by the Provost, the Faculty Senate Executive Committee and the Chair of the IRB to ensure the continuity of the IRB by staggering terms of service if necessary. Members will, at a minimum, complete the NIH Office of Extramural Research Web-based training course “Protecting Human Research Participants.” A record of certification must be on file before a member may participate in the review of research.

Finally, an IRB member will recuse himself or herself from the review of a particular research proposal if a conflict of interest occurs.

Procedures

All research proposals involving human subjects must be submitted for IRB review. The IRB Chair will determine the level of review necessary for a project. The IRB will review and respond to all research proposals in a timely manner so as to cause no undue delays in the conduct of the research project.

Proposals will fall into one of three categories, as determined by the IRB Chair: Full Review, Expedited Review or Exempt.

- **Level 1 (Exempt):** Research involving human subjects that poses very little or no foreseeable risk to the health or welfare of the research subjects, as described in [45 CFR 46.101 \(b\)](#), is generally *exempt* from an expedited or full-board review. Proposals will be deemed *exempt* by the Board Chair, with a report made to the full Board.

- **Level 2 (Expedited Review):** Research involving human subjects that poses minimal foreseeable risk (see Appendix: Definitions) to the health or welfare of the research subjects can be *expedited* by the IRB Chair. Projects eligible for *expedited* review will be voted on by three Board members chosen by the IRB Chair. Outcomes of a Level 2 review are accepted, return for revision/clarification, or move to Level 3 review.
- **Level 3 (Full Review):** Research involving human subjects that poses more than minimal foreseeable risk, is funded by federal grants, involves deception, or involves subjects from a group awarded special protections (see Appendix: Definitions) requires a *full-board* review. Projects requiring *full* review will be voted on by a quorum of the full Board. A majority of the members must be present to constitute a quorum. The Board will usually approve, disapprove, or return for revision/clarification proposals by consensus, but if consensus cannot be reached, then the Board will decide in favor of the majority opinion. If the committee is split, then the administrator will vote.

A review from the IRB, regardless of level of review, will result in one of three outcomes: approval of the proposal, disapproval of the proposal, or return to the investigator for revision/clarification.

- **Approval:** If a research proposal is approved by the IRB, an IRB Certificate of Approval (CoA) will be supplied to the investigator, and the CoA will be filed with the Board, as well as the appropriate authorities of Champlain College. The principal investigator is free to proceed with the research under the auspices of Champlain College and its Institutional Review Board. The IRB will determine the length of the approval period.
- **Disapproval:** If a research proposal is disapproved, the principal investigator will be notified in writing. The notification will include a statement of the reasons for the Board's decision. The notification will be filed with the Board, as well as the appropriate authorities of Champlain College. The disapproved research cannot proceed under the auspices of Champlain College or its Institutional Review Board. A research proposal can only be disapproved by a quorum of the full Institutional Review Board.
- **Return for revision/clarification:** A research proposal may be returned to the principal investigator for revision and/or clarification. The Board will explain the reasons for the proposal's return in writing, along with requested changes or portions of the proposal that need further explanation. The return letter will be filed with the Board, as well as the appropriate authorities of Champlain College. The investigator may submit the revised proposal for full Board review.

Any proposed post-acceptance changes to a research design or its implementation must be reported to the IRB. Major changes in research design constitute a new research proposal and necessitate a new review submission and review process. Minor changes in research design can be approved by the Board as an amendment to the original proposal. The IRB Chair will

determine whether changes made to a research design must be re-submitted as a new proposal or approved as an amendment.

Renewals and Extensions: The IRB will determine the period of time between the initial approval and the subsequent renewal date. Most protocols will be approved for continuing review on an annual basis in accordance with federal regulations (see [45 CFR 46.109](#)). The term of approval will be provided on the Certificate of Approval. Protocols must be renewed with the IRB by the date stipulated on the Certificate of Approval.

Appeals: If an investigator disagrees with an IRB decision to disapprove a research proposal, the researcher may appeal the decision by re-submitting the same application form to the IRB with 1) a letter of appeal stating the arguments for approval, and 2) any additional information in support of the appeal. Applications submitted for appeal will be considered by the full board at the next scheduled meeting date. If the proposal is not approved during this meeting, the research cannot be conducted under the auspices of Champlain College.

Reporting Activities

Following federal regulations (see [45 CFR 46.115](#)), Champlain College will keep a record of all applications for approval of research involving human subjects, including all submitted research documents. Further, records will be kept that identifies the IRB members (including the Chair) who performed the review, the Chair's notes, email correspondence between the researcher and the IRB, and the approval, disapproval, and clarification/revision notices. These documents represent the complete records kept by Champlain College of any IRB submission. Records will be kept for seven years after the conclusion of research.

The IRB will conduct an annual review its records to maintain compliance with federal regulations (see [45 CFR 46.115](#)).

Researchers are responsible for maintaining all data and documentation gathered during research including signed consent forms resulting from the research. Sponsors of student research (teachers or advisors) will arrange for the storage of these documents. These records must also be kept for a minimum of three years.

See *Champlain College Institutional Review Board Policies and Procedures* for definition of terms used in this section.

6.17 COURSE WITHDRAWALS

Course Withdrawals	Version 2011-2012
Person/Dept. Responsible	<i>Student Handbook 2011-2012</i> http://www.champlain.edu/Documents/advising/student-handbook-

Academic Affairs	11.pdf
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There are two ways in which students may be officially withdrawn from a course. The student may voluntarily withdraw or the student may be involuntarily withdrawn by the instructor.

These include, but are not limited to, violations of the College’s Standard of Conduct, disciplinary problems, or damaging the College’s relationships with internships or project sites.

A grade of “W,” “WP” or “WF” is recorded, as determined by the date of the withdrawal and the student’s academic status at the time, or by the circumstances of the withdrawal.

6.18 FINAL TESTING PERIOD

Final Testing Period	Version 9/2011
Person/Dept. Responsible Academic Affairs	

Faculty must convene a class during the final testing period. Faculty will be notified by Email as to when and where the final exam schedule will be posted.

Note: Refer to the Academic Affairs section of the Student Handbook for policies relating to graduation requirements, course withdrawals, retaking courses, etc. The Student Handbook is available online.

6.19 COURSES WITH AN EMBEDDED TRAVEL COMPONENT

Courses with an Embedded Travel Component	Version 9/2011
Person/Dept. Responsible Office of International Education	http://www.champlain.edu/Office-of-International-Education/Faculty-Resources.html

The Office of International Education works with faculty / staff members to facilitate planning, risk management, and budgeting for all faculty/staff led study abroad programs. All short term study abroad programs need approval from the appropriate Division Dean or Department, the Office of International Education and the Finance office. The Travel Course Approval Form is available online at http://www.champlain.edu/Documents/study_abroad/ChamplainCollegeFacultyLedApproval.pdf.

All courses with embedded travel component must go through the same curriculum approval process as all other new courses.

In order to receive approval, faculty/staff need to submit a syllabus/program description, a detailed itinerary, and propose a budget. A link to the budget form is available at <http://www.champlain.edu/Office-of-International-Education/Faculty-Resources.html>.

Participating faculty/staff and students need to participate in pre-departure orientations and complete all program application and participation forms. Please review the faculty and staff led education abroad manual for guidance.

The Office of International Education has set policies which cover the risk management needs for all education abroad programs. Each education abroad program may have unique risk management needs, and it is important to work closely with the Office of International Education to navigate the program specifics. All students, faculty, and staff are required to purchase a comprehensive international health insurance policy. Additionally, students must fill out essential forms which consist of a Contract for Participation, Travel Waiver, and an Emergency Contact/Medical Information form. Faculty should contact the Study Abroad Coordinator to purchase the study abroad medical insurance and receive samples of the essential forms.

Champlain College reserves the right to cancel a program due to health, safety and/or security concerns, low enrollment, or any other reason. In the event of a cancellation, every effort will be made to return recoverable costs to students.

Should a student decide to withdraw from a program after signing the contract for participation, he/she is accountable for all program related fees.

7 FACULTY PERSONNEL POLICIES – SECTION REQUIRES BOARD OF TRUSTEES APPROVAL

7.1 APPOINTMENT LETTERS AND APPOINTMENT TERMS

Appointment Letters	Version
Person/Dept. Responsible Human Resources	

Letters for the term of appointment are issued in March prior to the expiration of the current contract. Annual salary confirmation letters are issued in August.

Appointments are for a designated period and automatically expire at the end of that period. Appointment terms can be tendered as one-, three-, or five-year periods. All “new to Champlain College” faculty will begin with one-year appointments. The length of any subsequent contracts will be determined by academic rank. Assistant Professors receive one-year appointments; Associate Professors receive three-year appointments; Professors receive five-year appointments.

A faculty member whose summative evaluation falls below *Meets Expectations* will immediately revert to a one-year appointment, regardless of rank and seniority, until his or her performance improves.

Reemployment of a faculty member after expiration of an appointment term is solely within the discretion of the College.

7.2 PROVISIONAL EMPLOYMENT PERIOD

Provisional Employment Period	Version 9/2011
Person/Dept. Responsible Human Resources	

Each newly hired faculty member goes through a one-semester introductory provisional period to determine whether he or she is satisfied with the job and qualified to meet the job requirements. If, solely in the view of the College administration, a newly-hired faculty member’s work, behavior, or attitude is not satisfactory during this introductory provisional period, the College reserves the right to discharge the faculty member without prior warning.

7.3 ACADEMIC RANK: INITIAL HIRE

Academic Rank: Initial Hire	Version
Person/Dept. Responsible Human Resources	

The College Provost, in consultation with the appropriate Division Dean, will determine the initial rank for newly hired faculty per the Promotion Guidelines established by the Faculty Senate. In all cases, educational credentials imply earned degrees from institutions accredited by U.S. regional accrediting associations or by their international equivalents. Copies of transcripts may be required as a condition of employment. Teaching experience refers to that acquired at the post-secondary level at institutions accredited by U.S. regional accrediting associations or by their international equivalents. The three faculty ranks used at Champlain College for initial appointment of full-time regular faculty are Assistant Professor, Associate Professor, and Professor. The rank of instructor is used for faculty with temporary appointment letters.

The Provost may decide to award credit for prior service toward promotion eligibility for newly hired faculty. The amount of credit awarded shall be stated in the initial appointment letter of employment.

7.4 PROMOTION IN RANK

Promotion in Rank	Version 7/2012
Person/Dept. Responsible Human Resources	Human Resources web portal

The policy is presented below in its entirety from the Human Resources web site.

Earning promotion to a higher academic rank is both a reward and an honor. Promotion recognizes professional and personal achievements that have benefited students, the Division, the faculty member and the College as a whole. Promotion in rank is not automatic simply because the minimum requirements have been met. However, to be eligible for promotion a faculty member must have met the minimum time-in-rank, academic credentials and other qualifications identified in the faculty promotion policies.

The two ranks to which faculty at Champlain College may be promoted are Associate Professor and Professor. The Promotions and Sabbatical Leave Committee expects candidates for these ranks to provide clear evidence of participation, accomplishment and distinction across all relevant criteria. This document will identify the specific policies and criteria and the general

process and procedures which the Committee will use to assess each candidate's application for promotion.

Note that **two different sets of policies and criteria** are used: one applies only to faculty who were hired with initial full-time regular appointments commencing **before July 1, 2007**; the other applies only to faculty with initial full-time regular appointments commencing **on or after July 1, 2007**. The following sections contain the information that faculty members need to undertake the promotion process:

SECTION A: PROMOTION CRITERIA FOR FACULTY HIRED BEFORE JULY 1, 2007.

SECTION B: PROMOTION CRITERIA FOR FACULTY HIRED ON OR AFTER JULY 1, 2007.

SECTION C: GENERAL PROMOTION PROCESS AND PROCEDURES.

7.4.1 SECTION A: PROMOTION CRITERIA FOR FACULTY HIRED BEFORE JULY 1, 2007.

This section pertains **only** to Champlain College faculty with initial full-time regular appointments commencing **before July 1, 2007**. To be considered for promotion in rank, all applicants must meet or exceed the "Threshold Experience, Education and Performance Minimums" for the rank as identified below. Upon the recommendation of the College Provost, exceptions to these minimums **may** be made in extraordinary cases justified by distinguished achievement and unique circumstances. In all cases, educational credentials imply **earned** degrees from institutions **accredited** by U.S. regional accrediting associations or by their international equivalents. Teaching experience refers to that acquired at the **post-secondary** level at institutions **accredited** by U.S. regional accrediting associations or by their international equivalents.

Threshold Experience, Education and Performance Minimums

7.4.1.1 PROMOTION FROM ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR

Assistant Professors may apply for promotion to the rank of Associate Professor no earlier than their fifth (5th) full year of teaching as an Assistant Professor at Champlain College. Additionally, applicants must have at least a master's degree appropriate to their field of teaching at the College.

Beyond these academic and experience requirements, candidates for promotion to Associate Professor must be able to demonstrate an impressive record of: a) highly successful teaching; b) significant service contributions that advanced the mission of the College and the Division; c) significant participation in professional development and achievement in its many forms; and d) collegiality and constructive participation in the shared governance of Champlain College. These Promotion Assessment Criteria are described more fully under "Promotion Application Portfolio Requirements" in SECTION C: GENERAL PROMOTION PROCESS AND PROCEDURES.

7.4.1.2 PROMOTION FROM ASSOCIATE PROFESSOR TO PROFESSOR

The rank of Professor is reserved for faculty members who have distinguished themselves through excellence in teaching, superior qualifications, substantial contributions, industriousness, collegiality, and outstanding commitment to the mission of Champlain College. Associate Professors may apply for promotion to the rank of Professor no earlier than their fifth (5th) full year of teaching as an Associate Professor at Champlain College. Additionally, applicants must present **one** of the following four sets of academic credentials and achievements:

The terminal degree appropriate to their field of teaching at the College (“terminal” designation will be determined by the Dean and Provost.)

OR

A non-terminal master’s degree appropriate to their field of teaching at the College; **and** substantive, recognized professional certification or similar credentialing closely related to the field of teaching (for example: CPA, CMA, CFA, LSW, etc.).

OR

A non-terminal master’s degree appropriate to their field of teaching at the College; **and** significant post-master’s degree educational achievements closely related to their field of teaching at the College (for example: ABD status, a second master’s degree, a Certificate of Advanced Graduate Study, additional recent graduate credits, other equivalent evidence of advanced study, etc.).

OR

A non-terminal master’s degree appropriate to their field of teaching at the College; **and** a portfolio of other qualifications and experiences that in combination are equivalent to those identified above, such as: professional certifications, graduate courses, training experiences, projects, work experiences, community service, contributions to the knowledge of the academic field or the teaching profession, entrepreneurial activities, conference presentations, consulting, self-study, etc.

Beyond these academic credentials and achievements, candidates for promotion to Professor must be able to demonstrate a distinguished record of: a) outstanding success in teaching and student engagement; b) significant, on-going participation and leadership in service activities that advanced the mission of the College and the Division; c) significant, on-going participation and leadership contributions to professional development and achievement in its many forms; and d) collegiality and constructive leadership in the shared governance of Champlain College and fostering this behavior in others. These Promotion Assessment Criteria are described more fully under “Promotion Application Portfolio Requirements” in SECTION C: GENERAL PROMOTION PROCESS AND PROCEDURES.

7.4.2 SECTION B: PROMOTION CRITERIA FOR FACULTY HIRED ON OR AFTER JULY 1, 2007

This section pertains **only** to Champlain College faculty with initial full-time regular appointments commencing **on or after July 1, 2007**. To be considered for promotion in rank, all applicants must meet or exceed the “Threshold Experience, Education and Performance

Minimums” for the rank as identified below. Upon the recommendation of the College Provost, exceptions to these minimums **may** be made in extraordinary cases justified by distinguished achievement and unique circumstances. In all cases, educational credentials imply **earned** degrees from institutions **accredited** by U.S. regional accrediting associations or by their international equivalents. Teaching experience refers to that acquired at the **post-secondary** level at institutions **accredited** by U.S. regional accrediting associations or by their international equivalents.

Threshold Experience, Education and Performance Minimums

7.4.2.1 PROMOTION FROM ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR

Assistant Professors may apply for promotion to the rank of Associate Professor no earlier than their seventh (7th) full year of teaching as an Assistant Professor **and** no earlier than their third (3rd) full year of teaching as an Assistant Professor at Champlain College. Additionally, candidates must present **one** of the following three sets of academic credentials and achievements:

The terminal degree appropriate to their field of teaching at the College (“terminal” designation will be determined by the Dean and Provost.)

OR

A non-terminal master’s degree appropriate to their field of teaching at the College; **and** substantive, recognized professional certification or similar credentialing closely related to their field of teaching (for example: CPA, CMA, CFA, LSW, etc.).

OR

A non-terminal master’s degree appropriate to their field of teaching at the College; and significant post-master’s degree educational achievements closely related to their field of teaching at the College (for example: ABD status, a second master’s degree, a Certificate of Advanced Graduate Study, additional recent graduate credits, other equivalent evidence of advanced study, etc.).

Beyond these academic credentials and achievements, candidates for promotion to Associate Professor must be able to demonstrate an impressive record of: a) highly successful teaching; b) significant service contributions that advanced the mission of the College and the Division; c) significant participation in professional development and achievement in its many forms, necessarily including some contributions to the knowledge of a field or the teaching profession; and d) collegiality and constructive participation in the shared governance of Champlain College.. These Promotion Assessment Criteria are described more fully under “Promotion Application Portfolio Requirements” in SECTION C: GENERAL PROMOTION PROCESS AND PROCEDURES.

7.4.2.2 PROMOTION FROM ASSOCIATE PROFESSOR TO PROFESSOR

The rank of Professor is reserved for faculty members who have distinguished themselves through excellence in teaching, superior qualifications, substantial contributions, industriousness, collegiality and outstanding commitment to the mission of Champlain College.

Associate Professors may apply for promotion to the rank of Professor no earlier than their tenth (10th) full year as an Associate Professor **and** no earlier than their fifth (5th) full year of teaching as an Associate Professor at Champlain College. Candidates must hold a terminal degree appropriate to their field of teaching at the College (“terminal” designation will be determined by the Dean and Provost.)

Beyond these academic credential and experience requirements, candidates for promotion to Professor must be able to demonstrate a distinguished record of: a) outstanding success in teaching and student engagement; b) significant, on-going participation and leadership in service activities that advanced the mission of the College and the Division; c) significant, on-going participation and leadership contributions to professional development and achievement in its many forms, necessarily including substantial contributions to the knowledge of a field or the teaching profession; and d) collegiality and constructive leadership in the shared governance of Champlain College and fostering this behavior in others. These Promotion Assessment Criteria are described more fully under “Promotion Application Portfolio Requirements” in SECTION C: GENERAL PROMOTION PROCESS AND PROCEDURES.

7.4.3 SECTION C: GENERAL PROMOTION PROCESS AND PROCEDURES

To be considered for promotion in rank, all applicants must meet or exceed the “Threshold Experience, Education and Performance Minimums” identified above in either Section A or Section B **and** they must follow the process and procedures outlined in this section. (Note that these may vary depending upon initial date of hire.)

