FACULTY HANDBOOK

Revised September, 2026 by Casey Roberson, Faculty Council Secretary

The Faculty Handbook is updated twice a year in January and August.
Revisions should have an endnote citing the resolution number and date.

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I. THE STRUCTURE OF THE UNIVERSITY

A. The University of the State of New York

St. Lawrence University is incorporated under the laws of New York State. Consequently, it is part of the University of the State of New York, which consists of all public and private institutions of higher learning in the state, as well as any libraries, museums, and other educational institutions admitted to or incorporated by it.

The University of the State of New York is governed by the Board of Regents, a group of fourteen members elected by a joint session of the legislature for a thirteen-year term. The Regents appoint the Commissioner of Education, and establish and enforce educational and professional standards. They charter, register, and inspect educational institutions, license practitioners in nearly all the professions, certify teachers and librarians, and apportion state financial assistance to public educational institutions.

B. Trustee Organization

1. Charter and By-Laws of St. Lawrence University

2. The Board of Trustees

The corporate responsibility for St. Lawrence University rests in the Board of Trustees, in which all authority is vested. The Board consists of 38 active members, of whom 34 are designated term trustees, who serve six-year, renewable terms, and four trustees named in honor of early graduates Delos McCurdy (1865) and Sarah Sprague (1866).

McCurdy/Sprague trustees are elected from alumni graduating at least two and no more than 10 years prior to election; they serve four-year terms. Trustees themselves may elect their members to emeritus status upon the mandatory retirement age of 72 years. The Board welcomes two faculty delegates, two student delegates and one alumni delegate, all in non-voting positions. The Officers of the Corporation consist of Chair, Vice Chair(s), President, Treasurer, and Secretary, elected annually for one-year terms.

3. Trustee Committees

The Board operates with four standing committees: Executive, Compensation, Committee on Trustees, and Presidential Appraisal and eight Committees of the Corporation: Academic Affairs, Audit, Budget & Finance, Enrollment Management & Communications, Governance, Investment, Student Life, University Advancement and University Properties The Chair may form special, or *ad hoc*, committees.

4. Faculty, Student, and Alumni Delegates

Two students (including the president of the Thelomathesian Society, *ex officio*) and two faculty members (including the chair of Faculty Council, *ex officio*) serve as elected delegates of the Board of Trustees. The president of the Alumni Executive Council, *ex officio*, also serves as a delegate. The delegates attend all meetings of the Board, participate as non-voting members on Committees of the Corporation, and are given the opportunity at every business meeting of the Board to address the assembled trustees.

C. Administrative Organization

1. The President and Chief Executive

The President of the University is appointed by the Trustees and serves at their pleasure. The President, also a trustee *ex officio*, serves as the University's chief executive officer, is responsible for executing the acts and policies established by the Board, and has charge of the management and discipline of the entire University. The President is a non-voting member, *ex officio*, of the Faculty and of the Faculty Council, which is the governing, representative body of the faculty. The Senior Administrative Officers of the University are appointed by the President with the advice and approval of the Board of Trustees and report directly to the President.

2. Senior Administrative Officers

The Vice President of the University and Dean of Academic Affairs is the chief academic officer of the University. They are responsible for the supervision of recruitment of faculty, curricula, and academic responsibilities of faculty, as well as the budgetary supervision of all academic departments. The Vice President and Dean of Academic Affairs presides over the Department Chairs' Council, and is a voting member, *ex officio,* of the faculty and Faculty Council, and is a non-voting member of the Professional Standards Committee. Under the jurisdiction of this office are the department chairs and program coordinators, the art gallery, the WORD Studio, the Quantitative Resource Center, Academic Advising Programs, the Center for International and Intercultural Studies, Libraries and the Registrar's Office. In the event of the absence or inability of the President to act, the Dean of Academic Affairs shall act in their place and stead unless otherwise directed by the Board or the Executive Committee.

The Vice President for University Advancement is responsible for implementing St. Lawrence's alumni engagement and fundraising programs. The departments within advancement include Laurentian [alumni] engagement, annual giving, major gifts, planned giving, corporate and foundation relations, donor relations, research, records, gift entry, and data systems. To accomplish its engagement and fundraising goals, the division is charged with implementing a variety of outreach, engagement, and philanthropic initiatives.

The Vice President and Dean of Student Life bears primary responsibility for student extracurricular life. The responsibilities of this position include the coordination of student residences and student activities, jurisdiction over the University health and counseling services, orientation, Title IX compliance and Security and Safety. The Dean of Student Life approves all student leaves of absence, withdrawals, and transfers.

The Vice President for Finance and Administration has responsibility for all fiscal matters (budget development and control, financial analysis and planning, investment management, and insurance) as well as Human Resources, Facilities, Information Technology and Dining Services.

The Vice President for Enrollment Management & Dean of Admissions and Financial Aid has broad-based responsibility for implementing student recruitment and financial aid programs, provides leadership to the college-wide enrollment management team and oversees Career Services and Athletics.

The Vice President for University Communications/Secretary of the Corporation leads a team in news

media, photography, video, digital services, editorial services and graphic design, all for the visibility and market position of the college, as well as community relations, which include local matters, but also state and federal government relations. North Country Public Radio and Office Services also report to this vice president.

3. Other Administrative Officers in Academic Affairs

There are three Associate Deans positions appointed to tenured faculty for fixed terms on a rotating basis:

The Associate Dean for Faculty Affairs is selected from the tenured faculty and maintains academic rank and privileges in the appropriate department or program during their years in office. They are responsible for various aspects of faculty development, administering small and large grants, and the hiring of temporary and part-time faculty.

The Associate Dean of the First Year is selected from the tenured faculty and maintains academic rank and privileges in the appropriate department or program during their years in office. They are responsible for oversight of the First-Year Program (FYP), which includes all matters relating to the fall First-Year Program colleges and spring First-Year Seminars (FYS) and working with Student Life staff to oversee the residential component.