7.4.3.1 PROMOTION DECISION RESPONSIBILITY

Applications for promotion shall be made to the Faculty Senate Promotions & Sabbatical Leave Committee, whose members shall evaluate and recommend candidates for promotion using guidelines set forth within this document. The Committee shall forward its recommendations and comments with supporting data to the applicant’s Dean, the College Provost and the President for review. The recommendations and comments of the Committee are advisory only. The Dean, Provost and President have the discretion to accept or reject the Committee’s recommendations. The President shall forward all accepted recommendations for faculty promotions to the Board of Trustees, which will vote to endorse or veto the recommendations. The Provost shall notify the Chair of the Promotions & Sabbatical Leave Committee and all candidates for promotion of the outcome of their applications. All promotions shall be announced publicly.

7.4.3.2 DECISION APPEALS

Decisions by the Dean, Provost and President on faculty promotion can be appealed only on grounds of procedural errors. The faculty member may submit a formal appeal to an *ad hoc* Appeal Panel which will provide an impartial, third-party review of the decision-making procedures. The burden of proof in an appeal rests with the faculty member.

The following steps will normally be taken in an appeal process. The time limits may need to be adapted within reason due to scheduling conflicts.

When a faculty member disagrees with the decision of the Dean, Provost, and President, that faculty member will arrange a special meeting (or series of meetings) with them to try to resolve the disagreement cooperatively and amicably. The scheduling of this meeting (or meetings) should allow sufficient time for the participants to reflect on the issues, but it should occur not more than ten (10) working days after the faculty member has received official notice of the promotion decision from the Provost.

If it is apparent that resolution cannot occur during a follow-up meeting (or meetings), then the faculty member must submit a written request to the Associate Provost for Academic Affairs to convene an Appeal Panel. This request must come within five (5) working days of the final meeting with the Dean, Provost, and President. The Associate Provost shall begin immediately the process of convening an *ad hoc* Appeal Panel.

The Appeal Panel shall be composed of the Associate Provost as Panel coordinator, and four additional members: the Faculty Senate President, one faculty member chosen by the appellant, the Director of Human Resources, and one Dean chosen by the Associate Provost and representing a Division other than that of the appellant. The Associate Provost shall cast a vote on the Panel's final recommendation only in the event of a tie among the other four Panel members.

The Associate Provost will schedule the hearing, notify the parties in writing of the date, time, and place of the hearing, secure necessary documents for the records, and arrange for an audio tape recording of the proceedings. The date of the hearing will be set not more than ten (10) working days from the date of the Associate Provost's decision to convene the Appeal Panel. All pertinent documents related to the appeal must be forwarded to the Associate Provost at least five (5) working days prior to the scheduled hearing.

The Appeal Panel will focus only on whether or not a procedural error has occurred. Deliberations shall be based strictly on the evidence presented at the hearing. After deliberations, the Appeal Panel's decision to support or reject the appeal will be made by a simple majority vote (with the Associate Provost's vote as tie breaker.) In the event an appeal is upheld, the only action the Panel can take is to direct that the promotion process be reversed and recommenced just prior to the point where the procedural error occurred. The Appeal Panel's decision will be final.

Within five (5) working days of adjournment of the Appeal Panel's hearing, the Associate Provost shall forward the Panel's decision in writing to the faculty member, the Chair of the Promotions and Sabbatical Leave Committee, the Dean, the Provost, and the President.

7.4.3.3 *IMPORTANT DATES, TIMELINES AND PRIORITIZATION*

Faculty members applying for promotion must submit their fully-completed and properly-formatted application portfolios to the Chair of the Faculty Senate Promotions and Sabbatical Leave Committee no later than **November 15** of each year.

The Committee's deliberations will take place in a timely manner so that its recommendations are delivered to the Dean, Provost, and President no later than **February 28**. The President will present recommendations to the Board of Trustees no later than their **April meeting**. The Provost shall notify the Chair of the Promotions & Sabbatical Leave Committee and all the candidates for promotion of the outcome of their applications within one week after action by the Board of Trustees.

The Committee reserves the right to prioritize the review of promotion applications based on the applicants' relative seniority at Champlain College. If a large number of faculty apply for promotion in a given year, and the Committee believes it cannot properly evaluate all the applications within the time frame specified above, then applications from faculty with lesser seniority may be deferred to the following year. If incomplete applications are submitted, then they may be deferred to the following year.

7.4.3.4 PROMOTION APPLICATION PORTFOLIO REQUIREMENTS

It is the faculty member's responsibility to furnish the Committee with a complete portfolio that best demonstrates credentials, performance, and accomplishments that support the granting of promotion. While it is unrealistic to expect a faculty member to excel in all performance categories, some evidence of participation, accomplishment, or distinction in all areas is generally a prerequisite for promotion. The Committee will look for progressively higher levels of achievement from applicants for the ranks of Associate Professor and Professor. *Applicants should emphasize activities and accomplishments that occurred in the time period since their last promotion.*

The Committee requires that all portfolios follow the format specified below. Candidates shall submit an original copy and **six** photocopies of the application. The original copy should be in a binder with tabbed sections corresponding to each section listed below. The six copies will become the working documents of the Committee. The original copy is the transmittal copy that will be submitted with the Committee's recommendation to the Dean, Provost, President, and Trustees. The Portfolio must contain the following sections.

7.4.3.4.1 Transmittal Letter

Specify the date of submission, state the action requested, outline briefly your major justifications for receiving promotion (including threshold educational credentials and years of service), and how you will document each of the requirements for promotion.

7.4.3.4.2 Curriculum Vita

Submit a current document summarizing your professional credentials, work experiences and relevant accomplishments. Be specific about dates and duration of academic and work experiences.

7.4.3.4.3 Dean's Letter

Request a confidential, comprehensive letter from your Dean that discusses your contributions in the areas of: a) teaching, b) service, c) professional development and achievement (necessarily including, for faculty hired on or after 1 July 2007, contributions to the knowledge of a field or the teaching profession), and d) collegiality and constructive participation in the shared governance of Champlain College. This letter should reflect the Dean's summative evaluation for at least the most recent period, and preferably for several periods. In the event that your Dean is newly hired and is not familiar with your contributions, then this letter may come from your immediate past Dean. The Dean must send this confidential letter directly to the Chair of the Promotions and Sabbatical Leave Committee.

7.4.3.4.4 Evidence of Teaching Effectiveness

Champlain College is primarily a teaching institution. Therefore, convincing evidence of teaching effectiveness is the primary criterion that must be met by faculty seeking promotions. It will be assessed by examining summative data generated by student evaluations, comments in the Dean's letter (portfolio item #3), letters of support from a Program Director or peers, a statement of teaching philosophy and accomplishments, teaching portfolios, etc. The Committee will be looking specifically for evidence of accomplishment or distinction in your course design and assessment, course delivery and learning environment, mastery of subject, course management and course administration. You may document your teaching effectiveness in a variety of ways but a complete teaching portfolio must include at least the following required materials. (Items marked with an asterisk * are optional.) *Applicants should emphasize performance, activities and accomplishments that occurred in the time period since their last promotion.*

Student evaluations for all your courses taught during the past three years;

Course syllabi for all your courses taught during the past three years;

Self-evaluation that includes your teaching philosophy, professional goals, description of teaching styles and instructional methodologies and pedagogical rationales;

Evidence of your professional growth as a teacher, which includes competency and currency in the discipline and in pedagogy (teaching or discipline related conferences, workshops, presentations, panel discussions, development of innovative teaching techniques, etc.);

Identification of new courses you have developed and taught since your last promotion;

* Other evaluations and letters of support from your Program Director, faculty colleagues or from members of the broader College community that are relevant to the promotion process;

* Peer observations (for at least the most recent period and preferably for several periods) that reflect your teaching effectiveness;

* Evidence of your mentoring of students (letters from current or former colleagues);

* Honors or awards you received related to teaching.

NOTE: Faculty administrators at the rank of assistant professor or associate professor, who teach few or no classes, are indeed eligible for promotion to the rank of associate professor or professor. In the event that they have taught classes at Champlain, their applications should include, as indicated above, their most recent course syllabi and student evaluations. In the

event that they have not taught classes at Champlain, their applications literally cannot, and therefore need not, include those things. In all events, the section of their application that deals with teaching should discuss, and provide evidence of, their effectiveness in performing those duties of theirs that *are most closely analogous* to teaching (for example: mentoring other faculty members; promoting certain pedagogical principles or practices; heading pedagogically-oriented workshops of various sorts; playing a role in the design of classes or curricula; engaging with students in supervisory or advisory capacities).

7.4.3.4.5 Evidence of Service to the College

Your service to the College will be assessed by examining an applicant-generated summary of your internal, institutional service participation and leadership, as well as relevant community outreach contributions. The Dean's letter (portfolio item #3) should confirm this summary. You may document your service contributions in a variety of ways. However the Committee will be looking specifically for the following evidence of your broad and constructive participation and leadership and tangible service contributions. (Items marked with an asterisk * are optional.) *Applicants should emphasize performance, activities, and accomplishments that occurred in the time period since their last promotion.*

- A chronological summary of your involvement in committee and task force service, including standing and ad hoc committees of the College, Faculty Senate, Division, and program;
- A statement of your personal contributions and leadership in these committee service activities that demonstrates more than simple membership/attendance;
- A letter of support from your current Program Director that endorses your internal service contributions;
- Evidence of your active participation in Faculty Senate and Senate Committees;
- Evidence of your service as a faculty advisor to a student organization;
- Evidence of your participation in College public events such as Family Weekends, student recruiting, freshman orientation, honors events, alumni events, etc.;
- Evidence of any other type of service activity in which you engaged that contributed to the betterment of the College;
- * Letters of support are welcome from other constituents that can corroborate your service contributions (such as former Deans, former Program Directors, committee chairs or members, external clients, etc.) along with any other pieces of supporting evidence.

7.4.3.4.6 Evidence of Professional Development and Achievement

Your professional development and achievement (necessarily including, for those hired on or after 1 July 2007, your contributions to the knowledge of a field or to the teaching profession) will be assessed by examining an applicant-generated summary of your on-going pursuit of continuous learning through course work, your active participation in professional organizations, your attendance at conferences and workshops, your receipt of professional recognitions and awards, etc., and (for those hired on or after 1 July 2007) your academic

research and publications, your presentations at conferences, your contributions to on-campus workshops, grants you have received, etc. The Dean's letter (portfolio item #3) should confirm this summary.

If you were hired prior to 1 July 2007, you may document your professional development activities and achievements in a variety of ways. However, the Committee will be looking specifically for the following evidence of your on-going engagement in professional development and how this activity enhances teaching performance. *Applicants should emphasize performance, activities, and accomplishments that occurred in the time period since their last promotion.*

- Official transcripts from all graduate institutions you attended to indicate that you have met the threshold educational criteria for promotion;
- A chronological summary of your participation in conferences, workshops, classes, etc.;
- A statement that shows the relevance, connections and outcomes of these activities to your teaching at Champlain College;
- Evidence of your membership/leadership roles in professional associations related to your discipline or teaching;
- Evidence of any community service or volunteer work relevant to your field of teaching;
- A list of awards and honors relating to your teaching or service

If you were hired on or after 1 July 2007, you too may document your professional development activities and achievements in a variety of ways, and what is stated in the previous paragraph of this document and the list that follows it fully applies to you. Additionally, the section of your application that deals with professional development must include evidence of your contributions to the knowledge of a field or to the teaching profession. With regard to this aspect of professional development, the Committee will be looking specifically for evidence of your progressive contributions (an evolution from *participation* to *leadership*) and how these activities enhance teaching performance and contribute to the betterment of the College. Evidence of your contributions to the knowledge of a field or to the teaching profession may come in any of the ways listed below. *Applicants should emphasize performance, activities, and accomplishments that occurred in the time period since their last promotion.*

- Successful research endeavors and published works, such as abstracts, articles, books, chapters, monographs, poems, scholarly papers, reviews, conference proceedings, citations, editorial appointments, etc.;
- Unpublished works, such as internal college reports, speeches, conference presentations, media interviews, electronic teaching material;
- Creative works such as plays, art exhibits, musical compositions, performances, films, computer codes, simulations, etc.;
- Receipt of grants or external funding;

- Participation in professional / scholarly activities, conferences, sessions, panels, accreditation site visits, etc.

7.4.3.4.7 Evidence of Collegiality and Constructive Participation

Your collegiality and constructive participation in the shared governance of the College will be assessed by the Committee's impressions of your overall spirit of positive engagement in the life and culture of the College. The main basis for assessment will be the Dean's letter (portfolio item #3) and **one** other letter of support from someone such as your past Dean, your Program Director, a faculty or staff colleague, etc. The Committee will be looking specifically for evidence of respect, integrity, conscientiousness, open-mindedness, courtesy, and fairness when working with students, colleagues, staff, administration, and the broader College community. *Applicants should emphasize performance, activities and accomplishments that occurred in the time period since their last promotion.*

Submit **one** letter of support written by a College constituent (your past Dean, Program Director, colleague, staff member, etc.) that addresses your spirit of positive engagement in the life and culture of the College. The letter should offer examples of how you demonstrate respect, integrity, conscientiousness, open-mindedness, courtesy, and fairness when working with students, colleagues, staff, administration, and the broader College community.

7.5 OFFICIAL LEAVE

Official Leave	Version
Person/Dept. Responsible Human Resources	Policies and Procedures Handbook, Human Resources web portal

The College has policies and procedures in place to request leave for bereavement, family medical leave, jury duty, military leave, short-term family leave, sick leave and short-term disability and leave without pay. Leave may also be granted to qualifying employees as a reasonable accommodation for a documented disability. See the Human Resources web portal, *Policies and Procedures Handbook*, or consult with Human Resources regarding any questions about leaves

7.6 OFFICIAL PERSONNEL FILE

Official Personnel File	Version HR Policy No. 102 2/6/2008
Person/Dept. Responsible Human Resources	https://erc.enwissen.com/ASI/Page.aspx?Code=62551&Topicid=13951

Each employee's official personnel file is maintained in the Human Resources Office. The Human Resources Director is responsible for taking reasonable steps to ensure the confidentiality of personnel files. Except under special circumstances approved by the Human Resources Director, personnel files may not be removed from the Human Resources Office.

An employee is entitled to know what documents are in his/her official personnel file and to review them periodically. The only exception to this is a reference obtained in confidence from previous employers or supervisors. No employee may remove documents permanently from the personnel file, but may request to have single copies reproduced for personal use.

Each employee is responsible for keeping the personnel file current and reporting changes in personal information to the extent that such changes are relevant to employment and benefits administration, such as changes in an employee's name, address, telephone number, marital/civil union status, dependents, emergency contact information and educational courses or additional training completed.

Except for verification of dates of employment, no information concerning an employee will be released outside the College unless the College receives: the employee's written consent; a valid subpoena; a court order; or some other appropriate documentation demonstrating that disclosure is required by law. Furthermore, except as the law may otherwise require, the Human Resources Office will not respond to requests from prospective employers or other third parties for information regarding past employees, unless the employee has signed a

release authorization requesting the Human Resources Office to provide requested information.

7.7 COMPLAINTS OF MISCONDUCT

Disciplinary Procedures	Version 9/2011
Person/Dept. Responsible Human Resources	

All faculty members have an obligation to comply with the rules and regulations of the College and its divisions and programs. These rules protect the rights and freedoms of all members of the academic community. Complaints of misconduct should be resolved in a manner designed to conform to legal requirements, ensure due process, avoid unnecessary damage to parties involved, maintain confidentiality, and to protect a complainant from retaliation.

In particular, the faculty member is obligated to live up to the standards of academic freedom as outlined in the *Faculty Handbook*. Disciplinary action may also follow when the faculty member engages in other conduct unbecoming a member of the faculty, such as any action which interferes with the regular operations of the College or the rights of others, any serious violation of the law, or any other conduct prejudicial to the teaching, research, or welfare of the College, and so forth.

The following procedure is applicable where a question arises concerning an alleged violation by any member of the faculty of a rule or regulation of the College. The time periods referenced below may need to be adapted within reason due to scheduling conflicts.

Other sections of this *Handbook* apply to situations in which proceedings are initiated to terminate a faculty member for cause (7.9.2) or to situations involving discrimination and harassment (4.4). Procedures involving academic grievances filed by a student are defined in the *Student Handbook* (see Academic Grievance Policy & Procedure). In cases where the complaint could involve a violation of federal or state law, administrative officers must refer the matter to the appropriate authorities for disposition within the applicable legal framework.

Any officer of the College, any member of the faculty or staff, or any student may file a complaint against a member of the faculty for conduct prohibited by the rules and regulations of the College, or its divisions and programs.

Summary suspension pending investigation and hearing is an extraordinary remedy, but nothing in this statement shall be interpreted as precluding such action by the President or the Provost of the College, or the Dean of the Division involved (who must have the assent of the President or Provost of the College), whenever, in the judgment of either, suspension is necessary in the interest of the College community.

The complaint shall be filed with the Dean of the faculty member's Division, except that a complaint against a Dean shall be filed with the Provost. Complaints must be in writing, signed by the person filing the complaint. A copy of the signed, formal complaint will be given to the individual charged.

When a complaint is filed against a member of the faculty, the faculty member shall be given an opportunity to respond, verbally or in writing, to the complaint. An effort shall be made to resolve the matter informally under the direction of the Dean of the member's Division or with a committee, appointed by the dean, of the faculty of that Division. Where the charge is against the Dean as a faculty member, the informal effort shall be under the direction of the Provost. The informal process may include investigation, mediation, conciliation, and consultation between and among appropriate parties, including the complainant, the person against whom the complaint is made, and his or her immediate supervisor.

Where matters involving the faculty cannot be resolved in this manner, the matter shall be referred, with all pertinent information, to the President of the Faculty Senate, who shall appoint a special hearing committee of the faculty, members of which may or may not be Senate members, to hear the matter. The majority of the committee members shall be from the Division in which the faculty member holds appointment. The President of the Faculty Senate shall appoint the chairperson of the committee. Where the formal complaint is against a Dean, the formal effort shall be under the direction of the Provost.

The special hearing committee shall adopt its own rules of procedure and shall have authority to impose any of the penalties, other than dismissal, listed immediately below (next paragraph) and to recommend dismissal. Decisions shall be by majority vote. A recommendation for dismissal must be approved by the Dean (except where he/she is the subject of the charge) and the Provost. The Chairperson of the Committee shall notify the faculty member in writing of the decision within five working days.

Penalties for violations of the rules and regulations of the College and its divisions and programs shall include, but are not limited to, the following:

- a) Verbal or Written Reprimand - a warning or reproof that is not placed in the faculty member's personnel file
- b) Censure – a formal, written reprimand of a faculty member's actions that is placed in the faculty member's personnel file.
- c) Suspension of teaching and administrative duties, with or without pay. Suspension may include discontinuance of salary and benefits, in whole or in part, suspension of promotion and salary increments, and suspension of all or some faculty privileges.
- d) Dismissal for cause (see Termination of Employment for Cause in this section of the *Faculty Handbook*.)

A faculty member may appeal the decision by the hearing committee to impose a penalty. Appeal shall be to the President of the College. Grounds for an appeal shall be that the decision

was not supported by substantial evidence in the record taken as a whole or that the proceedings were not conducted in substantial compliance with the principles and procedures enumerated herein. Any such appeal must be made to the President within ten (10) working days after receipt of notice of the decision of the hearing committee. The President may seek the advice of such individuals or groups as he or she deems appropriate. In deciding the appeal the President may affirm or reverse the decision of the hearing committee, may remand the case for a new or further investigation by the same or a different committee, or may increase or decrease the penalty imposed, as the interests of substantial justice appear to him or her to require. The President shall inform the faculty member in writing of his/her decision within ten working days of the appeal.

To protect to the maximum extent possible the privacy and the reputation of individuals involved in the complaint process, these procedures will be considered confidential throughout and continuing through the appeal process. Breach of confidentiality by any party to the grievance will be considered unethical conduct. All public statements about the complaint and the proceedings shall be made through the President's Office. The complete grievance file shall be maintained in the Human Resources Office.

7.8 PROBATION AND PROGRESSIVE DISCIPLINE

Probation and Progressive Discipline	Version 9/2011
Person/Dept. Responsible Academic Affairs	

If a faculty member's rating falls below "meets expectations" at any time during employment, he or she will be put on probation. If the person is on probation, he or she is not eligible for a raise during the probation period.

Faculty members may be put on probation for ineffective teaching or for significantly neglecting academic duties as defined in the *Faculty Handbook* section on Faculty Rights, Responsibilities, and Expectations.

A written admonition by the Provost describing the alleged problem and warning that the faculty member's appointment status is in jeopardy may be sent to the faculty member, if the context and timing make such admonition appropriate. The warning may also stipulate a period of time within which correction of the problem is expected. Normally, the period of probation will be no longer than one academic year.

The faculty member on probation will prepare a plan for improvement and present it to the academic dean and Provost. Upon agreement of an improvement plan, during the probationary period, support will be provided by the College to assist the faculty member in making improvement.

If the faculty member does not contest the allegation and fulfills his or her duties so as to correct the problem, the matter is settled. If the faculty member fails to correct the problem, dismissal procedures or a lesser sanction may be applied. After review of the entire record, complaint, and faculty member's service at the College, final action by the President may be less than dismissal, and may include suspension for a period set by the President in the President's discretion, up to a period of one year. Suspension may include discontinuance of salary and benefits, in whole or in part, suspension of promotion and salary increments, and suspension of all or some faculty privileges.

7.9 SEPARATION FROM THE COLLEGE

Separation from the College	Version 9/2011
Person/Dept. Responsible Human Resources	

7.9.1 RESIGNATION OR RETIREMENT

A faculty resignation in the course of the academic year will be accepted only under extreme and unavoidable circumstances because of the difficulty of replacing a faculty member in the middle of the academic year. Failure to give adequate notice of termination will be entered on the employee's personnel record and may adversely affect an employee from ever being reemployed by the College. Ordinarily, faculty are expected to give notice of their resignation or retirement to their academic dean and to the Provost not later than March 1 of the preceding academic year.

7.9.2 TERMINATION OF EMPLOYMENT FOR CAUSE

Termination before the end of an appointment period may be effected by the College only for cause.

The College may terminate the employment of a term-appointed faculty member for cause, which includes but is not limited to:

- Breach of contract
- Frequent tardiness, absence without leave, or failure to give notice of absence
- Teaching and professional incompetence deemed so serious by the academic dean and Provost that it cannot be remedied through a probationary period
- Violation of the College policy on drugs, alcohol, and weapons
- Violation of personnel policy
- Falsification of the employee application, c.v. or resume
- Behavior contrary to the interests of the College
- Continued inadequate service to the College subsequent to a warning and probationary period
- Deliberate and serious violation of the rights and freedom of fellow faculty members, administrators, or students

- Continued neglect of academic duties subsequent to oral and written warnings and probationary period
- Breach of professional ethics
- Falsification of credentials and/or experience
- Other serious personal or professional misconduct.

7.9.3 DISMISSAL PROCEDURES

Dismissal procedures will include the following steps:

- Written notice to the faculty member from the Provost that a recommendation for dismissal for cause may be made to the President. This notice shall contain a written statement of the grounds upon which the recommendation is to be made, and a brief summary of information supporting such grounds;
- An opportunity for the faculty member to meet with the Provost to present his or her defense to the dismissal recommendation before the recommendation is made;
- An opportunity for the faculty member to meet with the President to present his or her defense to the dismissal recommendation before a decision is made.

In any case involving dismissal for cause, the burden of proof that just cause exists shall be on the College, which proof shall be by a preponderance of the evidence in the record considered as a whole. The decision of the President may be the basis of a grievance. See the section in this *Handbook* on Faculty Grievance Procedure.

7.9.4 NON-REAPPOINTMENT

The term non-reappointment means that the College has decided not to offer an additional appointment to a faculty member at the conclusion of the appointment term. Reasons for non-reappointment are within the discretion of the College and may include, but are not limited to, the following:

- Staffing realignment necessitated by changes in curricular requirements, academic programs or divisions;
- Financial exigency;
- Enrollment or financial emergency;
- Unacceptable performance evaluations in the faculty member's primary responsibilities of teaching, professional development and achievement, and professional and institutional service; and
- Any of the grounds listed for termination in 7.9.2.

7.10 EXIT INTERVIEW

Exit Interview	Version
Person/Dept. Responsible Human Resources	

The employee and his/her manager must complete an Exit Checklist prior to the employee's last day of work. The employee should schedule an Exit Interview with the Office of Human Resources as soon as notice is given, so that the necessary separation papers can be completed and processed. The exit interview will finalize the employee's severance pay, if any is to be paid, and benefits, termination dates, address to which W-2 tax information should be sent, and other areas relevant to termination.

Keys, identification card and other College property should be returned to the supervisor. It is the supervisor's responsibility to forward keys to Campus Security and notify the Human Resources Office that all College property has been returned.

An employee resigning in good standing may sign an authorization for the Human Resources Office to release an agreed upon written reference pertaining to his/her work record at the College.

7.11 RE-EMPLOYMENT RIGHTS

Re-Employment Rights	Version 9/2011
Person/Dept. Responsible Human Resources	

An employee with two or more continuous years of full-time employment who returns to College employment within one year following termination with good standing, may be credited with the previously accrued service time in determining eligibility for current employment benefits.

7.12 FACULTY GRIEVANCE PROCEDURE

Faculty Grievance Procedures	Version 9/2011
Person/Dept. Responsible Academic Affairs	

The College recognizes and endorses the importance of academic due process and of resolving grievances properly without fear of prejudice or reprisal. Accordingly the College encourages the informal and prompt settlement of grievances. Distinct, specific grievance procedures are defined in this *Handbook* in policies pertaining to sabbaticals, nondiscrimination and

harassment prevention, procedures to appeal performance evaluations, and promotions; these procedures apply exclusively where applicable.

This section applies when one or more faculty members file(s) an allegation that there has been (a) a claimed breach, misinterpretation, or misapplication of the terms of College policy or procedure as set forth in the *Faculty Handbook* or; (b) a claimed infringement of the rights of a faculty member, as set forth in the *Faculty Handbook*, which relate to appointment, reappointment, promotion, dismissal, suspension, reassignment, or termination.

The following steps will normally be taken in seeking resolution of a faculty grievance. The time limits may need to be adapted within reason due to scheduling conflicts. If a faculty member files a complaint with an outside agency after initiating a grievance under this procedure, the grievance may be suspended pending resolution of the outside complaint, unless the faculty member wants the College grievance to proceed simultaneously. In cases where the College grievance is suspended, upon resolution of the outside complaint, those portions of the grievance that are outside the purview of the external agency, or that have not been decided or dismissed for a substantive reason by the agency, may resume and be heard and decided as if the suspension had not occurred. It is the responsibility of the grievant to report the resolution to the Provost and request that the grievance be resumed. The decision of the outside agency will not be made known to the Grievance Panel unless the grievant chooses to do so.

1. When a faculty member alleges that a grievance has occurred, as defined in this section, the faculty member should notify the Provost in writing within 30 days of the action complained of.
2. Within the 30-day period, the grievant must file with the Provost a Statement of Grievance containing at least the following information:
 - a. Narrative statement of factual allegations, including specific dates of actions complained of and identification of all knowledgeable persons;
 - b. A statement of the basis of the allegation, i.e. either (a) a claimed breach, misinterpretation, or misapplication of the terms of College policy or procedure as set forth in the *Faculty Handbook* or; (b) a claimed infringement of the rights of a faculty member, as set forth in the *Faculty Handbook*, which relate to appointment, reappointment, promotion, dismissal, suspension, reassignment, or termination.
 - c. All documentary evidence supporting the grievance.
 - d. A statement of the relief sought.
3. If any individual noted in this procedure is the subject of the grievance, the President shall appoint an alternative.
4. Upon receipt of the Statement of Grievance, the Provost shall immediately begin the process of convening a Grievance Panel.
5. The Grievance Panel shall be composed of the Provost, as Panel coordinator, and four additional members: The faculty Senate President, one faculty member chosen by the employee, one faculty member chosen by the Provost, and one faculty member chosen by the Senate President. The Provost shall cast a vote on the Panel's final recommendation only in the event of a tie among the other four Panel members. The Director of Human

Resources and Organizational Development will attend the appeals meeting but is not a voting member of the panel. As outlined below, the panel may hear testimony from both the grievant and the subject(s) of the grievance; however, the panel will hear this testimony separately from each party. The panel members can request clarification of this testimony during their deliberations as needed. The grievant shall not be present during the deliberations of the panel. The minutes of the hearing and the deliberations of the panel will remain confidential.

6. Faculty members pursuing appeals may represent themselves or be represented by an individual of their choice at their sole expense.
7. The Provost will schedule the hearing, notify the parties in writing of the date, time, and place of the hearing; secure necessary documents for the records; and arrange for an audio tape recording of the proceedings. The date of the hearing will be set not more than ten (10) working days from the date of the Provost’s decision to convene the Panel. All pertinent documents related to the grievance must be forwarded by both parties (the faculty member and the subject of the grievance) to the Provost at least five (5) working days prior to the scheduled hearing.
8. After deliberation, the Grievance Panel’s decision to support or reject the appeal will be made by a simple majority vote (with the Provost’s vote as tie breaker). The decision shall be based strictly on the evidence and exhibits presented at the hearing.
9. Within five (5) working days of adjournment of the Grievance Panel’s hearing, the Provost shall forward the Panel’s decision in writing to the faculty member and the Dean. Simultaneously, a copy of the decision letter and a complete record of the hearing will be sent to the President of the College.
10. If the grievant disputes the decision of the Panel, he or she should file an appeal with the President outlining the grievant’s reasons for disputing the Panel’s decision. The President may, within 10 days, request any additional information he or she desires. After review, the President shall issue a final decision adopting, rejecting, or modifying the decision of the Panel or remanding it to the Panel for further review and action. The grievant may appeal post-remand Panel decisions to the President pursuant to the procedures stated herein. Appeal decisions other than decisions to remand are final.

7.13 EMPLOYMENT OF RELATIVES

Employment of Relatives	Version 9/2011
Person/Dept. Responsible Human Resources	

For the purpose of this policy, a “relative” is a spouse, civil union partner, child, child of a civil union partner, stepchild, ward, foster child, parent, parent of a spouse or a civil union partner, sibling, or sibling of a spouse or civil union partner.

Members of an employees’ immediate family and other relatives may be employed in any Champlain College capacity in any department. Normally, relatives may not be employed in a

situation in which one relative exercises direct supervision over another. If such a direct supervisory relationship is considered to be in the best interests of the College, the employment of the relative in question must be approved by the President. To obtain this approval, the hiring supervisor must submit a letter through normal administrative channels to the appropriate Vice President/Provost, with a copy to Human Resources, requesting permission to hire the relative in question. The request should contain the names of the related parties, their relationship, the extent of job supervision, job title and nature of function to be performed, and an explanation of why the arrangement would be in the best interests of the College. The Vice President/Provost will review this request and if approved, send it to the President for final consideration. If the request is denied, it will be returned to the supervisor, who will inform the employee. Human Resources will inform the candidate who is the employee's relative if the request is denied.

Questions related to the interpretation of this policy should be directed to Human Resources.

8 SELECT COLLEGE POLICIES

8.1 BUSINESS CONTINUITY

Business Continuity	Version
Person/Dept. Responsible Academic Affairs	http://www.champlain.edu/Documents/provost/newfacultyinfo3.pdf

Champlain College takes precautionary measures to ensure that student learning and instructional processes can continue in a “virtual environment” even during an extended emergency such as severe weather, contagious disease, physical infrastructure failure, campus closure, or similar incident. Continuation of classes in a virtual environment also means that payment to instructors can be maintained during the emergency for all classes that continue either online through a College-provided learning management system, or through some other process that has been approved by a division dean.

In the event of such an emergency, faculty members are expected to continue teaching in a virtual environment. For appropriate courses, Champlain College’s eLearning department, along with each academic division, will provide each instructor with a skeleton course that has been created in the College’s learning management system. In some cases, the Division Dean may determine that no virtual environment is appropriate or available for a course, and in that event may cancel the remainder of the course or take other appropriate steps.

In order for this emergency preparedness plan to be effective, it requires that faculty do the following **prior** to the start of each semester:

- Be prepared with basic skills in managing an emergency course online using the College’s learning management system.
- As needed, participate in basic training provided by the College and attain basic competency in managing an online course.
- Become familiar with your online course, when available, by logging in and preparing yourself to manage your students’ learning process in the online course.
- Become familiar with the College’s emergency communication channels and how to access its ELearning support systems.
- If you are using an alternative virtual process approved by the Division Dean, become familiar with the use of that process.

At the **beginning** of each semester, instructors will need to:

- Upload the course syllabus
- Engage with each class in at least one virtual activity during the first two weeks of the semester, or as soon as practicable, to ensure that students know how to access the online course (eLearning will provide you with ideas if you need them) or alternative course delivery.

- Be prepared, if notified, to contact all students and continue the class in the online learning management system provided by the College or in the alternative virtual process approved by the Division Dean. In order to assist this effort, you should consider posting an announcement to the class as part of your initial activity.

In the event of such an emergency, instructors will be notified of the schedule by which classes will continue in a virtual environment. The delay between campus closure and the start of virtual classes will be no less than one week in order to allow time for both students and faculty to travel, as required, and make final preparations. Upon notification, this requires that you:

- Make any final adjustments to your lesson plans in preparation for use of your virtual environment.
- Begin, at the appropriate time, to engage with each class and monitor students' progress by engaging with the class no less than four times per week.

The eLearning department is providing the following training and support opportunities for Academic Continuity faculty:

1. Step-by-step instructions can be found on the eLearning website in the form of video tutorials at <http://www.champlain.edu/eLearning-Unit/FacultyStaff.html>. To play the video, please click the "PLAY" icon in the middle of the video tutorial. If you are having technical difficulties viewing the video tutorials, please ensure that your computer has Adobe Flash Player installed. If the videos are not loading, please download the most recent Adobe Flash Player from their website; click here <http://get.adobe.com/flashplayer>. If you have any additional questions regarding the video tutorials, please email elearning@champlain.edu.

2. The handout (PDF file) with detailed step-by-step instructions can be downloaded from <http://www.champlain.edu/Documents/elearning/Academic%20Continuity%20-%20Steps.pdf>.

3. **One-on-One training** by eLearning staff members is available for faculty **by appointment**. To set up an appointment, please contact elearning@champlain.edu, or 802-383-6655.

4. Additional in-person Division-specific training sessions for faculty on Angel Academic Continuity activities can also be arranged through Division Operation Managers.

8.2 FINANCIAL EXIGENCY AND REDUCTION IN FORCE- SECTION REQUIRES BOARD OF TRUSTEES APPROVAL

Financial Exigency	Version 7/2012
Person/Dept. Responsible President	

8.2.1 INTRODUCTION

Financial exigency is a rare and grave institutional crisis. It is an existing or anticipated financial condition that threatens the continued viability of the College. It is an urgent condition reflecting the institution's inability to meet its annual expenditures with revenue sufficient to prevent a sustained loss of funds. This situation may arise from a significant decline in enrollment, reversals in endowment income, or other factors that impinge on the College's financial viability. This condition is to be distinguished from a single-year budget deficit, cyclical market trends in investments and enrollment, or a temporary reduction in annual gift income. This policy is not intended to be used as a program discontinuance policy. See the Program Discontinuance policy in this *Handbook*.

Programs may be discontinued and faculty contracts may be terminated before the end of the specified term. Before that happens on the basis of financial exigency, the Board of Trustees must declare that a *bona fide* state of financial exigency exists. The President and the Board of Trustees, in consultation with the faculty, have final authority in all matters related to financial exigency.

In order to attempt to avoid a state of financial exigency, the administration may carry out a formal reduction, including a reduction-in-force which may result in termination of faculty positions. The same conditions which determine the need to declare exigency are also applicable to the need to declare the need for an overall reduction. The administration will seek faculty opinion in advance of declaring a reduction-in-force.

8.2.2 PRIORITIES

Termination of permanent or long-term continuous appointments because of financial exigency or formal reduction will be sought only as a last resort, after every effort has been made to meet the need in other ways and to find for the faculty member(s) other employment in the institution. Situations which make retrenchment of this sort necessary should preclude expansions of staff at other points at the same time, except in extraordinary circumstances. The Board of Trustees and the President will seek to minimize the impact on teaching and students by addressing reductions in infrastructure first and foremost but with due consideration for the viability of the institution.

8.2.3 THE PROCESS

As a first step, the President should consult with faculty senate leadership to advise them that a condition of financial exigency exists or is imminent or that a formal reduction is necessary. Faculty senate leaders should have the opportunity to review relevant financial data and be confident that all feasible alternatives to termination of appointments have been pursued. Faculty senate leaders will also be consulted to determine criteria to identify individuals whose appointments will be terminated.

Within five (5) work days of a declaration of financial exigency or a declaration that a formal reduction is necessary, the President and the Provost shall notify faculty senate leadership and request a meeting of the faculty. At that meeting, faculty will be presented with the relevant financial data that formed the basis of the Board's decision. Faculty will be given the opportunity to provide input to the President for recommendations of how to respond to the financial situation.

After meeting with the faculty, the President shall convene an ad hoc committee which includes academic deans, representatives of appropriate constituent groups, relevant faculty senate committees including but not limited to Curriculum, Welfare, and the Executive committees, academic and non-academic administrators, and staff. Members of the committee and the chairperson shall be designated by the President. It shall be the responsibility of this committee to make recommendations to the President for the development of a retrenchment plan for the College. Their recommendations should include identifying and prioritizing areas for possible retrenchment. Judgments about academic programs and faculty status directly reflect an impact on the educational mission of the institution. Therefore, faculty should have the primary role in making such recommendations.