The Associate Dean for International and Intercultural Studies is selected from the faculty and maintains academic rank and privileges in the appropriate department or program during their tenure in office. They are responsible for overseeing SLU off-campus study programs and coordinating on-campus and off-campus offerings in international education.

4. Department Chairs and Program Coordinators

Department Chairs and Program Coordinators are appointed by the President for four-year terms and are eligible for successive reappointments. The appointment is made upon the recommendation of the Dean of Academic Affairs, who receives the advice and counsel of the faculty members in the department or program. During the fourth year of each term, the appointment is formally reviewed by the Dean of Academic Affairs and the members of the department or program. After this review and upon recommendation of the department or program and the Dean, the President may reappoint the chair if they are willing to serve, appoint a new chair, or appoint an acting chair. The terms of the appointment may be less than four years in cases involving impending retirement or sabbatical leave.

During the term in office, a chair's professional obligations and rights as a teacher, scholar, and faculty colleague remain the same as they are for any faculty member. Compensation in the form of a stipend, reduced teaching load, or research funding is provided on a sliding scale based on the size and complexity of the department.

The chair or program coordinator is the principal administrator of an academic department or program and is responsible for its academic wellbeing. The primary goals include developing and maintaining an atmosphere in which teaching and learning take place efficiently and effectively; supervising an ongoing program of departmental assessment of learning outcomes; based on the results of departmental assessment and in consultation with colleagues, making and carrying out both short and long-range plans for the department or program; maintaining and improving the professional competence and teaching abilities of the faculty; and carrying out the purposes of the discipline in a way consistent with the aims of the University.

The tasks that occupy a chair's time include calling and presiding at regular meetings of the department, faculty recruitment, periodic faculty evaluation, budget preparation and control, preparation of reports,

and representing the department or program at University functions. Working with faculty members, the chair establishes the curriculum, the schedule, and the teaching assignments in the department. The chair is also responsible for advising students in academic and vocational matters, departmental correspondence, library and textbook orders, public relations, the hosting of visiting colleagues, and any additional duties which may befall a department or program administrator. The chair or coordinator also serves an important role in administering the Student Academic Grievance Procedure.

Chairs of academic departments, academic program directors and selected staff plus the Dean of Academic Affairs (Chair, *ex officio),* the Associate Deans, the Director of Libraries, and the Registrar meet at least monthly throughout the academic year to advise the Dean and make recommendations on affairs which affect departmental and program operations in the University and to serve as a forum for deliberative planning and an exchange of information. Meetings serve as a communicative link not only between faculty and administration, but also (since it is the only body aside from the faculty in which all disciplines are represented) among the several academic departments of the University.

D. Plan for Faculty Organization[1]

1. Definition of the Faculty

a. Faculty

Members of the faculty are the continuing faculty (regular full time, 2/3rds time, shared, and phased retirement appointments in the ranks of professor, associate professor, and assistant professor; regular full-time appointments in the ranks of instructor, and instructor of practice; lecturers; senior lecturers; emeritus faculty lecturers; members of the professional library staff; and the Director of the Brush Art Gallery), visiting faculty, adjunct faculty, fellows, and faculty by exception. The President of the University is a non-voting member of the faculty; the Vice President and Dean of Academic Affairs is a voting member.

b. Faculty-by-exception

Academic and other support personnel who are instructors of record for teaching the lecture and/or laboratory portions of at least one credit-bearing course per year are automatically granted Faculty-by-Exception Status.

Any additional position title or individual employee may be granted Faculty-by-Exception status by a simple majority vote of the Faculty and are added to the list of Faculty-by-Exception in this plan. Faculty-by-Exception status may be revoked by a simple majority vote of the Faculty.

1. Current Additional Faculty-by-Exception
   - Members of the professional library staff
   - Director of the Brush Art Gallery[2]

c. Official Roll

Each semester, the office of the Dean of Academic Affairs generates the official roll (voting list) of Faculty and Faculty-by-exception, which is certified by the Office of the Dean of Academic Affairs and approved by Faculty Council.

2. The Faculty Council

a. Definition of the Council

The Faculty Council is the chief elected deliberative body of the faculty and oversees Faculty governance and its administration. The responsibilities of Faculty Council include, but are not limited to: setting the agenda for faculty meetings and caucuses, forwarding Faculty and University proposals and motions to the Faculty, creating and disbanding Faculty Council committees, staffing Faculty Council Committees (and some University committees) with faculty members, maintaining and updating the Faculty Handbook, representing the faculty on issues of University business that impact the lives of the Faculty, including salary and benefits, and making routine decisions on behalf of the Faculty.

b. Faculty Council Membership[3]

Faculty Council consists of seven senior members, two junior members[4], the President, and the Dean of Academic Affairs. Senior members consist of continuing faculty who are tenured or who have worked at St. Lawrence University for at least 7 years. Junior members consist of all other members of the continuing faculty.

The President of the University is the only non-voting member of the Faculty Council.

c. Eligibility Requirements

Eligibility to serve as a member of the Faculty Council is determined by the following criteria.

- Eligibility to serve on Faculty Council is limited to the members of the continuing faculty who have completed at least one academic year of service on the campus. A faculty member is eligible to serve on the Council only when in residence.

- A faculty member may not stand for election if such election would result in more than four consecutive years of service on the Council. After a lapse of one year, a previous member of the Council is again eligible for election.

- A faculty member may not serve on Faculty Council if they are serving on the Dean's Staff or the President's Senior Staff.

d. Term of Office

Senior members of the Faculty Council will serve two-year terms while junior members will serve on one-year terms. The terms of senior members will be on a staggered basis, with the terms of four of the eight senior members expiring in alternate years.

e. Election Procedures

All members on the official roll are eligible to vote in Faculty Council elections.