Final decision making with respect to the plan rests with the President. The President is responsible for developing and implementing a written retrenchment plan. The plan should include, at a minimum, the identification of (a) programs to be discontinued or retrenched, (b) positions to be eliminated or reduced from full-time to part-time, (c) number of faculty contracts to be terminated, by division, (d) an implementation timeline and (e) fiscal consequences of implementing the plan.

The President shall submit the plan and recommendations to the Board of Trustees for its actions. Upon approval of the plan, the President shall distribute it to the College community.

The Board of Trustees is solely authorized to declare a state of financial exigency. Such a declaration shall be made after a review of relevant financial data.

8.2.4 NOTIFICATION TO FACULTY AND FACULTY RIGHTS

If recommended actions include discontinuance of programs and/or termination of faculty contracts, from either a declaration of exigency or a formal reduction,

- Affected faculty will be given one-year's advance notice, or a minimum of one year's salary, if financially feasible. On the recommendation of the Provost, the President may, at his or her discretion, approve up to an additional year of salary compensation. The College will provide assistance to affected faculty members who cannot be relocated into existing vacancies at the institution. The scope of assistance shall be determined at the discretion of the College and may include, but not be limited to, outplacement services and/or support for retraining.
- In the event that the discontinued program is reinstated within three (3) years, terminated faculty members will receive priority consideration for reemployment in positions for which they are qualified, provided their performance has been satisfactory. Faculty whose positions have been lost as a result of financial exigency will also be given priority consideration for other faculty positions that become open in the College for three (3) years following their termination, provided they meet qualifications for the position.

The College will make every effort to teach-out students already enrolled in any program that is being discontinued.

Final decision to discontinue a program or to terminate faculty contracts rests with the President and the Board of Trustees. Faculty whose contract is terminated due to a formal reduction may appeal that decision to the Board of Trustees Academic Affairs Committee. The decision of the Board of Trustees Academic Affairs Committee will be final. The decision to terminate a contract in the case of financial exigency is not subject to appeal.

8.3 DISCONTINUING ACADEMIC PROGRAMS – SECTION REQUIRES BOARD OF TRUSTEES APPROVAL

Discontinuing Academic Programs	Version 7/2012
Person/Dept. Responsible President	

8.3.1 INTRODUCTION

From time to time, it may be necessary for Champlain to end the operation of one or more of its degree programs that will result in the elimination of faculty positions in that area. This policy is not concerned with program elimination or changes that result in the reassignment of faculty to teach in a new/updated program. It is important for the College community to know the conditions which may trigger a decision to discontinue a program, to know the principles upon which such a decision would be based, and to understand the process that would be followed.

8.3.2 CONDITIONS UNDER WHICH A PROGRAM MAY BE DISCONTINUED

The decision to discontinue an academic program may be triggered by, but is not limited to, one or more of the following conditions: significant decline in program enrollment (as distinguished from a single-year decline or temporary variation in enrollment); a change in institutional priorities, mission, and vision; budget deficits; a curriculum no longer offers realistic career opportunities for its graduates; changes in the professional field; or, in an extreme case, a declaration by the Board of Trustees of financial exigency or a reduction in force. (See the applicable College policy on Financial Exigency and Reduction in Force.) If the decision to discontinue an academic program is based on financial exigency, or a reduction in force, the procedures outlined in that policy will take precedence, and the procedures and provisions of this policy will not apply.

8.3.3 PRINCIPLES

The goal is to have a process that is transparent and that is in keeping with the College's institutional values.

Any consideration of program discontinuance should reflect long-range appraisal of the effect of discontinuance on the educational mission of the institution.

Discussion about discontinuance of a program normally begins (but need not always begin) with either the administration or faculty as a result of the program review process. The annual review is evidence-based to provide results that support institutional needs for planning and decision-making. The review

should address an evaluation of program management, including viability of the academic program, and an assessment of student outcomes. The reports generated by faculty and deans in the annual review process are an essential input into decisions about discontinuing academic programs.

Because curriculum is the primary responsibility of faculty, no program will be discontinued without the involvement of faculty in that program and the respective academic dean. Regardless of who initiates the discussion about program discontinuance, data supporting the need for discontinuance should be reviewed by the affected division and by the appropriate faculty senate committee(s) as defined in the *Bylaws* of the Faculty Senate. Faculty in the affected unit should have the opportunity to present a proposal for continuation and/or reorganization to the senate committee(s). Such a proposal should ideally have majority support of the voting members of that division, although minority reports may be submitted for consideration.

The affected unit and committee(s) should have access to institutional support and to all pertinent information including, but not limited to:

- The reasoning behind the proposed program termination.
- The administrative history of the program, including what actions have been taken over the preceding five years which were supportive or non-supportive of the program.
- All recent academic evaluations of the program by both internal and external evaluators.
- All financial data relevant to the program and related programs, including estimated costs for retaining it or reorganizing it as a quality program consistent with the standards of the College and the probable impact such expenditures would have on other programs at the College.
- All recent annual reports and program reviews.

In the event that a program is to be discontinued, all communications regarding the decision should be managed with the highest level of regard for students currently in the program, as well as for faculty teaching in the program. Formal announcements should all be handled through the office of the President or through the President's designee.

8.3.4 THE PROCESS

8.3.4.1 ALERT STATUS

When a program has been identified as a candidate for discontinuance, (as a result of an annual review process or otherwise), the Provost will notify the program faculty and the Faculty Senate. The program will immediately be placed on alert status. The program alert status will provide advance notice and provide an opportunity, if desired, to address issues and possibly prevent program closure.

If it is the will of both the administration and the faculty to discontinue the program, the Provost will make a recommendation to the President who will, in turn, make a recommendation to the Board of Trustees. Plans for a teach-out phase will immediately begin during the alert status year. The program will no longer be marketed and Admissions will cease to admit new students into the program. (See Impact for Program Faculty.)

If program and division faculty wish to advocate for program continuation, the Faculty Senate will inform the Provost within 30 days of receiving the alert status notification. Program and division faculty will develop a plan to revitalize the program during the alert status year. The

plan should address the scope and implications of program continuance including, but not limited to, impact on the College mission, direct or indirect impact on other programs, financial and personnel implications, and the sustainability of other programs in the division. Program and division faculty should submit the plan to the appropriate Senate committee, as defined in the *Bylaws* of the Faculty Senate. The Faculty Senate will submit a recommendation to the administration. The Provost will make a recommendation about the program to the President no later than the end of the alert status year. If the recommendation is to discontinue the program, the President shall make a recommendation to the Board of Trustees. Plans for a teach-out phase will begin immediately upon approval by the Board. (See Impact for Program Faculty.) If the revitalization plan is accepted, implementation of the plan will begin no later than the following academic year. (See Revitalization Year.)

8.3.4.2 **REVITALIZATION YEAR**

At the end of one full year of program revitalization, the appropriate Senate committee will consult with program and division faculty, review the status of the program and make a recommendation to the Faculty Senate. The Faculty Senate will then make a recommendation to the Provost who will make a recommendation to the President. Based on the Provost's recommendation, the President may (a) rescind alert status, (b) extend the revitalization period by one year, or (c) decide to recommend to the Board to discontinue the program. If the revitalization period is extended, at the end of this extended revitalization period, the President may rescind alert status or make a recommendation to the Board to discontinue the program. If the Board approves discontinuing the program, plans for a teach-out phase will begin immediately. (See Impact for Program Faculty.)

8.3.4.3 **TEACH-OUT**

After a review of the academic records of students in the program, the administration, in consultation with the faculty and the division dean, will make a determination of the length of the teach-out period. During the teach-out period, the program will no longer be marketed and Admissions will cease to admit new students into the program.

8.3.4.4 **IMPACT FOR PROGRAM FACULTY**

A decision to discontinue an academic program may result in termination or modification of program faculty appointments prior to the expiration date in individual letters of appointment. Nevertheless, the College will make reasonable efforts to retain affected faculty through the end of their appointment term. In cases of termination, the College will have no further obligations with respect to the payout of the remainder of terms specified in letters of appointment, because such letters are issued subject to the provisions of this policy and/or other College policies as posted and amended from time to time. For the same reason, modification of the terms stated in individual letters of appointment may also be made by the College under this policy as posted and amended from time to time.

When a decision to discontinue an academic program is made, the College may offer full-time faculty teaching in the program a one-year letter of appointment, regardless of preexisting contractual obligations, or it may offer severance compensation of one-year's salary in lieu of a letter of appointment. Because of the commitment required by both the College and the faculty during the teach-out phase, if faculty remain with the program through the teach-out phase, they may be offered severance compensation of one-year's salary upon completion of the teach-out. In either case, on the recommendation of the Provost, the President may, at his or her discretion, approve up to an additional year of salary compensation.

Alternatively, full-time faculty may be placed in another position at the College. The Provost, in consultation with the relevant Dean, will determine whether full-time regular faculty members associated with the discontinued program possess qualifications required to continue teaching at the College. If it is determined that the faculty do not possess the necessary qualifications to continue teaching, the College will make reasonable efforts to place them in a non-teaching position. The College will provide assistance to affected faculty members who cannot be relocated into existing vacancies at the institution. The scope of assistance shall be determined at the discretion of the College and may include, but not be limited to, severance (as noted above), outplacement services and/or support for retraining and COBRA.

In the event that the discontinued program is reinstated within three (3) years from the completion of the teach-out period, terminated faculty members will receive priority consideration for reemployment in positions for which they are qualified, provided their performance had been satisfactory. Faculty whose positions have been lost as a result of program discontinuance will also be given priority consideration for other faculty positions that become open in the College for three (3) years following their termination, provided they meet qualifications for the position. If they are rehired into a faculty position, their prior years' service and seniority will count toward their new academic rank.

8.3.4.5 **REQUEST FOR RECONSIDERATION**

The final decision to discontinue an academic program rests with the President and the Board of Trustees.

A faculty member whose appointment is terminated by reasons of program discontinuance has the right to file a request for reconsideration to the Board of Trustees Academic Affairs Committee. The issues of the request may include the institution's failure to satisfy any of the conditions specified in the termination decision. The right to request reconsideration will not be reduced or relieved through the acceptance of a severance agreement; the faculty member is entitled to both as a matter of process. The decision of the Board of Trustees Academic Affairs Committee will be final.

8.4 NEWS RELEASES & PRESS CONFERENCES

News Releases and Press Conferences	Version
Person/Dept. Responsible Public Information and News/Marketing	

To maintain good media relations and to use most efficiently the time of faculty and staff, interviews with the press concerning matters of official policy of the College should be channeled through the Public Information & News Director or the Director of Marketing.

8.5 CONFIDENTIALITY

Confidentiality	Version 9/2011
Person/Dept. Responsible Academic Affairs	

Members of the faculty should make themselves aware of various confidentiality requirements imposed by the College and by federal laws, e.g., The Family Educational Rights and Privacy Act of 1974 (FERPA). Members of the faculty are expected to use good judgment in determining which affairs of the College are confidential and to make conservative decisions in case of doubt. College legal counsel, with the permission of the Provost and Senior Vice President for Finance and Administration, can be consulted for advice in this regard.

8.6 TRAVEL EXPENSE REPORT

Travel Expense Report	Version 9/1/2008
Person/Dept. Responsible Budget Director	http://www.champlain.edu/Academic-Affairs---Provost/Academic-Resources.html ; https://my.champlain.edu/finance/policies , Finance Policy No. 300

Procedures for obtaining reimbursements for expenses incurred during the conduct of College business are as follows:

1. Obtain a Travel Expense Report from the Divisional Operations Manager or online. <http://www.champlain.edu/Academic-Affairs---Provost/Academic-Resources.html> and on Clearspace at <https://my.champlain.edu/finance/policies>.
2. Fill out only your Name, Department, Account Number, Report Date, Business Purpose of Trip or Advance, Trip Date, and Advance Amount requested.
3. Fund advances for travel should only be for estimated funds needed during your trip. Any expenditure requiring payment prior to your trip or which will be billed to the College should follow the normal purchase order system. (i.e., pre-registration payments, car rentals, airline tickets, etc.).
4. Original receipts are recommended for all expenses submitted for reimbursement; original receipts are required for all expenses greater than \$25.00.
5. IRS regulations require documentation of business expenses to include (a) the amount of the expenditure, (b) the time and place of the expenditure, (c) the business purpose of the expenditure, and (4) the names and business relationships of individuals for whom the expenditure was made.
6. Ensure proper authorization on all expense reports and authorizations as defined by Finance Policy No. 301.
7. Refer to Finance Policy No. 300 for reimbursable expenses, non-reimbursable expenses, meal expenditures, use of personal cars, and other specific requirements governing reimbursement of expenses.

8.7 EMERGENCY TRAVEL FUNDS

Emergency Travel Funds	Version 4/1/2011
Person/Dept. Responsible Budget Director	https://my.champlain.edu/finance/policies , Finance Policies No. 306 and No. 300

In most instances, employees are aware of travel schedules well in advance and can submit requests for funds in time to accommodate the work demands of the Finance Office. Requests for cash advances should be made on the travel expense report. The Finance Office processes requests for checks once a week, on Wednesdays. Exceptions for cash advances are rare and provided only after Finance has determined that other methods (credit card, cutting a check, wiring money) are not possible. Any cash advance over \$2,000 requires 14-days' advance notice. Finance policy #306 outlines the specific steps for requesting a cash advance.

8.8 GRANT SUBMISSION AUTHORIZATION REQUEST

Grant Submission Authorization Request	Version 7/24/09
Person/Dept. Responsible Budget Director	https://my.champlain.edu/finance/policies , Finance Policies No. 304

The formal process to submit authorization to request a grant is defined in Finance Policy No. 304. To request authorization, submit a brief summary of the project along with the following information:

- Title of Project;
- Principal Investigator/Division;
- Funding Source;
- Submission Deadline;
- Estimated Project Dates;
- Maximum Dollar Request;
- Matching Funds Required (Yes/No);
- Direct Dollars / Indirect Dollars;
- Proposed Partners.

Signatures from the Development and Controller offices are required on the grant request; if the grant is an academic project, the signature of the Provost is also required.

8.9 CONTRACT AUTHORIZATION

Contract Authorization	Version 11/5/10
Person/Dept. Responsible Budget Director	https://my.champlain.edu/finance/policies , Finance Policies No. 305

Purpose: To facilitate communication among Champlain staff who may have an interest in a particular sale or purchase contract.

Scope: This policy applies to all employees of Champlain College who originate business relationships that may result in a contract.

Policy: All proposals for significant business relationships must be communicated to the appropriate college personnel and approved before a contract can be signed.

Procedure: 1. Early Notification. The originator of the business relationship must notify the Contract & Risk Management Director as early in the process as is reasonable. The Contract & Risk Management Director will email the appropriate staff and faculty of the planned relationship. “Appropriate staff and faculty” will depend on each situation, but should include those people whose work may be significantly affected by the business relationship and/or their department heads or academic deans. The purpose of this notification is to provide an early warning in order to solicit feedback, comments and concerns.

2. Term Sheet approval. When contract negotiations are substantially completed, the originator of the business relationship must provide the contract information or a draft contract to the Contract & Risk Management Director, who will complete the following Term Sheet. The Contract & Risk Management Director will obtain written approval of the Term Sheet from the college personnel he determines are appropriate. If the proposed contract does not accompany the Term Sheet, the final contract terms must be consistent with the approved Term Sheet.

3. Contract approval. The Contract & Risk Management Director will submit the proposed contract and the approved Term Sheet to the Treasurer or Senior Vice President for Finance and Administration for final approval. Contracts may not be signed without a fully approved Term Sheet.

Term Sheet for Proposed Contract

Name of other party:

Description of project:

Budget (GL account):

Contract amount:

Is this a renewal?

Prior contract amount:

Dates of contract/term:

Champlain individual and department responsible:

Other significant terms:

Is Board of Trustees approval required? ____ Is a Request for Proposal required? ____

REQUIRED SIGNATURES

_____ Date

_____ Date

Ted Winokur, Contract & Risk Management Director

_____ Date

Final Signature

Shelley Navari, Treasurer

_____ Date

OR

David Provost, Sr. VP for Finance and Administration

_____ Date

8.10 USE OF COPYRIGHTED MATERIAL

Use of Copyrighted Material	Version 4/6/2010
Person/Dept. Responsible Academic Affairs	http://www.champlain.edu/Academic-Affairs---Provost/Information-for-Faculty.html

The College, as an educational institution that is both a consumer and producer of information, supports the College community's responsible and good faith exercise of fair use of copyrighted materials in pursuit of the College's educational mission. The College is committed to complying with laws protecting the rights of copyright holders, while recognizing that those rights are limited by fair use and other provisions of copyright law. The College provides information and resources to educate members of the College community about copyright law, the rights of copyright holders and the exercise of fair use. The faculty, staff and other College employees, the students of the College, and all members of the College community have an obligation to make informed and responsible decisions regarding their use of copyrighted materials and are obligated to comply with copyright law.

8.11 INVESTIGATION OF CONCERNS RELATIVE TO BUSINESS PRACTICES

Investigation of Concerns Relative to Business Practices	Version 06/16/2009
Person/Dept. Responsible Human Resources	Human Resources Procedure No. 209

1. PURPOSE

The purpose of this policy is to establish procedures for submitting complaints or concerns regarding financial statement disclosures, accounting or business practices, finances, internal controls or auditing matters, or suspected violations of Champlain's Code of Business Conduct. For other issues see the Director of Human Resources for advice on the mechanism for reporting.

2. SCOPE

This policy applies to all employees and students of Champlain College.

3. DEFINITIONS

Whistleblower: A person who reports potential wrongdoing with respect to the College's financial statement disclosures, accounting or business practices, finance, internal controls or auditing matters, or potential violations of the College's Code of Business Conduct, to the College's administration and/or Board.

4. POLICY

The College's internal controls and business policies and procedures are intended to prevent or detect improper activities with respect to the College's financial statement disclosures, accounting or business practices, finances, internal controls or auditing matters, and/or suspected violations of Champlain's Code of Business Conduct. Nonetheless, the College welcomes information concerning potentially undetected improper activities of this sort. The College, therefore, encourages employees, students, alumni, parents and others to report in good faith, their concerns about suspected improper activity as described in this policy. No individual who, in good faith, reports a matter covered by this policy, shall suffer harassment, retaliation, or adverse employment, academic or education consequence as a result.

5. PROCEDURE

- 5.1 Individuals wishing to report violations or suspected violations may send or submit a sealed envelope to the Chair of the Audit Committee, Champlain College Board of Trustees, c/o President's Office, PO Box 670, Burlington, VT 05402-0670. If an individual wishes to discuss any matter with the Audit Committee, he or she should so indicate in the submission and include a telephone number where he or she can be reached. Should the Committee deem such communication appropriate, the individual will be contacted accordingly.
- 5.2 Following the receipt of a complaint submitted under this policy, the Audit Committee will:
 - 5.2.1 Acknowledge receipt of the complaint to the sender (unless anonymously submitted);
 - 5.2.2 Investigate or direct an investigation to commence on each matter reported, and take corrective or disciplinary actions, if appropriate. In conducting an investigation, the Audit Committee or its representative, will use reasonable efforts to protect the confidentiality and anonymity of the complainant. Confidentiality may have to yield to the needs of the investigation and/or the accused's need to participate in a discussion of the situation, but the College prohibits retaliation in any event.
 - 5.2.3 The Audit Committee may engage legal counsel or other outside professionals to conduct the investigation and provide a report to the Chair of the Audit Committee.
- 5.3 At the conclusion of any action(s) taken by the Audit Committee under this policy, the Chair of the Audit Committee will:
 - 5.3.1 provide a summary report of the investigation, conclusion, and resolution regarding the suspected violations to the Champlain College Board of Trustees. A verbal or written summary may also be provided to the individual filing the complaint, as determined by the Chair of the Audit Committee.

5.3.2 provide a copy of the file to the Secretary of the Board of Trustees for the purpose of documenting and maintaining the resolution of the matter.

5.4 Individuals found to be making baseless allegations without regard for their truth or falsity may be subject to institutional disciplinary action.

6. POLICY ADHERENCE

The Senior Vice President for Finance and Administration is the responsible official for this policy. Any exceptions to this policy must be approved by the Senior Vice President for Finance and Administration.

7. CONTACT

Questions related to the interpretation of this policy should be directed to the Director of Human Resources and Organizational Development.

Any individual with questions about whether or not the policy applies to a given incident should use the process described above. The Audit Committee will determine whether or not the incident should be investigated under this policy, or should be addressed instead to the Director of Human Resources and Organizational Development.

Human Resources policies and procedures are updated on an as-needed basis, as such the College reserves the right to alter, amend or suspend the terms of this policy at its sole discretion; please refer to the policies posted on the Human Resources intranet site for the most current version. This policy does not constitute an employment contract.

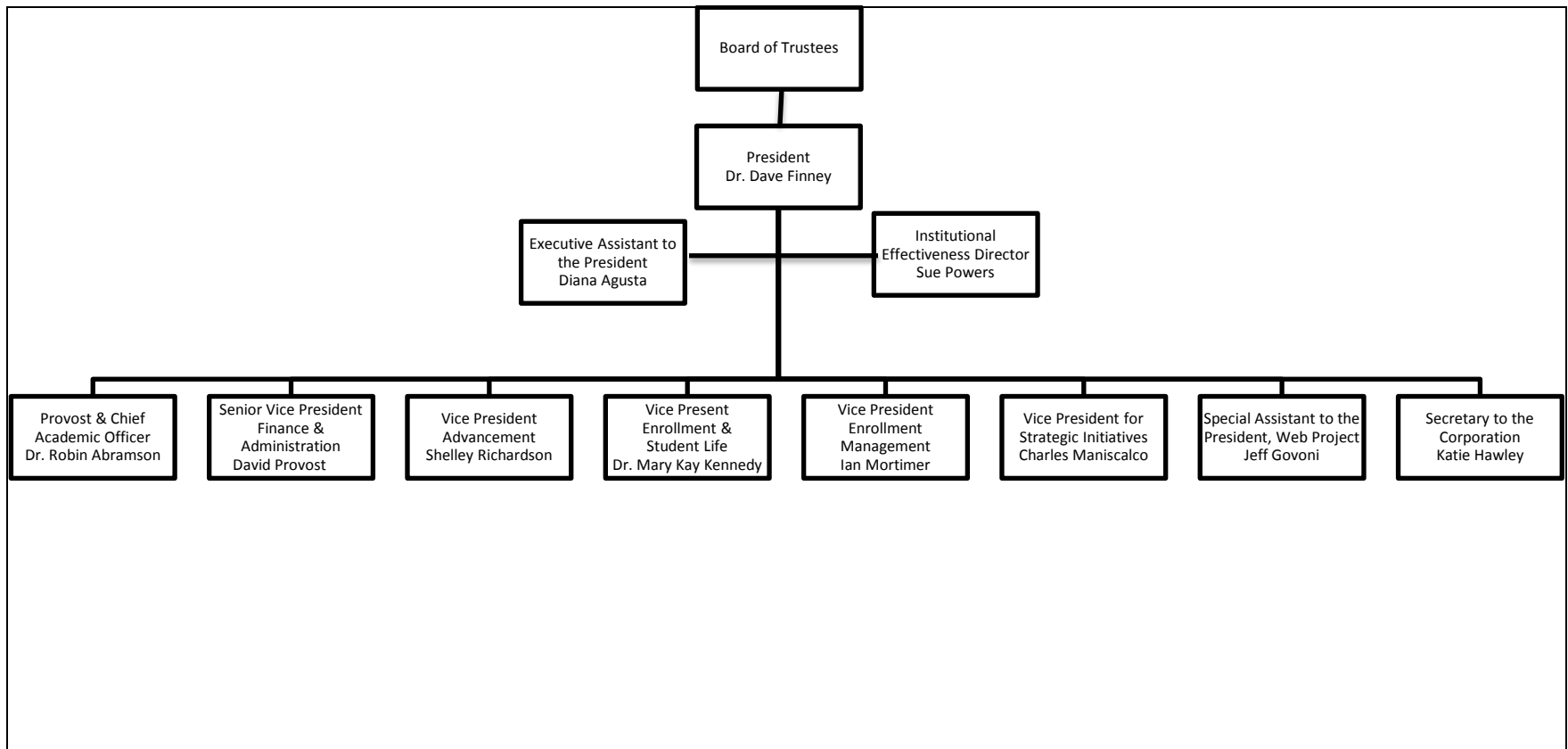
9 STUDENT ACADEMIC POLICIES

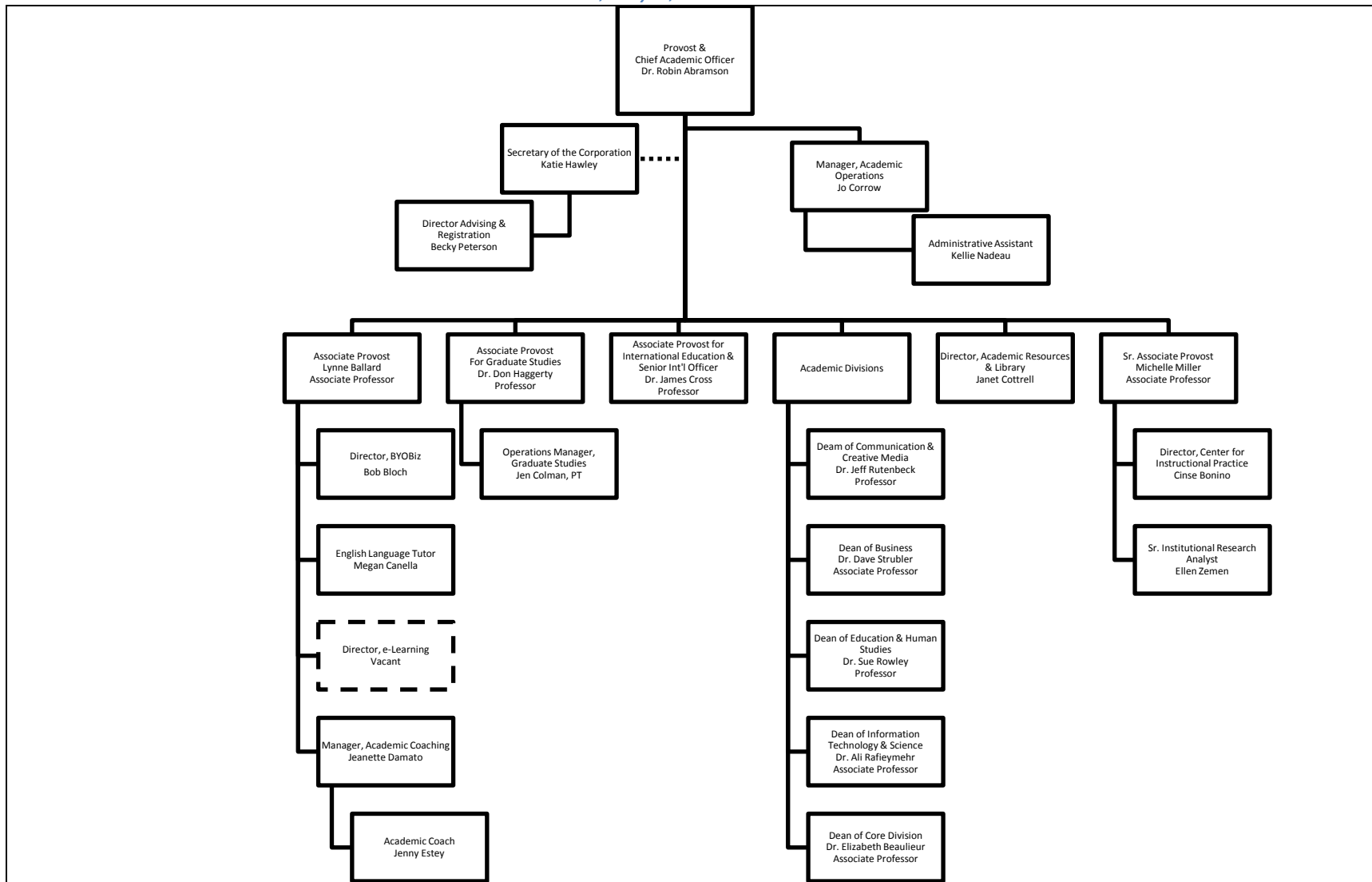
Policies in the *Student Handbook* which faculty need to be especially aware of are repeated in this *Handbook* in Appendix 10.5.

10 APPENDICES

10.1 APPENDIX 1 ORGANIZATIONAL CHART

(President and Provost Levels effective 9/28/11; See K:/OrganizationalCharts, Org Chart 02/11/2011 for additional levels)





10.2 APPENDIX 2 BYLAWS OF THE FACULTY SENATE

BYLAWS OF FACULTY SENATE OF CHAMPLAIN COLLEGE

16 January 2006 revision, amended and approved 13 February 2006, updated 2 May 2007, updated 26 August 2011

ARTICLE I. Name and Purpose

Section 1. This organization shall be known as The Faculty Senate of Champlain College.

Section 2. The Faculty Senate

- a. Designs academic programs, creates and makes substantial changes to curriculum.
- b. Has governance authority on faculty status and curriculum within a shared governance structure.
- c. Works in partnership with Academic and Student Affairs to affect the educational process and academic achievement.
- d. Cooperates with and coordinates its activities with the Staff Council.
- e. Determines Faculty Senate committees (Standing and Ad Hoc) and their purpose and membership.

Section 3. The Faculty Senate establishes College policy in regards to:

- a. Curricular matters.
- b. Requirements for certificates and degrees.
- c. Teaching quality.
- d. Academic freedom, including rights and responsibilities.
- e. Criteria for positions accorded academic rank and for promotions and sabbatical leave.
- f. Other matters referred to it by the Board of Trustees, the President of the College, or the Provost.

In addition, the Faculty Senate recommends and participates in policy proposals with regard to:

- g. Institutional philosophies and priorities.
- h. Fiscal matters and the College's physical and classroom environment.
- i. Faculty appointment, dismissal and leaves.
- j. Quality of work life, including total compensation.
- k. The selection of the College administrators.
- l. The establishment, dissolution and substantial changes in degree programs.
- m. Other matters that the faculty, in its judgment, deems proper to address or take action upon, as a governing body.

ARTICLE II. Membership

Article II. Membership

Section 1. Voting membership in this organization comprises all full-time faculty of Champlain College.

Section 2. Each Division's Adjunct Faculty may elect one Adjunct Faculty Representative, who will serve as a voting member of the Faculty Senate for a period of up to two years. In addition to serving as a conduit between the adjunct faculty in their Division and the Senate, the Adjunct Faculty Representative will enjoy all the rights and responsibilities of a full-time voting member. Adjunct representatives will be appointed to serve on committees, based on interest and need, by the Faculty Senate Executive Committee.

Other Champlain College community members are welcome at meetings and in discussion.

ARTICLE III. Meetings

Section 1. Meetings will be held at least twice a year. The Secretary shall distribute a written notice by email or hard copy to each member in good standing at his/her campus address, giving the time, place, and agenda of such meeting at least one (1) week prior to the scheduled date. Details of any proposal to be voted on in the meeting shall be made available.

Section 2. Special meetings may be called by the Senate President when in his/her discretion it is considered in the best interest of the Faculty Senate. Notice shall be given as specified in Article III, Section 1.

Section 3. At the written request of two (2) members of the Executive Board, or five (5) members at large of the Faculty Senate, the Senate President shall cause a special meeting to be called. Such a request must be signed by each individual requesting such meeting. No business but that specified in the notice may be transacted at such meeting.

Section 4. Actions on the Bylaws, Standing Committee reports and proposals, and the election of Officers must be taken at a regular meeting of the membership.

Section 5. The regular business of the Faculty Senate shall be carried on by the entire membership of the Faculty Senate. A copy of the Minutes of Faculty Senate meetings and the Treasurer's Report shall be distributed in writing to all Faculty one (1) week prior to the meeting.

Section 6. A quorum will be established during the first meeting of each academic year. Two-thirds of the members of the Faculty Senate shall constitute a quorum for any meeting at which

official business is conducted. Absentee votes are permitted for actions on Bylaws and election of Officers if ballots are given to the Secretary by meeting time in a sealed envelope with the voter's name on the outside. Absentee ballots shall not be accepted after the vote is taken.

Section 7. The agenda for all regular meetings shall be established by the Executive Board at least one week prior to the regular meeting. At the written request of members of the Faculty Senate, the Executive Board may place an item on the agenda.

Section 8. The parliamentary authority for the conduct of all meetings shall be the current edition of Roberts Rules of Order, except where superseded by these Bylaws.

ARTICLE IV. Executive Board

Section 1. The Executive Board shall consist of the three elected officers, one (1) representative from each division, and the Immediate Past President of the Faculty Senate. The officers shall be elected by the membership of the Faculty Senate. The division representatives shall be elected by the individual divisions.

Section 2. The president shall serve a two-year term, and other officers and Board Members shall serve one-year terms. The President may not serve more than two consecutive terms.

Section 3. Meetings of the Board shall be held at the discretion of the Senate President and the members of the Board.

Section 4. Special meetings of the Board may be called by the Senate President or by two (2) members of the Board when a written and signed request is delivered to the President or Secretary. Such request shall state the business to be discussed, and no other business shall be considered at that meeting.

Section 5. A simple majority of the Board shall constitute a quorum for a meeting of the Executive Board at any regular or special meeting.

ARTICLE V. Officers

Section 1. The officers of the Faculty Senate shall be as follows: President, Vice President/Treasurer, and Secretary.

Section 2. The officers of the Faculty Senate shall be elected at the last meeting of the academic year in the manner stated in Article VI.

Section 3. The Senate President shall preside at all meetings. The President shall chair the Executive Board, be an ex-officio member of all standing committees, serve as faculty

representative to President's Council, and see that proper and accurate records are kept of Faculty Senate meetings and activities. The President shall receive a course load reduction equivalent to one course per semester.

Section 4. The Vice President/Treasurer shall manage logistics and keep the records of the finances of the Faculty Senate. The Vice President/Treasurer shall make a report at each meeting of the Faculty Senate. The financial statements of the Faculty Senate shall be available for review by any member upon request within a reasonable period of time. The Vice President/Treasurer in consultation with the Executive Board shall submit a budget request for Faculty Senate to the College Provost by the budget deadline of the college. The Vice President/Treasurer shall preside over meetings in the absence of the President.

Section 5. The Secretary shall keep the minutes and official records of the organization in appropriate books. This officer shall be the official custodian of the records of the organization. The Secretary shall conduct such correspondence as required by the officers and the Board, send out communications as required, and serve all notices required by law or these bylaws. The Secretary shall monitor and tally votes of Faculty Senate with the assistance of the Executive Board or their designated representative(s).

Section 6. Should an officer resign or be unable to fulfill the duties of the office for health or other reasons, the Executive Board will call a Special Meeting of the Faculty Senate to elect a replacement. The Executive Board will ask the Nominating Committee to present a candidate for the open position.

JOB DESCRIPTION, FACULTY SENATE PRESIDENT

Excerpt from the Bylaws:

"The Senate President shall preside at all meetings. The President shall chair the Executive Board, be an *exofficio* member of all standing committees, and serve as faculty representative to President's Council. The President shall receive a course load reduction equivalent to one course per semester. He/she shall see that books, reports, and certificates are properly kept and filed by the concerned officer."

Expanded job description, with specific tasks and responsibilities:

- assemble Executive Committee of Faculty Senate to identify agenda topics and plan meetings
- conduct Faculty Senate meetings
- coordinate committee assignments
- attend President's Council meetings
- attend meetings of the Board of Trustees
- promote communication between various constituencies across campus
- represent and advocate for faculty concerns

- occasional special assignments as needed
- in the year immediately following the Presidency, serve on the Executive Committee as Immediate Past President

JOB DESCRIPTION, VICE PRESIDENT/TREASURER

Excerpt from the Bylaws:

“The Vice President/Treasurer shall manage logistics and keep the records of the finances of the Faculty Senate. The Vice President/Treasurer shall make a report at each meeting of the Faculty Senate. The financial statements of the Faculty Senate shall be available for review by any member upon request within a reasonable period of time. The Vice President/Treasurer in consultation with the Executive Board shall submit a budget request for Faculty Senate to the College Provost by the budget deadline of the college. The Vice President/Treasurer shall preside over meetings in the absence of the President.”

Expanded job description, with specific tasks and responsibilities:

- manage logistics (book rooms, order refreshments, etc.) for all Faculty Senate meetings and functions
- serve as a liaison between the Executive Board and Faculty Senate Ad Hoc committees
- attend meetings of the President’s Council and of the College Trustees in the absence of the Faculty Senate President
- assist the Faculty Senate President in promoting communication among various constituencies across campus
- represent and advocate for faculty concerns
- undertake special assignments as needed

JOB DESCRIPTION, SECRETARY

Excerpt from the Bylaws:

“The Secretary shall keep the minutes and official records of the organization in appropriate books. This officer shall be the official custodian of the records of the organization. The Secretary shall conduct such correspondence as required by the officers and the Board, send out communications as required, and serve all notices required by law or these bylaws. The Secretary shall monitor and tally votes of Faculty Senate with the assistance of the Executive Board or their designated representative(s).”