Terms of office begin with the new academic year.

Procedures for the selection of nominees, voting, and election of Faculty Council members, are governed by Faculty Council By-Laws.

f. Vacancies

Vacancies occurring during the first year of a two-year term will be filled, for the remainder of the term, by a special election.

A vacancy occurring with less than a year remaining in the term will remain unfilled until the next regular election.

g. Organization and Procedures of the Faculty Council Officers

At or before the first meeting of the academic year, the Faculty Council will elect its officers by a majority vote of the entire Council. Nominators and nominees for offices will come from the Council membership excluding *ex officio* members with no restriction as to seniority. The officers are Chairperson, Vice-Chairperson, and Secretary. Their terms are for one year. Their duties are governed by Faculty Council By-Laws.

Quorum

Eight elected members of the Faculty Council with at least one being a member elected to a junior seat constitute a quorum.

Meetings

The Council will meet at least once a month during the academic year, with the exception of the winter break. The Chairperson or, in the absence of the Chairperson, the Vice-Chairperson, will convene all regular Council meetings. Additional meetings must be convened at the written request of: (1) the President of the University, (2) any three members of the Faculty Council, (3) fifteen percent of the faculty in residence. Any emergency meeting will be convened by the Chairperson of the Faculty Council, acting on behalf of the Council or at the request of the President.

Agenda

- **Preparation of the Agenda**

The agenda of all Faculty Council meetings will be prepared by the officers of the Council. Any person may suggest items to be placed on the agenda. An item must be placed on the agenda when requested by: (1) the President of the University, (2) the Dean of Academic Affairs, (3) any member of the Faculty Council, (4) an action of a faculty meeting, (5) a petition signed by 15 percent or more of the faculty in residence.

- **Distribution of the Agenda**

The agenda will be distributed to the faculty in advance of scheduled meetings of the Faculty Council. An emergency meeting may be convened without prior announcement to the faculty in residence, the agenda to include those items necessary to deal with the emergency.

Voting on Motions

- **Voting**

All actions of the Faculty Council will be taken by a majority of those present and voting. A record of such votes will be distributed to the faculty with the minutes of each meeting.

- **Ordinary Procedure**
  Motions are to be designated as routine or major. It is the prerogative of the Chairperson to rule on the designation of motions subject to the possibility of being overruled by a majority of the Council members present and voting. A final vote on all major motions must be delayed until the motion has been distributed to the faculty for comment. Routine motions may be voted upon as they arise.

- **Extraordinary Procedure**
  The rules specified in the preceding paragraph may be waived when the Council meets in response to an emergency. At such a meeting, it may take any action required to deal with the emergency.

Rules

The Faculty Council's rules of procedure will be based on the most current edition of *Robert's Rules of Order*.

Minutes

Minutes of all Faculty Council meetings will be kept as a part of the record of faculty actions.

- **Distribution**
  The minutes of all Faculty Council meetings, except those recorded in executive session, will be distributed to faculty members following each meeting of the Council.

- **Approval of Minutes**
  After announcements and reports, the first item of business at each Faculty Council meeting will be to amend and/or approve the minutes of previous meetings.

Summer Executive Committee

The Summer Executive Committee will normally consist of the three current officers of the Council. If one or more of them are unable to serve, the Council will designate replacements, from current members of the Council. Actions of the Summer Executive Committee will be reviewed by the full Council in the fall.

h. Disposition of Faculty Council Action

Faculty Council Actions

The Faculty Council may take final action or refer matters to the faculty, the President, the Dean, other officers of the University, faculty committees, or university committees.

When referring a matter to the faculty, Faculty Council may call for a faculty meeting, faculty caucuses, or have the option to call for a referendum by electronic vote. In the case of an electronic ballot, passage requires that the number of ballots cast is equal to a majority of the faculty in residence and that the majority of votes are affirmative.[5] Electronic ballots will typically be administered by the Committee of Tellers. [6]

Faculty Referendum by Petition

Any action of the Faculty Council, except to refer a matter to the faculty, is subject to a referendum by the faculty. Such a referendum must be taken if, within twenty days after a Faculty Council action has been disseminated to the faculty, a referendum petition is presented to the Council signed by fifteen percent or more of the faculty in residence. The time from twenty days before commencement in the spring to the first day of classes in the fall will not be included in determining this twenty-day period. The petition will specify whether voting will take place at a faculty meeting or by an electronic ballot. In the case of an electronic ballot, passage requires that the number of ballots cast is equal to a majority of the faculty in residence and that the majority of votes are affirmative.[7]

3. Faculty Meetings

a. Call of Faculty Meetings

Faculty meetings may be called on a five-day notice by the President of the University, by the Dean of Academic Affairs, or by the Faculty Council acting on its own initiative or in response to a petition by fifteen percent of the faculty in residence. In an emergency a special meeting may be called without regard to the five-day restriction.

b. Rules

To chair its meetings the faculty will elect a presiding officer, in whose absence the chair will be taken by the Chairperson or Vice Chairperson of the Faculty Council. These meetings will be conducted according to the most current edition of *Robert's Rules of Order*.

c. Guests

Faculty meetings are normally closed except for an authorized representative of the Thelomathesian Society. Other guests may attend if they are invited by action of the Faculty Council or by majority vote of the faculty members present and voting at the meeting at which the decision is taken.

d. Quorum

Each semester the basis for a quorum for a faculty meeting will be equal to 40% of the regular faculty in the ranks of Assistant Professor, Associate Professor, and Professor who are in residence, meaning that they are not on sabbatical or other leaves or serving the university in locations away from campus.

e. Agenda

Ordinary Procedure

The agenda for faculty meetings will be prepared by the Faculty Council. Except in the case of special meetings the agenda will be sent to all faculty members at least five days prior to the scheduled meeting.

Extraordinary Procedures

Although under ordinary circumstances the Faculty Council will determine the agenda for faculty meetings, the following extraordinary means of placing matters on the agenda are provided.