Expanded job description, with specific tasks and responsibilities:

- keep the minutes and official records of the Executive Board and Faculty Senate
- maintain and archive minutes of meetings for future retrieval
- send out notices of upcoming meetings
- post minutes of the Executive Board and Faculty Senate

ARTICLE VI. Nominations & Elections

Section 1. Officers shall be elected in the following manner:

- a. The Senate Structure, Bylaws, and Nominating Committee shall be established pursuant to Article VII herein.
- b. Faculty Senate members may nominate themselves, or may nominate other Faculty Senate members. The Committee shall contact persons so nominated to determine whether or not they wish to stand for that office, or for any other position. The Senate Structure, Bylaws, and Nominating Committee may also solicit candidates.
- c. All Faculty Senate members may run for any one office or position of their choice. There is no limit on the number of candidates who can run for a given position, but the Senate Structure, Bylaws, and Nominating Committee shall make every effort to nominate at least one candidate for each office.
- d. The Senate Structure, Bylaws, and Nominating Committee shall distribute at least one (1) slate of candidates one (1) month prior to the election. The slate(s) shall list each candidate's name and division. Notice shall be given pursuant to Article III, Section 1.
- e. Elections of officers shall be held in the last meeting of the academic year.
- f. Secret ballots shall be used unless there is only one candidate per office, in which case the vote may be taken by voice vote.
- g. A majority of votes counted shall elect.
- h. The officers and members shall assume office in May.

Section 2. In the event of the resignation or removal of an officer or member of the Board, the Senate President shall appoint a replacement. Resignations may be submitted to the President or the Secretary. The resignation shall be effective upon receipt unless otherwise specified.

ARTICLE VII. Standing Committees

Definitions. In Article VII, the term

- “Standing” describes committees entirely controlled by the Faculty Senate. These governance committees, made up only of faculty, manage the essential functions of the Faculty Senate. Examples include the Curriculum Committee and Welfare Committee.
- “Ad hoc” describes committees that address the special interests of the Faculty Senate. On these committees, staff and students may serve along with faculty. Examples include the Faculty Senate Student Affairs Committee and the Faculty Image Committee.
- “Institutional” describes committees formed by other College groups. These committees may include faculty members chosen by the Faculty Senate or its Executive Board. Examples include the Community Book Program and Diversity Champlain.

Statement of Purpose. Faculty Senate Committees need to be diverse, reflect the goals laid out in the Champlain College Strategic Plan, and foster faculty empowerment, involvement, and growth. Active participation on any of these Committees—Standing, Ad hoc, or Institutional—fulfills contractual obligations for Faculty Engagement and Commitment.

Section 1. Upon assuming office, the Senate President shall appoint the chairpersons of the standing committees. The chairpersons shall report the committees’ activities to the Executive Board and the Faculty Senate on a regular basis. The Senate President shall select the committee members within the following guidelines:

- a. There shall be no fewer than three (3) committee members.
- b. Each academic division of the College shall be offered at least one place on each committee.
- c. Including the chairperson, the committee shall not include more than two (2) members from the same division.
- d. Whenever possible, committee membership extends over two (2) years and is staggered, so that half of each committee is reappointed in a given year.
- e. All members in good standing of the Faculty Senate, whether or not they are affiliated with a division, are eligible to serve on committees.
- f. Within Divisions, Deans shall attempt to fill vacancies occurring during terms by following the guidelines given above in a, b, and c. Vacancies are filled for the duration of the original terms. Temporary absences from committee meetings shall be filled by the absent member sending a replacement representative from his or her Division.

Section 2. Committees shall discuss and recommend proposals submitted in writing by any of the following: the Administration, the Faculty Senate, the Executive Board, three (3) members in good standing of the Faculty Senate. In addition, the Committees may generate proposals.

- a. Each Committee shall report to the Faculty Senate at least once a year.
- b. Committees may appoint subcommittees and ad-hoc committees.
- c. Committees may request appropriate funding from the Administration through the Faculty Senate Vice President/Treasurer, with the approval of the Executive Board.

Section 3. The Standing Committees of the Faculty Senate are as follows: Curriculum Committee, Welfare Committee, Promotions and Sabbatical Leave Committee, Professional Development Committee, Library and Academic Resources Committee, Multicultural Affairs Committee, and Faculty Structure and Bylaws and Nominating Committee.

- a. Curriculum Committee
 1. The Curriculum Committee shall discuss and recommend proposals affecting the academic program of the College, including but not limited to course proposals, program changes, addition and deletion of programs, degree requirements, budget considerations, and general policies with impact on instruction and learning.
 2. Membership will include one (1) voting member from each Division in addition to the faculty Chair who will serve independently of any division affiliation. Members will serve for two (2) years, with terms of membership staggered to ensure continuity. The voting membership of the Curriculum Committee shall consist of persons selected under Article 7, section 1, the Director of Academic Resources, the Deans of the College's academic Divisions, and the Provost. The Chair of the Committee, serving independently of divisional affiliation, will vote only in cases of a tie.
- b. Welfare Committee
 1. The Faculty Senate Welfare Committee represents the full-time faculty on all matters pertaining to our "total compensation." This includes pay, benefits, working conditions, morale and quality of work life.
 2. The Welfare Committee shall work cooperatively with other Senate committees on occasions when their agendas may overlap (for example: the Promotions and Sabbatical Committee and the Professional Development Committee).
 3. The Welfare Committee shall monitor trends, economic factors, best practices at peer institutions, and other forces affecting total compensation in higher education and at Champlain College. Periodically, the Committee shall solicit input from the full-time faculty about their immediate and longer term concerns pertaining to total compensation matters.
 4. The Welfare Committee shall prioritize faculty compensation issues, assemble supporting documentation and create a proposal of recommendations to

present to the College president. As part of the ensuing dialogue the Committee may make changes in the proposal, subject to later approval by the Senate. The Welfare Committee chair shall report regularly to the Senate on progress of these discussions. This process shall be completed in a timely manner that recognizes existing contract deadline dates.

5. The Welfare Committee shall be empowered to reach a conditional agreement on total compensation matters with the College president, pending Faculty Senate's approval by vote. This vote shall be scheduled in a timely manner that recognizes existing contract deadline dates.
6. This Committee shall include at least one (1) representative from each academic Division. Membership is limited to regular full-time faculty members (those who are not on temporary contracts and who do not have full-time administrative positions). Members will serve for two (2) years, with terms of membership staggered to ensure continuity.

c. Promotions and Sabbatical Leave Committee

1. The Promotions and Sabbatical Leave Committee shall discuss and recommend proposals regarding faculty promotions and the granting of sabbatical leave, and shall base its recommendations on applicants' compliance with the requirements for promotion and for sabbatical leave listed in the Employee Handbook.
2. Proposals of changes in the requirements for promotion and for sabbatical leave shall be voted on by the Faculty Senate.
3. The membership of the Promotions and Sabbatical Leave Committee shall consist of at least seven (7) voting members drawn from the academic Divisions, with additional voting members to be identified by the Chair in order to fulfill the following requirements:
one member shall have at least 10 years of service as a faculty member at Champlain College, and one member shall have been hired on or after July 1, 2007. At least one member shall hold the rank of Associate Professor, and one member shall hold the rank of Professor. Whenever possible, one (1) member shall have successfully completed the promotion application process at Champlain and one (1) shall have already been granted a sabbatical. Members will serve for two (2) or three (3) years, with terms of membership staggered to ensure continuity. In general, the membership of the Promotions/Sabbatical Committee shall consist of the persons selected under Article 7, section 1, and the Provost as a non-voting member.
4. The role of Chair each year shall be filled by a returning Committee member appointed by the Faculty Senate President. Sitting Committee members are not eligible to apply for promotion during the course of their terms.

d. Professional Development Committee

1. The Professional Development Committee shall provide and facilitate activities that foster professional growth and effective instructional practice in response to expressed faculty need.
2. The Committee shall provide forums for sharing faculty achievements.
3. The Committee shall include at least one (1) representative from each Division, at least two (2) with five (5) or more years of full-time experience at the College, and the director of the Center for Instructional Practice *ex officio*. Members will serve for two (2) years, with terms of membership staggered to ensure continuity.

e. Library and Academic Resources

1. The Library and Academic Resources Committee shall have the responsibility of advising the Director of Academic Resources about curriculum-related information needs in print and electronic media.
2. The Library and Academic Resources Committee shall also review academic resource issues concerning current and proposed physical conditions of classrooms and other teaching resources (e.g. laptop carts). The committee will make recommendations to the Provost on behalf of, and with the input of, the faculty.
3. The voting membership of the committee shall consist of persons selected under Article 7, section 1, of these Bylaws and the Director of Academic Resources *ex officio*.

f. Multicultural Issues

1. The Committee on Multicultural Issues shall discuss and explore multicultural issues of concern to faculty as they relate to hiring, curriculum, pedagogy, classroom environment, and program development.
2. The Committee shall foster inclusive and supportive collegial, professional, student, and community relationships through education, awareness, collaboration, and communication.

3. The Committee shall focus on education as well as on supporting faculty and Faculty Senate committees as they encounter issues of diversity, inclusion, and multiculturalism.
 4. The membership of the committee shall consist of persons selected under Article VII, section 1, of these Bylaws.
- g. Senate Structure, Bylaws, and Nominating
1. The Senate Structure, Bylaws, and Nominating Committee shall meet at the request of the Executive Board to review and update the Faculty Senate Bylaws as needed.
 2. The committee shall present a slate or slates of officers in the manner detailed in Article VI (Nominations and Elections), Section 1.
 3. The membership of the committee shall consist of at least one (1) representative from each Division. Members will serve for two (2) years, with terms of membership staggered to ensure continuity.

10.3 APPENDIX 3 INTELLECTUAL PROPERTY POLICY

CHAMPLAIN COLLEGE INTELLECTUAL PROPERTY POLICY

Preamble. Evolving policy, legislation and case law have, over the years, caused uncertainty in the area of the ownership of intellectual property in college and university settings. In addition, the interest in emerging technologies, electronic learning and college partnerships with, and sponsorships from, the private business sector have highlighted the need for Champlain College to update and clarify its policies regarding the ownership and use of intellectual property.

Champlain College recognizes the long standing academic freedom exception to college ownership of traditional faculty produced academic materials. The College adopts this policy to clarify the extent of the preservation of this exception and in the spirit of fairness between the faculty and the College in a new and changing academic environment.

Scope of Policy. Acceptance of this policy is a condition of employment, continued employment, employment renewal or student enrollment at Champlain College. This policy applies to faculty, staff and other College employees, and students of the College. As this policy is designed to clarify and publish current College practices regarding intellectual property, this policy shall also apply to all current faculty, staff and other College employees, and students. Faculty shall include all faculty, adjuncts, visiting professors and faculty hired to teach a specific course, including summer and evening sessions and distance learning. Staff and other employees shall include all other persons employed by the College who are not faculty. Students who are also employed by the College shall be considered other employees for purposes of this policy. Students shall include all full or part-time graduate or undergraduate students, regardless of whether the student receives financial aid from the College. The terms of this policy shall survive the termination of employment of any employee of Champlain College, and the termination or graduation of any student of the College.

Copyright. By way of background, U.S. copyright law generally provides that initial ownership of copyright vests with the author of the work. The “Work for Hire” doctrine codified in the federal Copyright Act provides that in the case of works prepared by employees within the scope of the employee’s employment, the employer is presumed the author of the work and owns all rights in the copyright unless the parties have agreed otherwise in writing. There is no exception under this Work for Hire doctrine for faculty produced academic course materials and scholarly articles. Champlain College wishes to retain the long standing common law tradition of the “academic exception” to the Work for Hire doctrine for traditional works as set forth below.

A. Traditional Works. Except as otherwise stated in this Intellectual Property Policy, Champlain College adopts as policy the long standing tradition that faculty and students own

the copyright to their pedagogical, scholarly, or creative works, and recognizes this policy as an exception to the Work for Hire doctrine. This exception applies to traditional literary works developed from scholarly activities such as books, articles, plays and poetry, and also includes syllabi, lecture notes, tests, online tutorials, and other pedagogical works, regardless of medium, and regardless of whether this information is posted on the Champlain College web site,, and even though these works may have been created within a faculty member's scope of employment. To the extent that copyright ownership in these Traditional Works does not automatically vest with the individual faculty member/author of the work, Champlain College hereby transfers and assigns to such faculty member/author all rights, title and interest in the work.

B. Non-Traditional Works and Exceptions. All other works, including but not limited to, materials created for "Master Classes," "Master Modules," online courseware for distance learning classes, and works which the College declares itself as the internal sponsor of the work, shall not be considered Traditional Works within the academic exception. These works are generally created jointly with the College, and/or with significant investment by the College. They shall be considered Works for Hire regardless of the amount of College resources actually expended, and Champlain College shall therefore be the author of copyrightable works falling under this category and shall own the copyright in these materials and all of the rights appurtenant to such ownership. A non-exclusive, perpetual, royalty free license is hereby granted to faculty members who create syllabi, lecture notes, tests and other similar Traditional Works used as content delivered under or within the framework of the Master Classes, Master Modules, and/or distance learning programs, allowing the faculty member to use such materials, update and alter them, and make derivative works from them, in their scholarly endeavors at Champlain College or elsewhere.

Programs financed by government grants or governed by contracts with outside parties or sponsors often require the College to agree to certain provisions governing copyright ownership. Some programs require that the copyrights and other intellectual property generated under the funded or sponsored project be donated to the public domain, licensed without conditions or otherwise handled in the interest of the public good. In any event, the College must have full authority to negotiate, enter into and deliver such contracts, including provisions governing copyright ownership. As such, it is the policy of Champlain College that the College shall own the copyright, and retain an irrevocable right to assign the copyright, to all works created pursuant to or otherwise arising under programs or projects financed by government grants or governed by contracts with outside parties or sponsors and the College faculty, staff, other employees and students whose activities are covered by such agreement, in the sole determination of the College, shall do all things necessary to enable the College to fulfill its contractual obligations. In this instance, the College shall notify each dean or project director of the obligations with respect to copyright relating to his or her particular activities, however the failure of the College to so notify shall not relieve the faculty, staff, other employees or students of their obligations in this regard. It is the intention of Champlain College to attain from government or other third party sponsors the right of student or faculty attribution for such works. In the case of web sites created by faculty and students for third

parties, it is generally the intention of Champlain College to transfer ownership of the copyright in the web site and the materials contained therein to the third party while retaining the right of attribution in the faculty, students and the College.

C. Computer Software. Copyright in computer software (which term shall include user manuals and other accompanying explanatory materials and related computerized databases) created by an individual member of the faculty or a student for their scholarly activities will generally reside with the author under the academic exception mentioned above. However, copyright in computer software created by faculty, staff, other employees or students shall reside with the College in the following circumstances:

- (i) When the computer software has been developed for use by the College; or pursuant to an agreement between the College and an outside party or sponsor in which case copyright ownership shall be governed in accordance with the terms of the agreement;
- (ii) When development has been a joint or team effort such that the identity of the project resides with the College and not with particular individuals;
- (iii) When there has been substantial or special use of College resources, or resources specifically earmarked for the computer software development, or the assistance of College personnel including students; and
- (iv) When Champlain College declares prior to the creation of the computer software that it is the internal sponsor of the work because the identity of the project is expected to reside with the College, or substantial College resources are expected to be used or are earmarked for the project, or the ownership of the copyright in the computer software is otherwise in the best interests of the College or in furtherance of the College's mission.

Champlain College shall determine in its sole discretion whether a work falls under subparagraphs (i)-(iv) above, with the understanding that the use of College resources or personnel commonly available to all faculty, staff, other employees and students, such as libraries, offices, staff or secretarial support, and office equipment shall not constitute substantial or special use of College resources. Such determinations shall be binding upon all persons covered by this policy.

Faculty who intend to create computer software should reach agreement with the College's Senior Vice President for Finance & Administration in writing on copyright ownership prior to the creation of the software.

When copyright in computer software resides with the College, the College may choose to assign the copyright to the faculty member or student involved in the creation and the College, as a condition of such assignment, may retain rights in the copyright, including the right to receive royalty or other income payments. If no assignment occurs, the faculty or students involved in the creation of the computer software (as reasonably determined by the College)

are hereby granted a non-exclusive, perpetual, non-transferable, royalty free license to use the software for scholarly purposes at Champlain College or elsewhere.

Patents. The owner of the copyright to a work pursuant to this policy shall have the exclusive right to apply for, pursue, register and own one or more patents on or related to such work, including computer software that is also patentable. All faculty, staff, other employees and students agree to execute such documents or render such assistance, and take such other actions as the College may reasonably request, at the College's expense, to apply for, register, perfect, confirm or protect the College's right to pursue this intellectual property; and the College similarly agrees to execute such documents or render such assistance, and take such other actions as the individual faculty member, staff, or student may reasonably request, at such individual's expense, to apply for, register, perfect, confirm or protect such individual's right to pursue this intellectual property.

Use of Consultants and Independent Contractors. Under copyright law, copyright ownership of works created by outside consultants and independent contractors generally resides with the outside consultant or contractor, and not with the College or the person hiring the outside party. As such, College personnel hiring outside consultants and independent contractors (keeping in mind that in many instances students may also be considered independent contractors) shall observe the precaution of using a written agreement including the assignment of copyright and other intellectual property rights to the College. Assistance in drafting this agreement, or in obtaining a form agreement, is available from the Office of Finance & Administration

Prosecution of Infringements. The copyright owner shall have the right to prosecute infringements. In the event that the College is not the owner, the owner fails to prosecute an infringement upon the demand of the College, and the College is receiving income from the copyright or shall otherwise benefit from prosecution, the College shall have the right to prosecute the infringement and receive any resulting awards or settlements.

Use of Copyrighted Material by Faculty, Staff and Other College Employees, and Students of the College. Champlain College, as an educational institution that is both a consumer and producer of information, supports the College community's responsible and good faith exercise of fair use of copyrighted materials in pursuit of the College's educational mission. The College is committed to complying with laws protecting the rights of copyright holders, while recognizing that those rights are limited by fair use and other provisions of copyright law. The College provides information and resources to educate members of the College community about copyright law, the rights of copyright holders and the exercise of fair use. The faculty, staff and other College employees, the students of the College, and all members of the College community have an obligation to make informed and responsible decisions regarding their use of copyrighted materials and are obligated to comply with copyright law.

Effective Date and Amendment. This policy shall be effective as of July 1, 2010 and replaces the policy dated July 1, 2008. It may be reviewed periodically by the College and revised in the College's discretion.

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10.4 APPENDIX 4 EVALUATION FORMS

10.5 APPENDIX 5 STUDENT ACADEMIC POLICIES

10.5.1 ACCOMMODATIONS

Accommodations		Version 2011-2012
Person/Dept. Responsible Counseling Department	<i>Student Handbook</i> http://www.champlain.edu/Documents/advising/student-handbook-11.pdf	

Academic accommodations and support services are available through the Counseling Center and Disability Services for students who have documented learning or other disabilities. The Center is staffed by professionals trained in understanding and managing learning, physical and mental health challenges. Champlain College will make all reasonable accommodations for the disability of an otherwise qualified student or applicant for admission. In order to be eligible to receive academic accommodations or other accommodations in residence halls, classrooms or extracurricular activities, students must provide documentation and meet with one of the designated counselors in the Counseling Center and Disability Services office. It is the responsibility of the student to provide the documentation, meet with the appropriate counselor and provide each faculty member with the accommodation forms. More detailed information regarding the College's accommodations procedures are available from the Counseling Center and Disability Services. Students managing special learning, physical or emotional challenges are provided with reasonable accommodations, but are also held to the same standard of academic achievement as all other students.