- **Faculty Petition**
  Matters must be placed on the agenda of a specified faculty meeting if requested by a petition to the Faculty Council signed by fifteen percent or more of the faculty in residence.
- **Faculty Resolution**
  Matters must be placed on the agenda of a later faculty meeting by a motion approved by a majority of those faculty in residence present and voting in an earlier faculty meeting.
- **University Officers**
  The President of the University or the Dean of Academic Affairs may place items on the agenda.

f. Voting and the Designation of Motions

All members on the official roll may vote at meetings and on major motions by electronic ballot, except motions concerning 1) the Faculty Salary policy, 2) the distribution of the Faculty salary raise pool, or 3) the procedures and standards for tenure and promotion, when voting will be limited to only the members of the tenured and tenure-track faculty.[8]

Designation of Motions

It is the prerogative of the Presiding Officer to designate motions that arise on the floor as either routine or major, subject to the possibility of being overruled by a majority of faculty members present and voting.

Routine Motions

Routine motions may be voted upon as they arise. Routine motions will be passed by a simple majority of faculty members present and voting.

Major Motions

A final vote on major motions must be postponed until a later meeting or must be taken by electronic vote no earlier than three days after the meeting. In the case of an electronic ballot, passage requires that the number of ballots cast is equal to a majority of the continuing faculty in residence and that the majority of votes are affirmative.[9]

g. Faculty Caucuses

In place of a Faculty Meeting, Faculty Council may call for Faculty Caucuses to discuss but not vote on an issue or issues that may come before the Faculty. Attendees to Faculty Caucuses will be divided into small groups (Caucuses) for discussion. Each Caucus will be chaired by at least one member of Faculty Council, who will provide a written summary of the conversations within that Caucus to be made available to the Faculty as a whole. Faculty Council will use these summaries to inform its discussions regarding the specific issue or issues under consideration. Faculty Caucuses are an alternative to a Faculty Meeting and can only be called for dates that are appropriate for Faculty Meetings. Like Faculty Meetings, Faculty Caucuses can only be called with five days' notice and an agenda for the Caucuses must be included in the call. Faculty Caucuses can be called by Faculty Council or by a petition signed by fifteen percent or more of the continuing Faculty in Residence.[10]

4. Faculty Council Committees and Faculty Members on University Committees

a. Establishment of Faculty Council and University Committees

The Faculty Council may establish and disband Faculty Council Committees (i.e, committees that report directly to Faculty Council). The membership of Faculty Council Committees may be entirely faculty or may include students or administrators or both.

The Faculty Council may also participate in the establishment of University committees, which are committees that are outside of the formal governance system and do not report directly to Faculty Council.

b. Appointment of Faculty to Faculty Council Committees and Appointment of Chairpersons

The Faculty Council may determine that faculty membership on a particular committee will be chosen by faculty election. Appointments of faculty to all other committees fall under the jurisdiction of the Faculty Council. The Faculty Council may also appoint chairpersons or conveners of Faculty Council Committees except elected committees. Normally, Faculty Council will not appoint faculty members on sabbatical to committees.

c. Committee Agenda

Committee Charges

The Faculty Council will charge Faculty Council Committees. University committees will be charged by their sponsors.

Faculty Council

The Faculty Council may specify general and/or particular topics for investigation and recommendation by Faculty Council Committees.

Faculty

The faculty, at a faculty meeting, may direct a Faculty Council Committee to investigate and make recommendations on a specific topic.

Committee Action

Each Faculty Council Committee may independently develop additional agendas for investigation and recommendation within the area of its jurisdiction.

d. Committee Reports

Committee Minutes

The Vice-Chairperson of Faculty Council as Chairperson of the Committee-on- Committees shall receive minutes of committee meetings.

Committee Reports

Completed reports and recommendations shall be sent to the Chairperson of Faculty Council.

Annual Reports

Annual reports, summarizing the activities of the committee during the academic year, shall be sent to the Vice-Chairperson of the Faculty Council. Annual reports should address the potential impact or demonstrated impact—the specific outcomes—of the committee's work.[11]

5. Amendments to this Plan for Faculty Organization

a. Proposal of Amendments

Proposal by the Faculty Council

Following the same procedures required for action on a major motion (Paragraph 2.g), the Faculty Council may propose an amendment to this plan by a majority vote of those present and voting.

Proposal by Petition of the Faculty

An amendment to this plan may be proposed by a petition signed by fifteen percent or more of the faculty in residence.

b. Adoption of Amendments

In whichever way an amendment to this plan for faculty organization is proposed, it must be submitted to a vote of the faculty for adoption. Voting must be by electronic ballot.[12] All faculty members on the official roll, whether in residence, on sabbatical leave, on leave of absence, or directing off-campus programs, may vote. The amendment will be adopted if it receives the affirmative vote of two-thirds of the faculty voting, and the number of valid ballots cast is greater than 50% of the continuing faculty.

E. Faculty Council By-Laws

The By-Laws enumerated below, in conjunction with the Plan for Faculty Organization, represent the procedures by which Faculty Council conducts its meetings and by which Faculty Council interacts with the committee structure, the faculty, and the administration. As operating procedures the By-Laws may be amended by actions taken by the Faculty Council. Such changes will be communicated to the full faculty for informational purposes. Objections to Faculty Council procedures should be raised in a regular faculty meeting by placing the item on the agenda.

Outline

Section 1. Election Procedures
- 1.1 Committee of Tellers
- 1.2 Time of Elections
- 1.3 Eligibility for Election
- 1.4 Voting Eligibility
- 1.5 Nominating Ballots
- 1.6 Final Ballots

Section 2. Operations of Faculty Council

2.1 Duties of Faculty Council Officers

2.2 Meetings

2.3 Actions of Faculty Council

2.4 Committee Structure

2.5 Funding

2.6 Petitions

Section 1. Election Procedures

1.1 Committee of Tellers. All faculty elections are overseen by a Teller appointed by the Faculty Council and at least two assistant tellers appointed by the Teller. No member of the Committee of Tellers may be a candidate for election and not more than one may be a member of Faculty Council, Professional Standards Committee, or a faculty delegate to the Board of Trustees. One of the two assistant tellers will help assure the accuracy of the vote count, the other will help assure that all election procedures (including those governing eligibility and maximum numbers of department representatives on the Professional Standards Committee) are followed correctly. Whenever possible, elections should be held using electronic voting procedures.

1.2 Time of Elections

1.21 Elections for Faculty Council and Professional Standards Committee are held annually in the spring. Election of a faculty delegate to the Board of Trustees is held in the spring when a vacancy occurs.

1.22 The order of elections will be faculty delegate, then Professional Standards Committee members, and finally Faculty Council members.

1.3 Eligibility for Election

1.31 Each faculty member eligible to run (See Plan For Faculty Organization 1.a and 2.e) in an election will be sent a written statement confirming eligibility prior to the election.

1.32 Faculty members may remove their names from the nomination ballots by notifying the Teller, in writing, within one week of receiving their eligibility statement.

1.33 Faculty members on sabbatical, leave of absence, or directing off-campus programs and eligible to stand for nominations will be contacted separately, and earlier, to determine preferences.

1.34 Faculty by exception are eligible to vote in elections but are not eligible to hold office. Faculty Council will grant Faculty-by-Exception status to those full-time academic and other support personnel who are certified by an academic department as having a substantial responsibility for the teaching and evaluation of students in at least one credit-bearing course per year.

1.4 Voting Eligibility

All continuing faculty are eligible to vote in all elections. Visiting faculty, faculty-by-exception, and adjunct faculty are eligible to vote in elections for Faculty Delegate and Faculty Council, but are not eligible to vote in elections for the members of PSC.

1.5 Nominating Ballots

1.51 Nominating ballots will be composed of all eligible faculty who choose to stand for election. Names will appear in random order.

1.52 For Faculty Council elections, faculty will be divided into two groups. “Senior members” consist of continuing faculty who are tenured or who have worked at St.

Lawrence University for at least 7 years. "Junior members" consist of all other members of the continuing faculty. Each faculty member eligible to vote is entitled to vote for individuals in both groups, regardless of the group to which the faculty member belongs.

1.53 Nomination ballots are sent to all faculty members eligible to vote with a due date to be returned to the Teller.

1.54 In faculty delegate nominations, four votes may be cast. In Faculty Council and Professional Standards Committee nominations, two votes may be cast for each vacancy. No more than one vote can be given to any one nominee. A ballot is void if more than the maximum number of votes is cast.

1.55 The Committee of Tellers will count the nomination ballots and prepare and distribute the final ballot, which will consist of the names of the faculty receiving the largest number of votes (See 1.52 of these By-Laws).

1.6 Final Elections

1.61 On faculty delegate ballots, four names will appear. On Faculty Council and Professional Standards Committee ballots, twice the number of names will appear as there are vacancies (unless there is only a single vacancy, in which case three names will be included on the ballot). Additional names may appear on Professional Standards Committee ballots to ensure that there are enough candidates so that no more than two members of the same department serve on PSC at the same time. In case of a tie for the last candidate on the ballot, both names will be included.

1.62 Final ballots are sent to all faculty eligible to vote with a due date to be returned to the Teller.[13]

1.63 On the final ballot for faculty delegate, two votes may be cast. On the final ballots for Faculty Council and Professional Standards Committee, one vote may be cast for each vacancy. No more than one vote can be given to any one candidate. A ballot is void if more than the maximum number of votes is cast.

1.64 The Committee of Tellers will count the final ballot. In the case of a tie, the Teller, in the presence of the rest of the committee, will resolve the tie by the flip of a coin. The Committee of Tellers will certify the election of candidates to the PSC that receive the largest number of votes, ensuring that PSC is composed of a maximum of two members from any one department.

1.65 The results of these elections are reported to the Secretary of Faculty Council by the Teller.

1.66 Newly-elected members take office the following fall, but may attend meetings of the Faculty Council or Professional Standards Committee as non-voting members after their election in the spring.

1.67 In the faculty delegate election, the candidate with the most votes is named the faculty delegate. The candidate with the second most votes is declared the alternate, and fulfills the duties of the faculty delegate on occasions when the delegate is unable to serve.

Section 2. Operations of Faculty Council

2.1 Duties of Faculty Council Officers

2.11 Chair

2.111 Chairs Faculty Council meetings.

2.112 Prepares agenda, in consultation with the Executive Committee and/or other members of Council and is responsible for its distribution to the faculty.

2.113 Delegate to Board of Trustees (Fall 1985).

2.114 Member of Piskor Lectureship Committee.

2.115 Member of Keene Award Committee.

2.116 Represents Faculty Council at academic and social events at which Faculty Council participation is desired.

2.117 Represents Faculty Council in conference committees.

2.118 Prepares a year-end report of Faculty Council activities.

2.12 Vice Chair

2.121 Assumes the duties of Chair in the absence of the Chair.

2.122 Faculty representative to the Associated Colleges.

2.123 Chair of Committee on Committees.

2.124 Member of Piskor Lectureship Committee.

2.125 Member of Maslow Award Committee.

2.126 At the first faculty meeting of the year, gives an update on and explains the process of committee assignments.

2.127 Receives annual reports from all committees and is responsible for collecting and monitoring the minutes of the committees that report to the Faculty Council. Solicits reports and recommendations from committees.