Students with grievances related to an accommodations-related determination or procedures for, or provision of, accommodations, are encouraged to resolve the complaint with the Counseling Center and Disability Services (865-5484) whenever possible. If the student's grievance is directly related to the actions of the Counseling Center and Disability Services, they may immediately file a grievance with the Vice President for Enrollment & Student Life in student-related matters (865-6429). Such grievances will be handled as described in the College's Grievance Procedure for the Counseling Center and Disability Services.

10.5.2 FERPA GUIDELINES

FERPA Guidelines		Version 9/2011
Person/Dept. Responsible Advising and Registration		

The federal Family Educational Rights and Privacy Act of 1974 (FERPA) establishes guidelines for limiting access to and the disclosure of information contained within student education records

to third parties unless an exception applies, to establish the right of students to inspect and review their education records, and to provide guidelines for the correction of inaccurate or misleading data through informal and formal hearings. See the FERPA policy in the *Student Handbook*. Useful information is available online at <http://www2.ed.gov/policy/gen/guid/fpco/faq.html>.

10.5.3 STUDENT ATTENDANCE

Student Attendance		Version 2011-2012
Person/Dept. Responsible Advising and Registration	<i>Student Handbook</i> http://www.champlain.edu/Documents/advising/student-handbook-11.pdf	

Students are expected to attend all of their classes. Not doing so may jeopardize their academic success. If illness, accident or similar circumstances make it impossible for a student to attend classes, the student should notify the appropriate faculty member(s). Instructors should provide students with a written attendance policy approved by the appropriate division dean at the beginning of the semester. A student's lack of attendance does not result in an automatic withdrawal from a course. Students must officially withdraw themselves using the policy and procedure described in the *Student Handbook*.

10.5.4 ACADEMIC PROBATION AND ACADEMIC DISMISSAL

Academic Probation and Academic Dismissal		Version 2011-2012
Person/Dept. Responsible Academic Affairs	<i>Student Handbook</i> http://www.champlain.edu/Documents/advising/student-handbook-11.pdf	

The College will place on probation any matriculated student who, after attempting 15 or more credits, fails to achieve either a cumulative GPA (CGPA) of 2.00 or a term GPA of 2.00. The College may dismiss any matriculated student who fails to achieve a CGPA of 1.80 after attempting 15 credits or who fails to achieve a CGPA of 2.00 after attempting 30 credits.

A student who is eligible for dismissal will receive a dismissal letter from his or her program Dean. Students are permitted to appeal the dismissal in writing within the time limit stated in the letter.

Academically dismissed students wishing to take courses as non-degree students may do so only with permission. Traditional students must have the permission of their program Dean, and Continuing Professional Studies (CPS) students must have the permission of the Dean of CPS.

10.5.5 STUDENT ACADEMIC GRIEVANCE PROCEDURE

Student Academic Grievance Procedure	Version
Person/Dept. Responsible Academic Affairs	http://www.champlain.edu/Advising-and-Registration-Center/Student-Handbook.html

10.5.5.1 ***I. SCOPE AND PURPOSE***

The purpose of this policy and procedure is to provide Champlain College students the opportunity for review of the facts pertaining to an academic decision affecting the student. Procedures are designed to provide objective and fair treatment of both students and faculty and to resolve disputes in a timely manner.

An academic grievance is a claim that a specific academic decision or action that affects the student's academic record or status has violated published policies and/or procedures or has been applied in a way that prejudicially treats the student on the basis of any non-academic status or characteristic. The assignment of grades is not generally considered a justifiable grievance under this policy unless the previously described factors can be shown to have adversely impacted that grade or evaluation. Only the Provost (chief academic officer) has the right to file an administrative grade change should a grievance involving a grade be accepted.

10.5.5.2 ***II. PROCEDURES***

10.5.5.3 ***A. INFORMAL RESOLUTION***

1. A student who believes that he/she has been aggrieved must first attempt to seek an informal resolution with the other party involved in the dispute, e.g., grade dispute with the instructor.
2. All disputes which are not resolved directly between the parties involved are then brought to the appropriate Dean's Office, whereupon the Dean or his/her designee will seek to reach an informal resolution through mediation between the parties.
3. If the mediation at the Dean's level fails, then the student may choose to initiate the formal resolution process within the timelines established by this procedure.

10.5.5.4 ***B. FORMAL RESOLUTION***

1. Student grievances must be specified in writing to the Dean or his/her designee along with supportive evidence that clearly identifies the cause of the grievance in relation to the definition of academic grievance included in this policy.
2. The second party to the dispute is also requested to provide the Dean with a written account of the matter in dispute.
3. The Dean convenes an Academic Grievance Committee comprised of three (3) faculty members and two (2) students from within the division, but exclusive of those associated with the student, department or program involved in the dispute. Members of this committee shall receive all submitted documents.
4. The Academic Grievance Committee must set a date for convening a meeting to hear the case as expeditiously as possible within the timelines established by procedure.
5. Each party to the dispute is requested to attend the hearing.
6. During the hearing, the student presents his/her case, after which the second party presents the other side. Each side is permitted to bring one support person to the hearing with advance notice to the Dean.
7. At the conclusion of the hearing, members of the committee reach a decision, by majority

vote, as to how the case should be resolved.

8. The committee's decision is sent to the Dean of the Division in the form of a recommendation.
9. The Dean then informs the student in writing of the decision, which may be based upon the committee's recommendation or upon the Dean's modification of it. If the Dean recommends a grade change, the decision shall be sent to the Provost for implementation (as only the Provost has the authority to file an administrative grade change should a grievance involving a grade be accepted).
10. The Dean's decision can be appealed to the Provost by either the student or the instructor, but only on the grounds of procedural violation. If an appeal is filed, the Provost may sustain or deny the appeal, may remand the matter for reconsideration by the Dean and/or rehearing by the Academic Grievance Committee, or may take other steps as the Provost deems appropriate.

10.5.5.5 *III. TIMELINE*

1. The formal appeals process must be initiated by submitting written notification to the Dean no later than mid-term of the semester following the decision under dispute.
2. The Dean must convene the Academic Grievance Committee within ten (10) academic working days of receipt of the grievance.
3. The Academic Grievance Committee must hold the hearing and communicate its recommendation to the Dean, in writing, within fifteen (15) academic working days of receipt of the grievance.
4. The Dean must communicate the decision to the student, in writing, within five (5) academic working days of receipt of the Academic Grievance Committee's recommendation.
5. If the student or instructor wishes to appeal on procedural grounds to the Provost, notification must be made in writing within five (5) academic working days of the Dean's written notification of decision.
6. The grievance shall be resolved no later than the last day of final examinations in the semester following the decision under dispute.

10.5.6 ACADEMIC HONESTY

Academic Honesty		Version 2011/2012
Person/Dept. Responsible Academic Affairs	<i>Student Handbook</i> http://www.champlain.edu/Documents/advising/student-handbook-11.pdf	

1.1 Introduction

In addition to skills and knowledge, Champlain College aims to teach students appropriate Ethical and Professional Standards of Conduct. The Academic Honesty Policy exists to inform students and faculty of their obligations in upholding the highest standards of professional and ethical integrity. All student academic work is subject to the Academic Honesty Policy.

It is the student's responsibility to understand and comply with College-wide policy as well as any assigned work-including examinations, tests, quizzes, term papers, reports, themes and other exercises-every student shall conform to a strict standard of academic honesty.

Any attempt to deceive a faculty member or to help another student to do so will be considered a violation of this standard.

1.2 Instructor's Intended Purpose

The student's work must match the instructor's intended purpose for an assignment. While the instructor will establish the intent of an assignment, each student must clarify outstanding questions of that intent for a given assignment. It is the responsibility of the student to understand and follow the intent articulated by the instructor.

For example:

- If an assignment is intended to be strictly confined to work generated solely by the student, e.g. a research paper or individual presentation, then expropriation presented as the student's own work is a violation of the Academic Honesty Policy.
- The student is expected to follow accepted academic protocol, as defined by the instructor, in citation referencing.
- If an assignment is intended for the student to carry out an original empirical study, then falsification or fabrication of data or presentation of data collected by someone else is a violation of the Academic Honesty Policy.
- If an assignment is intended to involve the participation of multiple students, the student will be expected to follow the parameters established by the instructor regarding individual versus group contributions to any work products. It is the responsibility of each student in the group to understand and follow the intent articulated by the instructor. Work which strays from that intent or is done by another individual or individuals in the group and claimed as a particular student's own work or contribution to group work is a violation of the Academic Honesty Policy.
- If an assignment consists of building upon or mimicking a work, then the student will be expected to follow the parameters established by the instructor for that assignment. While it is expected that the student will clearly isolate the work he or she did from what already existed, this is up to the discretion of the instructor.
- If an assignment consists of a pastiche of other copyrighted works, where the student exercises their fair-use rights, the instructor may allow the student to use expropriated and appropriated work for credit.

If an assignment is to participate in an online discussion, allowing someone else to log in to your account and to post to the discussion is a violation of the Academic Honesty Policy.

1.3 Unauthorized Assistance

The student may not give or get any unauthorized assistance in the preparation of any work. Group-work contexts often need extra clarification. For example, sharing work without explicit authorization to do so is a violation of the Academic Honesty Policy. Students in doubt about the instructor's expectations should seek clarification, or assume that the work must be completed individually.

1.4 Authorship

The student must clearly establish authorship of a work. Referenced work must be clearly documented, cited, and attributed, regardless of media or distribution. Adequate documentation must articulate the resources, and even sources of inspiration, directly employed in the creation of a work. Even in the case of work licensed as public domain or Copyleft, (See: <http://creativecommons.org/>) both faculty and the student must provide attribution of that work in order to uphold the standards of intent and authorship. Professional and academic practice provides guidance about how to properly cite, reference, and attribute the intellectual property of others. For general examples, see Section 1.6.

1.5 Declaration

Online submission of, or placing one's name on, an exam, assignment, or any course document is a statement of academic honor that the student has not received or given inappropriate assistance in completing it and that the student has complied with the Academic Honesty Policy in that work.

1.6 Documentation

In essence, the Academic Honesty Policy poses the following questions to all students:

- Who authored the work?
- Has the student given or accepted unauthorized assistance in the preparation of the work?
- Has the student successfully isolated his or her own authorship in the work?
- Has the student clearly documented his or her own authorship?
- Has the student met the instructor's intended purpose for the assignment?

On each assignment, students are expected to isolate their authorship. This means that the faculty member can precisely identify the student's work. Documentation should embrace direct references, indirect references and background resources as required by the instructor. The Academic Honesty Policy requires the student to declare and document authorship.

1.7 Consequences

Any violation of the Academic Honesty Policy, as determined by the instructor, will result in sanctions. The instructor may impose a sanction on the student that varies depending upon the instructor's evaluation of the nature and gravity of the offense. Possible sanctions include but are not limited to, the following: (1) Requiring the student to redo the assignment; (2) Requiring the student to complete another assignment; (3) Assigning a grade of zero to the assignment; (4) Assigning a final grade of "F" for the course. A student may appeal these decisions according

to the Academic Grievance Procedure. (See the relevant section of this *Student Handbook*.) Multiple violations of this policy will result in a referral to the Conduct Review Board for possible additional sanctions under the College's Conduct Review process. This policy is not exclusive, and in addition to being subject to sanctions under this Academic Honesty Policy, students may be subject to additional sanctions under the College's Conduct Review Process for conduct that violates both this policy and the standard described in section 2 of the College's Standard of Conduct. The College may choose to use one, either or both processes to address such conduct, at its discretion.

See Appendix for the form used to report academic honesty violations.

10.5.7 CLASSROOM BEHAVIOR

Classroom Behavior	Version 2011-2012
Person/Dept. Responsible Academic Affairs	<i>Student Handbook</i> http://www.champlain.edu/Documents/advising/student-handbook-11.pdf

Each instructor is responsible for maintaining an in-person and/or online classroom environment that facilitates effective teaching, learning and safety. The classroom environment should be such that it prepares students for behavior that is expected in the professional and corporate environments in which they are preparing to live and work.

Inappropriate classroom conduct which disrupts in-person or online classroom or laboratory activities is a violation of the Champlain College Standard of Conduct. Examples of disruptive conduct include, but are not limited to, the following:

- Tardiness, leaving and returning during class, or leaving class early without permission from the professor;
- Any unauthorized use of electronic devices such as cellular phones, pagers and music devices in the classroom or laboratory;
- Personal conversations during class;
- Abusive language or epithets directed towards other persons;
- Posting inappropriate online posts;
- Refusing to comply with the directions of the instructor.

Disruptive and disrespectful behavior on the part of any student will not be tolerated. The instructor has the responsibility to determine appropriate standards of behavior in the class as long as the requirement does not infringe upon the individual's rights. Science laboratory classrooms that may introduce a safety hazard to the student under certain circumstances may inherently require strict regulation of safety protocol in addition to normal rules of behavior.

An instructor may require that a student leave the classroom or laboratory – in-person or online space – if the student is disruptive and does not heed a verbal or written first warning. In

an online class, an instructor may use his or her discretion to delete inappropriate posts. Return of the student to the classroom or laboratory may require a written pledge by the student to abide by the rules of expected classroom decorum or safety.

Continued inappropriate conduct or safety violations will be grounds for expulsion from the course in question for the remainder of the semester. Should a faculty member determine that a disruptive student should be dismissed from a class for the remainder of the semester with a failing grade, there shall be a written statement to the student, citing the student's right of appeal under the standard grade change procedure or the Academic Grievance Procedure (see relevant sections in the *Student Handbook*) and with copies to the Registrar, the student's Faculty Advisor, the student's Dean and the Provost and Chief Academic Officer. Further action may also be taken under the College's Conduct Review Board process (see the Conduct Review section in the *Student Handbook*).

10.6 APPENDIX 6 ACADEMIC DISHONESTY VIOLATION REPORT FORM

Student Name _____ Student ID Number _____
Instructor Name _____ Course Name _____

Champlain College's Academic Honesty Policy states, in part:

In addition to skills and knowledge, Champlain College aims to teach students appropriate Ethical and Professional Standards of Conduct. The Academic Honesty Policy exists to inform students and Faculty of their obligations in upholding the highest standards of professional and ethical integrity. All student work is subject to the Academic Honesty Policy . . . Any attempt to deceive a faculty member or to help another student to do so will be considered a violation of this standard.

Online submission of, or placing one's name on an exam, assignment, or any course document is a statement of academic honor that the student has not received or given inappropriate assistance in completing it and that the student has complied with the Academic Honesty Policy in that work.

An instructor may impose a sanction on the student that varies depending upon the instructor's evaluation of the nature and gravity of the offense. A student may appeal these decisions according to the Academic Grievance Procedure. (See the relevant section in the Student Handbook.) Multiple violations of this policy will result in a referral to the Conduct Review Board for possible additional sanctions under the College's disciplinary policies. Further, this policy is not exclusive, and the College also reserves the right to initiate additional disciplinary proceedings under the College's disciplinary policies where alleged academic dishonesty and/or related conduct also appears to violate College conduct standards other than those outlined in this Academic Honesty Policy.

The following violation of this policy occurred on _____ (date).

In accordance with policy, I am taking the following action:

- You will receive no penalty for this instance of violation of the academic honesty policy.
However, the incident will be documented with the Provost's office.

This incident will be documented with the Provost's office and you will receive the following penalty for this instance of violation of the academic honesty policy:

- You will redo the assignment.
 You will complete an additional assignment defined by the instructor.
 You will receive a grade of zero on the assignment.
 You will receive a final grade of "F" for the course.
 Other: _____

Instructor Signature _____ Date _____

Your signature below indicates that you are aware of the action being taken and have discussed the policy and reviewed this form with the instructor.

Student Signature _____ Date _____

Student Comment (attach additional page if needed)

10.7 APPENDIX 7 LINKS TO ADDITIONAL COLLEGE POLICIES

The following policies are considered to be appended to the *Faculty Handbook*.

(Refer to the HR web page for *Policies and Procedures Handbook*.
<http://erc.enwisen.com/ASI/Page.aspx?Name=Home&header=on>

10.7.1 CAMPUS CLOSING IN INCLEMENT WEATHER

<http://www.champlain.edu/News-and-Events/News/Weather-Closing-Protocol.html>

10.7.2 BIAS INCIDENT PROTOCOL

<http://www.champlain.edu/Documents/odi/Bias%20Incident%20protocol%20Fall%202009.pdf>

10.7.3 DRUG, ALCOHOL AND WEAPONS ABUSE

Human	Resources	Policy	No.	105,
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<https://erc.enwisen.com/ASI/Page.aspx?Name=Home&header=on>

10.7.4 EMPLOYEE ASSISTANCE PROGRAM

<https://erc.enwisen.com/ASI/Page.aspx?Name=Home&header=on>

10.7.5 BENEFITS

For current information on all benefits and College Human Resources policies visit the Human Resources website via your <http://my.Champlain.edu> web portal.
<http://erc.enwisen.com/ASI/Page.aspx?Name=Home&header=on>

10.7.6 FAMILY MEDICAL LEAVE

See HR Portal, Forms
<https://erc.enwisen.com/Hr/Champlain/Posts/4381b969-7cc7-4ce5-bbbd-490ad99fe807.pdf>

10.7.7 LEAVE REQUEST OTHER THAN FMLA

See HR Portal, Forms
<https://erc.enwisen.com/Hr/Champlain/Posts/cc2d3297-f36c-4ca9-ae6d-b77222d67184.pdf>

10.7.8 DISCRIMINATION, HARASSMENT, AND HAZING PREVENTION

Champlain College is committed to providing its staff, faculty and students the opportunity to pursue excellence in their academic and professional endeavors. This opportunity can exist only when each member of our community is assured an atmosphere of mutual respect, free from unlawful discrimination and harassment. This policy outlines expectations regarding how

individuals who are members of and visitors to the Champlain College community are to treat others in order to ensure such an atmosphere of mutual respect and a safe environment for our students, faculty and staff.

The Discrimination, Harassment and Hazing Prevention Policy and Complaint Procedure applies to all administrators, employees, admission or employment applicants, students, members of the Board of Trustees, agents of the College and volunteers involved in College-related activities. The policy also applies to those who do business with the College in their interactions with members of the College community, and to other visitors.

Harassment constitutes a form of discrimination and is defined as verbal or physical conduct or communications directed at, or made because of, an individual's race, creed, color, national origin, place of birth, ancestry, religion, age, sexual orientation, sex, gender identity, marital or civil union status, veteran or military service status, HIV-positive status or qualified disability, or on the basis of any other status protected by law, which has the purpose or effect of substantially interfering with the individual's employment or educational performance, or creating an intimidating, hostile or offensive environment.