2.13 Secretary

2.131 Responsible for the official correspondence between Faculty Council and other persons or bodies.

2.132 Coordinates the production and distribution of the minutes of the Faculty Council and Faculty meetings.

2.133 Responsible for periodic updates of the Faculty Handbook on behalf of Faculty Council and the Faculty. The academic dean's office is responsible for posting the current version of the Handbook to the university webpage twice per year.

2.134 In the absence of both the Chair and Vice Chair, the Secretary shall assume the responsibilities of the Chair.

2.135 Posts reports and recommendations from committees, including annual reports, and all other official Faculty and Faculty Council documents to the Faculty Learning Management System (LMS)[14] site.

2.136 Maintains the Faculty LMS site and assures that the FCOUNCIL-g and CEM-g email distribution groups are updated appropriately.

2.14 Executive Committee

2.141 The Executive Committee consists of the Chair, Vice Chair, and Secretary of Faculty Council.

2.142 The Executive Committee, or its designated replacements from Faculty Council, will act for the Faculty Council during the summer adjournment.

2.143 All actions of the Executive Committee taken during the summer must be reviewed

by the new Faculty Council in the fall.

2.144 During periods of academic recess, the Executive Committee is empowered to act on behalf of the faculty. A full report of its actions will be made to the faculty at the resumption of university activities.

2.2 Meetings

2.21 Faculty Council must meet at least once per month during the academic year, but normally meets more often, as its business necessitates. (See also 2.g. of Plan for Faculty Organization.)

2.22 The day and time of the regular meetings will be at the convenience of the elected members of the Faculty Council.

2.23 The first meeting of a new Council is called by the Chair (or designee) of the previous Council, who conducts the election of new officers. (See also 2.g. of Plan for Faculty Organization.) If at all possible, this meeting to elect officers should take place at the end of the previous academic year.

2.24 A recorder, who is not a member of Faculty Council, takes notes and prepares the minutes of each meeting. A Council member is designated assistant recording secretary and reviews the minutes prepared by the recorder before delivering them to a secretary designated to review and distribute the final minutes. Council officers are exempted from acting as the assistant recording secretary. The agenda of each meeting is distributed to the faculty prior to the meeting. The minutes from each meeting are distributed to the faculty once they are approved by Council, normally within two weeks.[15]

2.26 Appropriate documents and reports may be appended to the Council minutes with the majority approval of Council members.

2.27 Meetings of Faculty Council are open to all faculty members, except when meeting in executive session.

2.3 Actions of Faculty Council

2.31 Procedures: At the discretion of the Chair, routine actions of the Faculty Council, including the call for a faculty meeting, may be taken by e-mail voting. The call for a vote must be sent to all members with a return receipt. Two thirds of the elected members must respond and any members may object and move a vote to a regular meeting.

2.32 Order of Business

2.321 Announcements and reports by the Chair, Vice Chair, Secretary, President, and Dean of Academic Affairs.

2.322 Amend and/or approve the minutes of previous meeting.

2.323 Unfinished Business: Action is taken on agenda items, reports, and motions previously tabled and/or distributed to Faculty Council members for study prior to meeting time.

2.324 New Business: Distribution of new reports and motions. A minor or routine motion may be acted upon immediately, but a major motion is normally tabled and a final vote delayed to a later meeting. (See 2.g. of Plan For Faculty Organization.)

2.325 Members' Time: Questions may be raised and statements made without

recourse of formal motions.

2.4 Committee Structure

2.41 Definition of Committees. For the purposes of the following sections, the term "Committee" shall be construed to include any body or position which the Faculty Council creates or participates in.

2.42 Committee on Committees

2.421 The Committee will consist of the Vice Chair of the Council as Chair and at least one other Council member.

2.422 The Committee on Committees works with Thelmo and the administration concerning University committee membership ratios, charges, and committee chairs.

2.423 Conduct an audit of all faculty committees every 3 years to determine if any committees need to be disbanded/merged or need to amend the charge and/or membership of the committee (see Establishment of Faculty Council and University Committees)[16]

2.43 Committee Membership

2.431 The Committee solicits committee preferences from the faculty and nominates faculty members for service on all faculty and University committees not subject to faculty election or designated appointments.

2.432 The selection of committee members will be governed by the following criteria:

a. Insofar as possible, the wishes of faculty members regarding committee membership will be respected.

b. To provide for continuity, the Committee on Committees will attempt to reappoint at least one member of the current year's committee to the next year's committee.

c. All faculty members, except those in their first year of employment with the University, those on sabbatical leave or leave of absence, and those who are deemed to have legitimate reasons, are expected to be available to serve on a committee.

d. Normally, no faculty member will serve on more than two committees (excluding Department Chairs or Program Coordinators, who serve on the Department Chairs committee ex officio).

e. Where applicable, an attempt will be made to represent disciplines, various faculty ranks, and experience in committee appointments.

2.433 The slate of faculty nominees and subsequent replacements must be approved by the full Faculty Council.

2.434 Committee preferences are generally obtained in the spring after the election process is completed, and tentative faculty membership lists are approved by Council prior to summer adjournment. Most committee memberships take effect at the beginning of the fall semester.

2.435 When matters related to staffing arise before a committee, the Chair of a committee may ask the student members of the committee to leave the meeting. This should be done only when the responsibilities or

qualifications of a specific individuals are being discussed.[17]

2.44 Chairs. The method of selecting Chairs of Committees which fall under Faculty Council jurisdiction (according to Section 4 of the Plan for Faculty Organization) shall be determined by the Faculty Council. Normally, Faculty Council will appoint a convener and the committee will select its own chair when it first convenes. The chair will notify the Vice Chair of Faculty Council upon their selection.

2.45 Committee Terms. Appointments to faculty and University committees are for two years. Faculty who leave a committee due to sabbatical or leave during a two-year cycle will be appointed to a committee by the Committee on Committees upon their return; this may or may not be the committee s/he served on before sabbatical or leave.