Examples of Harassment: Examples of kinds of conduct that may be harassment are unwelcome verbal, written or physical conduct, including, but not limited to:

- Pervasive Harassment: Threats of intimidation or contact that is not freely agreed upon by both parties; unwelcome touching, patting, pinching or leering; sexually graphic comments about a person's body; sexual advances, stalking; persistent, offensive verbal abuses including propositions, insulting or degrading comments or behavior, jokes, slurs, mimicking, gestures, innuendoes, vulgar language; obscene posters, notes, graffiti or telephone or e-mail messages; or harassment in work assignments
- Threats that a person's employment status, conditions of employment and/or promotional opportunities will be adversely affected if the person does not submit to sexual advances
- Teaching practices or communications that are demeaning, hostile or alienating based on or because of a protected characteristic (Note that although the College has a policy supporting academic freedom, behavior that focuses attention on discriminatory characteristics in a context that is irrelevant to the course constitutes a serious violation of the College's harassment policy.)
- Communications in any form (including through emails, social media and other forms of electronic communication) that create an unlawful hostile environment because of or based upon the recipient's membership in a protected category
- Inappropriate personal attention by an instructor or College official who is in a position to determine a student's grade or otherwise affect the student's academic performance or professional future

Bias Incidents and Hate Crimes

Bias incidents and hate crimes are also considered unacceptable behaviors under this policy.

A Bias Incident: Is any conduct, speech or expression that demeans, degrades or harasses an individual or group based upon their membership in a protected category as recognized by law or Champlain College policy.

Hate Crime: As defined by Vermont law, are crimes in which the defendant's conduct was maliciously motivated by the actual or perceived race, color, religion, national origin, sex, ancestry, age, service in the armed forces, sexual orientation, gender identity, or qualified disability of another individual or group of individuals, or on the basis of any other status protected by law.

Other specific types of harassment might include, but are not limited to:

Disability Harassment: Verbal or physical conduct directed at the characteristics of an individual's disabling condition, such as manner of speaking, manner of movement or necessary equipment.

Hazing: Any act committed by a person, whether individually or with others, against a student in connection with pledging, being initiated into, affiliating with, holding office in, or maintaining membership in any organization which is affiliated with the College; and which is intended to have the effect of, or should reasonably be expected to have the effect of, humiliating, intimidating or demeaning the student or endangering the mental or physical health of a student.

National Origin Harassment: Verbal or physical conduct directed at an individual's national origin, such as negative comments regarding surnames, manner of speaking and customs.

Racial Harassment: Verbal or physical conduct directed at an individual's race, such as words emphasizing stereotypes, comments on manner of speaking and negative references to racial customs.

Religious Harassment: Verbal or physical conduct directed at an individual's religion, such as derogatory comments regarding surnames, religious tradition and religious clothing.

Sexual Harassment: Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature. Such conduct constitutes sexual harassment when:

- a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education,
- b. Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting that individual, or
- c. The conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile or offensive employment, education or living environment.

Sexual Violence: Rape, sexual assault, sexual battery, and sexual coercion, all of which are forms of sexual harassment and sex-based discrimination prohibited by this policy. More detailed information regarding sexual violence-related issues is provided in the College's [Sexual Violence Reporting Procedures and Support Services](#) section in this student handbook.

Sexual Orientation Harassment: Verbal or physical conduct directed at an individual's sexual orientation, such as negative name-calling and imitation of mannerisms.

Age Harassment: Verbal or physical conduct or communications directed at an individual's age, such as derogatory age-related comments and expression of negative stereotypes.

Veteran/Military Service Status Harassment: Verbal or physical conduct or communications directed at an individual's veteran or military service status, such as pejorative references to same and negative comments regarding required service.

Gender Identity Harassment: Verbal or physical conduct or communications directed at an individual's gender identity, such as negative name-calling and intentional misuse of gender-specific pronouns.

Policy

It is imperative that Champlain College provide a safe environment conducive to learning. Harassment, discrimination and/or hazing are unacceptable and will not be tolerated for any reason. In accordance with federal and state laws, the College affirms its commitment to providing equal opportunity in education and employment and will not tolerate discrimination or harassment on the basis of race, creed, color, national origin, place of birth, ancestry, religion, age, sexual orientation, sex, gender identity, marital or civil union status, veteran or military service status, HIV-positive status or qualified disability, or on the basis of any other status protected by law, or hazing, in the administration of or in connection with its educational and admission policies, scholarship and loan programs, employment practices, or athletic and other College-administered programs.

It is, therefore, the intent of the College to comply with the Vermont Fair Employment Practices Act of 1963, the Equal Pay Act of 1963, Titles VI and VII of the Civil Rights Act of 1964, the Vietnam Era Veterans Readjustment Act of 1970, Title IX of the Education Amendments of 1972, Section 503 and 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990, and other such federal, state and local nondiscrimination laws, as they apply.

Compliance with this policy is a term and condition of student enrollment and employment at the College. An individual who violates this policy may be subject to disciplinary action. Depending on the seriousness, sanctions for involvement in harassment, discrimination and/or hazing activities could include verbal or written reprimand; required participation in community projects; loss of privileges; suspension (with or without pay); probation; requirement to participate in counseling; or dismissal from housing, college or employment. The College will

take steps to prevent recurrence of any unlawful harassment and to correct its discriminatory effects on the complainant and others, if appropriate.

The right to make a complaint is not limited to someone who is the direct target of the harassment. Anyone who has observed discrimination, harassment or hazing should report the alleged incident(s) to: the Assistant Vice President for Human Resources or the Director of the Office of Diversity and Inclusion (where the complaint is about the conduct of a staff member or a faculty member outside the classroom context); the Vice President of Student Life (where the complaint involves the conduct of a student); or the Provost and Academic Affairs Office (academic complaints.)

All College officials, such as Vice Presidents, directors, department chairs and individuals in management or supervisory positions, are obligated by law to report conduct that may be in violation of the College's discrimination, harassment and hazing policy. Mental Health counselors in the Student Life Office, including counseling staff and case managers in the Single Parents Program, are the only individuals available to provide support and assistance on a confidential basis and will not release any information without the individual's permission except in circumstances where they believe that the safety and welfare of those individuals or others may be at risk or as otherwise required by law. The College cannot, however, guarantee the confidentiality of information shared with anyone other than the College counselors and case managers in the Single Parents Program because of laws requiring that action be taken.

A copy of the Harassment, Discrimination and Hazing Prevention Policy and Complaint Procedure is provided to every employee and student through this Student Handbook and on the College's internal and external Web sites. The College also provides appropriate training to the College community.

Any individual found to have engaged in discrimination, harassment or hazing as defined above will be considered in violation of this policy and shall be subject to appropriate disciplinary action. Any individual who believes he or she has been subjected to discrimination, harassment or hazing under this policy is entitled to pursue the Internal Harassment, Discrimination and Hazing Complaint Procedure and may also pursue remedies provided by federal and state law. A person who makes a complaint is called a complainant. There also are instances when the College may choose to follow up on a concern with an informal process or formal complaint without having received a formal or informal complaint from an individual (e.g., when a problem is identified by another member of the College community).

Complaint Procedure

The purpose of this complaint procedure is to provide a process for handling discrimination, harassment and hazing complaints. A lengthy period of time between an alleged occurrence and investigation may make fact-finding more difficult. Therefore, individuals are encouraged to file complaints as soon as possible.

Mandatory Reporting of Allegations of Discriminatory/Harassing/Hazing Behavior

College officials who become aware of conduct that they believe may violate the College's policy against discrimination, harassment and hazing must report that conduct to Human Resources, the Office of Diversity and Inclusion, Student Services or the Provost and Academic Affairs Office. Examples of "College officials" are Deans, directors, supervisors and student services personnel with oversight responsibilities for students or employees.

Confidentiality of Investigation and Hearing

All proceedings against individuals relating to complaints of discrimination will be conducted confidentially by Human Resources/student services officials to the extent allowed by law. So as to complete required investigations, those individuals will share information only with persons who, in the sound judgment of such officials, have a legitimate need to know, or persons from whom information is needed to complete an investigation.

Filing a Discrimination, Harassment or Hazing Complaint

Any Champlain College student or employee who believes that the discrimination, harassment or hazing policy has been violated may file a complaint. Discrimination, harassment or hazing complaints regarding the conduct of students should be filed with the Office of Student Life: Vice President of Student Life, P.O. Box 670, Burlington, VT 05402, 802-651-5907, Averill@champlain.edu.

Discrimination or harassment or hazing complaints against College faculty and staff by individual students or employees should be filed with the Office of Diversity and Inclusion or the Assistant Vice President for Human Resources at: P.O. Box 670, Burlington, VT 05402, (802) 865-5445 (voice), (802) 860-2744 (TDD).

Complaints of academic discrimination against faculty should be directed to the Provost, Provost and Academic Affairs Office, P.O. Box 670, Burlington, VT 05402, (802) 860-2729, abramson@champlain.edu.

If an allegation of discrimination, harassment or hazing involves alleged conduct by an individual identified above to accept complaints in the area at issue, the complainant should report his or her concerns to another of the individuals identified above. The College will then designate individuals to perform the investigation and other specified duties in an objective manner.

CONFIDENTIAL COMPLAINTS

There is no such thing as an "unofficial" complaint unless the individual shares the information only with one of the mental health counselors at the College or a case manager in the Single Parents Program. These professionals are bound by the ethics of confidentiality to not release information without permission, except in circumstances where the counselor believes that the safety and welfare of the individual or others may be at risk or as otherwise required or permitted by law.

Informal Resolution of a Complaint

Human Resources or the Office of Diversity and Inclusion may offer a person with a complaint of alleged discrimination or harassment use of an informal process for resolving the complaint

prior to proceeding with the formal process. The informal process is designed to encourage an open atmosphere in which human relationships may be improved; it encourages people to resolve concerns and disputes without fear of reprisal; it enables the parties to settle disputes at the lowest possible level, quickly, fairly and impartially.

Informal resolution will not be offered or utilized in cases involving allegations of sexual violence or hazing.

In an informal resolution, no official findings of fact are made about the existence of discriminatory or harassing behavior. Rather, emphasis is placed on identifying the source of the problem(s) between the parties and exploring ways the complaint can be resolved. Human Resources will maintain a confidential record of the outcome of all informal resolution efforts.

Investigation Procedures

The Assistant Vice President for Human Resources (staff respondents), Associate Vice President for Student Life (student respondents), the Provost (faculty respondents) or other appropriate personnel will interview the complainant. The complainant will then be asked to provide a signed and written statement, known as a complaint, describing the offending conduct in detail. The complaint will provide a record of what happened, including facts, dates, witnesses, actions, responses and any relevant correspondence.

The representative of the Human Resources, Student Life, or the Provost and Academic Affairs office next determines whether the situation described in the complaint arose in the course of a College program or activity. If so, the representative will also determine whether the complaint is directed against a College employee, student or department (or similar unit), or a third-party College affiliate. If both of the above situations exist, the College will formally launch an investigation into the matter. If it is determined that the situation did not arise in the course of a College program or activity and/or is not directed at an individual associated with the College as described above, the complainant may be referred to other agencies where appropriate.

Cases of student-to-student complaints referred to the Assistant Vice President for Student Life will be investigated by that office in accordance with the College's Conduct Review Process, and will be resolved through that process. Therefore, in student-to-student cases, the procedures used in the [Conduct Review Process](#), rather than those specified in this section, shall apply.

When a complaint is received, the person(s) being charged will be notified promptly that an investigation has begun and will be given ample opportunity to respond to the allegations surfaced during the investigation.

In non-student to student cases, the Vice President of Finance and Administration and the Provost will assign two individuals to investigate a complaint. Any individual making a complaint or responding to a complaint may contact the Office of Diversity and Inclusion with questions or for general support in the process.

The investigator(s) will meet privately and separately with the complainant, the person(s) being charged with discrimination, and any witnesses to the alleged incident(s) and maintain a written report of the interviews and investigation. Any person being interviewed may elect to have an advocate present at these meetings.

All complaints will be promptly investigated. Reasonable attempts will be made to complete the complaint investigation procedures within 30 days from the date of the filing of a complaint; however, the College reserves the right to extend the time for completion of its investigation.

Any investigation will be conducted with sensitivity to all parties. Confidentiality will be maintained to the greatest extent possible within the requirements of conducting reasonable investigations. Only those individuals who have a legitimate need to know may be made aware of the identity of the parties. The College strictly forbids retaliation against anyone who has brought a complaint or participated in an investigation.

The investigators in non-student to student complaints will issue a written report of their findings and conclusions to Human Resources. A representative from Human Resources will determine if the investigation is complete and will develop a recommendation for resolution based on the findings and conclusion of the investigators' report. The incident will be reported, without identifiable details or names, to the Office of Diversity and Inclusion for data collection regarding the overall campus climate. In cases involving alleged discrimination or harassment on the basis of sex (including sex discrimination, sexual harassment and/or sexual violence), such a report will also be provided for such purposes to the Vice President of Student Life, who serves as the College's Title IX Coordinator. In cases involving alleged discrimination or harassment on the basis of disability, such a report will also be provided for such purposes to the Vice President of Student Life (in student complainant cases) or the Assistant Vice President for Human Resources (in faculty/staff member complainant cases). Student to student complaints follow procedures used in the conduct review process.

In student-to-student complaints, a resolution will be reached in accordance with the College's Conduct Review Process, as noted above. In all other cases, the proposed resolution will be forwarded to the vice president or Provost with responsibility for the department in which the complainant and the respondent(s) work for their review and final approval. The complainant and respondent(s) will be notified in writing of the results of the investigation and the College's proposed resolution of the complaint, to the extent permitted by law. If a complaint is found valid, the offender may be subject to a range of disciplinary sanctions as outlined above, up to and including suspension, dismissal or, if applicable, termination of employment. If the charge is not substantiated, the case will be closed; no materials pertaining to the complaint will be placed in the personnel or student file in such an instance.

The complainant and respondent will receive a written summary of the investigation and the conclusions of the investigation. This summary will not include disciplinary actions taken or details of the investigatory report.

The individual being charged may invoke the appropriate grievance procedure in response to the action taken on the findings of the complaint.

Retaliation

Human Resources, Student Life and the Provost and Academic Affairs Office will inform all parties that the College prohibits retaliation against individuals who make complaints per this procedure, serve as witnesses or otherwise cooperate with investigations, regardless of whether Human Resources, Student Life or the Provost and Academic Affairs Office ultimately determines that the alleged conduct constituted unlawful discrimination, harassment or hazing. Any complainant or witness who believes he or she has been subjected to retaliatory behavior should report the conduct to Human Resources, Student Life or the Provost and Academic Affairs Office immediately. These authorities will determine whether an investigation is appropriate, and if it is, they will initiate an investigation and make findings under this procedure. Persons determined to have engaged in retaliatory conduct are subject to disciplinary action including, but not limited to, dismissal or termination.

False Reports

If, at any point during the process, the investigator determines that a complainant or witness has knowingly lied or deliberately provided false information to the investigator(s), human resources or student services may recommend that disciplinary action be taken against that person. Action may include dismissal, and such persons may also be subject to independent legal action by persons wrongfully accused of misconduct. A complainant whose allegations are truthful, but not found to constitute unlawful discrimination, harassment or hazing, has not provided false information within the meaning of this policy and procedure.

Protective Measures

Sometimes it is necessary to take steps before or during an investigation to protect the rights and interests of the complainant or respondent. Such measures may be designed to reduce or eliminate contact between the complainant and the respondent so that both parties may feel safe in their work/education environment. Protective measures may also guard against further actual or perceived discrimination, harassment, hazing or retaliation. Protective measures may include temporary changes in working conditions (such as changes to supervisor or office location), directives to the complainant and respondent to avoid personal contact or refrain from such contact without a neutral third person present, or, in severe cases, suspension of an individual.

Special Provisions Related to Complaints of Sex Discrimination, Sexual Harassment or Sexual Violence - Revised as of 09/16/11

Gender-based discrimination and harassment, sexual harassment and sexual violence are prohibited by a federal law known as Title IX. The College's Vice President of Student Life serves

as the College's Title IX Coordinator. In that role, the Title IX Coordinator has oversight responsibility for Title IX-related complaints and identifying and addressing any patterns or systemic problems that arise during the review of such complaints. Inquiries concerning the application of Title IX may be referred to the Title IX Coordinator, or to the U.S. Department of Education's Office for Civil Rights ("OCR"). The Vice President Student Life's contact information is: Leslie Averill, 371 Perry Hall, (802) 651-5907, <mailto:Averill@champlain.edu>. OCR's contact information is: United States Department of Education, Office for Civil Rights, 33 Arch Street, Suite 900, Boston, MA 02110-1491, (617) 289-0111 (voice).

The following procedural features apply to cases that involve allegations of sex discrimination, sexual harassment and/or sexual violence, notwithstanding any other provisions in this policy to the contrary.

Throughout the College's investigation and any hearings, the complainant and the respondent will have an equal opportunity to present relevant witnesses and other evidence, they will be afforded similar and timely access to any information that will be used at any hearing, they will be allowed a similar opportunity to present character witnesses (but only if either party is allowed to do so), and each party will have a similar opportunity to review statements provided by the other party. If any hearings are held, direct cross-examination of the complainant by the respondent will not be allowed. To the extent that appeal or grievance opportunities are provided through College processes, those opportunities will be provided equally to each party.

Both parties will be notified of the outcome of any investigation, hearing, appeal and/or related grievance, to the extent permitted by law; usually, this will occur within 14 days of the conclusion of any investigation, hearing, and/or appeal, absent extenuating circumstances. The College's investigation of allegations of sex discrimination, sexual harassment and/or sexual violence will ordinarily be completed within 30 days of the College's first receiving notice of the complaint, absent extenuating circumstances. If a party has a need to extend one of these time lines, he or she should contact the designee who is administering the investigation and/or hearing process, and provide a written request for an extension that includes reference to the duration of the proposed extension and the basis for the request. The responsible person will decide whether or not to grant the request or provide a shorter extension, and will inform the other party of that decision.

Official Internal and External Contacts Concerning the Discrimination Harassment, and Hazing Policy

Individual students should contact the Student Life Office at (802) 860-6429 or the Office of Diversity and Inclusion at (802) 860-2784 with any questions or for support.

All inquiries concerning compliance with disability laws regulations or auxiliary aids or services that students with disabilities would like to request in connection with participation in Champlain College programs should be directed to Skip Harris, the 504 coordinator at (802) 651-5961 or sharris@champlain.edu. (or designee) for student-related matters. Employee requests for same should be directed to the Assistant Vice President of Human Resources.

Individuals may also contact the following state and federal agencies concerning the application of nondiscrimination policies and enforcement of rights.

Employees may contact:

Vermont Attorney General's Office, Civil Rights Unit
109 State Street
Montpelier, VT 05609-1001
(802) 828-3171 (voice and TDD)

Equal Employment Opportunity Commission
John F. Kennedy Federal Office Building
475 Government Center
Boston, MA 02203(800) 669-4000 (voice), (800) 669-6820 (TDD)
www.eeoc.gov

Students may contact:

United States Department of Education, Office for Civil Rights
33 Arch Street, Suite 900
Boston, MA 02110-1491
(617) 289-0111 (voice)

Vermont Human Rights Commission
14-16 Baldwin Street
Montpelier, VT 05633-6301
(802) 828-2480 (voice/TDD), (800) 416-2010 (voice)