2.46 Committee Audit[18]

2.461 The Vice Chair of the Faculty Council shall conduct a three-year audit of all faculty committees to determine if any committees need to be disbanded or merged with another committee.

2.462 The criteria considered for proposing the disbandment of a faculty committee are: infrequency of meetings/no meetings, the Chair has not filed an annual report for at least two years, and the committee has not undertaken work with an impact on the university's functioning.

2.463 Committees that have been identified as candidates for disbandment may provide a rebuttal where they articulate the clear potential for or demonstrated impact, e.g., specific outcomes of the committee's work

2.5 Funding. Funds for the operation of Faculty Council and its activities are obtained from a budget under the jurisdiction of the Vice President and Dean of Academic Affairs.

2.6 Petitions. Under the terms of Sections 2.g., 2.h., 3.a., 3.e., or 5.a. of the Plan for Faculty Organization (as amended 03/08/01), the Faculty Council shall accept petitions that bear handwritten signatures or individual endorsements sent by e-mail.

F. Standing Committees Involving Faculty[19, 20]

1. Appointed Committees

Academic Advising Committee[21]

Membership: Three faculty members, two students, the Associate Dean for Academic Advising, the Associate Dean of the First Year, and a representative of the Department of Intercollegiate Athletics and Recreation. The committee will be chaired by a faculty member. One of the faculty members or the Associate Dean of Academic Advising will be a member of the Health Careers Committee.

Charge: The committee will work with the Associate Dean of Academic Advising to discuss issues and make recommendations regarding academic advising. The committee will discuss ways to make advising more effective at St. Lawrence University and to build an advising program that emphasizes the cultivation of student agency in the crafting of their evolving academic plans.

The committee shall make recommendations regarding the multifield major program and shall approve or deny student requests to pursue a multifield major, in accordance with established policy.

Academic Affairs Committee

Membership: Eight faculty members, three students, and the Dean of Academic Affairs. The Registrar serves as a resource person. The committee will be chaired by a faculty member. The chair of the committee will serve as the faculty representative to the Academic Affairs Committee of the Board.

Charge: The committee shall serve two kinds of functions: long-range planning and evaluation of the academic program, in collaboration with the dean and the faculty, and review of specific changes to the curriculum. In light of the university's mission, aims and objectives, the committee approves and disapproves new courses and new minor programs, as well as reviewing and making recommendations to the faculty on new majors or other alterations in the curriculum. The committee has responsibility for monitoring, evaluating, and proposing changes in the university's graduation requirements to serve the ends of liberal education.

Academic Honor Council

Membership: Three faculty members; at least six, but not more than ten, students. One of the students shall serve as chair.

Charge**:** This committee's task and functioning are provided for in Section III. Faculty Obligations and Responsibilities, Paragraph A(2).

Academic Petitions and Standing Committee[22]

Membership**:** Three faculty members, the Dean of Academic Affairs, the Associate Dean for Academic Advising, and the Associate Dean of the First Year. The Associate Dean for Academic Affairs serves on Academic Standing if the Dean is unavailable. The Registrar, the Coordinator of Academic Achievement, the Coordinator of Academic Support, the Judicial Officer, the Coordinator of International and Student Support Services and the Director of HEOP serve as resource people. The committee will be chaired by a faculty member.

Charge**:** The committee shall discharge the faculty's responsibility "to pass upon the probation, separation, and re-admission of students for reasons of scholarship" as stipulated in Article 6.3.b of the By-Laws of the University. The committee shall also review the guidelines and procedures on academic standards and, when necessary, recommend changes. A subcommittee of one faculty member, the Registrar, and the Associate Dean of Academic Advising shall hear academic petitions, and the Associate Dean for Faculty Affairs shall join the subcommittee for these hearings. This subcommittee may waive, upon individual student petition, academic requirements.

Academic Planning Committee[23]

Membership**:** Associate Dean for Faculty Affairs, Dean of Academic Affairs, University Registrar, Faculty member from Faculty Council, Faculty member from the Academic Affairs Committee, representatives from each of the five Academic Communities (Natural Sciences & Math, Humanities, Arts, Social Sciences, and Interdisciplinary), Associate Dean for Diversity and Inclusion, Associate Dean for the First Year, Associate Dean for Academic Advising, Associate

Dean for International and Intercultural Studies, Director of Institutional Research (ex-officio, also co-chair of the Assessment Committee)

Committee is co-chaired by Associate Dean for Faculty Affairs and a faculty member on the committee elected by the faculty on the committee.

Charge**:** The Academic Planning Committee (APC) will chart the strategic direction of the University's academic programs and staffing and maintain a University Academic Plan that will be updated annually. In its work, the APC will be guided by the continuing need to maintain an outstanding and rigorous liberal arts academic program, built on the foundation of diverse intellectual traditions, while also exploring the frontiers of knowledge and inquiry, serving the interests and needs of current students and anticipating those of the future, and reflecting the University's social values. The yearly University Academic Plan will include recommendations regarding the creation of new programs, additions, reductions, or changes to programs, and the allocation of new or replaced faculty lines over multiple years.

Advisory Committee on Admissions and Financial Aid[24]

Membership: Three faculty, two students, one administrator

Charge: The Committee shall:

(a) Serve as an advisory committee to the Directors of Admissions and Financial Aid.
(b) Make recommendations concerning admissions and financial aid policy and practice.
(c) Monitor the progress of the current enrollment management strategy for signs of success in producing additional revenue, as well as for signs of dilution of student quality or diversity.
(d) Report such findings regularly to Faculty Council and the faculty.
(e) Work with departmental liaisons, helping to marshal faculty support for Admissions Office initiatives.

Arts Collaborative

Membership: Five faculty members (one each from the PCA, Fine Arts and Music Departments, and two faculty representing other faculty constituencies); the Associate Dean for Faculty Affairs; one representative from University Communications; one additional administrative staff member; and two students. Additionally, two administrative support staff, one from the Arts, and one from the Dean's Office will serve as resource persons.

Charge: The committee shall use income from specific restricted endowments for the purpose of planning programming in the arts that will enhance the cultural life of the University and provide opportunities to enhance the University's visibility. The committee shall work with all other groups involved in organizing cultural events in order to maximize coordination in both timing and planning. In addition, the committee will publicize the schedule for arts programming with sufficient time (preferably, at least one semester in advance) for the campus community to integrate events into courses and co-curricular activities.

Budget and Finance Committee

Membership: Three faculty, two administrators, two students (one student should be the SLU SAF Treasurer), the Vice President for Finance, a resource person from Finance, and a resource person from Human Resources. The committee will be chaired by a faculty member. The chair of the

committee will serve as the faculty representative to the Budget and Finance Committee of the Board.

Charge**:** The primary charge of this committee is to advise the university's Vice President for Finance and it should meet as needed for that work. The committee will review the annual operating budget; a faculty member from the committee will participate with senior administrators in the creation of the annual capital budget. The committee will review significant financial management policies and issues, including proposals for cost-cutting or revenue enhancement, and will make recommendations as appropriate. The committee will monitor pricing policies, benefit packages, and will be the committee responsible for considering any proposed changes to such policies or packages. The chair of the committee will be responsible for disseminating information on the committee's work in keeping with practices of tripartite committees.

Building, Grounds, and Campus Support Committee[25]

Membership: Three faculty members, four administrators, four students, and the Chief Facilities Officer, who serves as a resource person. The committee will be chaired by a faculty member. The chair of the committee will serve as the faculty representative to the University Properties Committee of the Board. An appointed member of the Educational Technologies Committee will act as a resource person.

Charge: The committee shall review the Campus Master Plan on an ongoing basis and shall make recommendations respecting the aesthetic, physical, and environmental maintenance and improvement of campus buildings and grounds. The committee shall be kept informed about campus building and renovation projects during the planning and construction phases in order to represent both the vision expressed by the Master Plan and the needs of the broader campus community. The committee shall also serve as a discussion venue and make recommendations as appropriate on any other items related to facilities and campus support issues. A joint yearly meeting between this committee and the Educational Technologies Committee is recommended to discuss areas where co-planning is required of the two bodies.

Campus Committee on Sustainability and Carbon Neutrality[26]

Membership**:** The Chief Facilities Officer, two members of the staff, the Assistant Director of Sustainability and Energy Managment, at least two designated Thelmo delegates, and at least two additional faculty members. This committee will be chaired by a faculty member.

Charge: The Campus Committee on Sustainability and Climate Neutrality will review progress toward climate neutrality and environmental sustainability, especially as represented by successive Work Plans for the implementation of the CAP. It will review and approve revisions to the CAP and the successive work plans in the light of this progress. It will consider means to move the University toward environmental sustainability and review the University's progress toward that goal. It will ensure effective communication with the campus and larger community about the University's plans to achieve climate neutrality and environmental sustainability, and its progress toward these goals. It will seek ways to heighten education about climate neutrality and sustainability at the University through the classroom curriculum and by other appropriate means.

Campus Infrastructure and Technology Committee[27]

Membership: Appointed members: four faculty members, six staff and/or administrators, and two students, Ex-Officio members: AVP of Facilities and Dining and Conference Services, Chief Information Officer, Deputy Chief Information Officer, Associate Dean for Faculty Affairs, Director of the Newell Center for Arts Technology. Members of the IT and Facilities Operations divisions will serve as resource persons as appropriate. Co-chairs will be selected from the appointed members of the committee, one focusing on IT and one on Facilities Operations.

Charge: The Campus Infrastructure and Technology Committee shall provide shared governance review and recommendations regarding the strategic development, maintenance, and enhancement of the University's physical and digital infrastructure. The committee ensures that the campus infrastructure (ranging from buildings and grounds to information systems and educational technologies) remains mission-aligned and bolsters the student experience by: (1) reviewing and making recommendations on the Campus Master Plan and the IT Strategic Plan, ensuring alignment between physical renovations and digital infrastructure goals; (2) advising on the design, organization, accessibility, and equipping of campus spaces; (3) developing, reviewing, and recommending policies related to the University's physical and digital environments; (4) reviewing annual capital budget requests for both IT and Facilities and providing recommendations to senior leadership on the priority of these requests based on their impact on the campus community, cost-benefit analysis, strategic priorities, and lifecycle management; and (5) serving as a formal liaison between the campus community and the Information Technology and Facilities Operations divisions, including actively and regularly soliciting feedback from faculty, students, and staff regarding the quality, performance, and accessibility of campus resources. Other agenda items relevant to campus infrastructure and technology may be brought to the committee by any member of the campus community.

Committee of the Elected Members
Membership: The 11 elected members of Faculty Council.

Charge: The committee will meet on an ad hoc basis, as the elected members of Faculty Council deem warranted, to discuss matters of concern to faculty without the presence of the President and Dean. The committee will not take minutes, but will announce its meetings to Faculty Council and may refer matters to Faculty Council. The committee appoints the faculty members delegated to participate in faculty salary policy discussions with the administration. The chair of Faculty Council chairs the committee.

Faculty Committee on Diversity, Equity, and Inclusion
Membership: Six to eight faculty members, including staff who frequently teach. The Associate Deans of Academic Advising, Diversity and Inclusion, Faculty Affairs, and the First-Year Program will serve as resource persons as needed. The committee will be chaired by a faculty member. Two members of the committee will participate in the university's Diversity Committee.

Committee on Gender and Sexuality Equity

Membership: Three faculty members, three administrators, two students, two non-exempt employees.

Charge: The committee on Gender and Sexuality Equity shall identify issues that require improvement in the understanding and acceptance of students, faculty, and staff in the areas of gender equity, sexuality, and family. The committee shall study these issues and make

recommendations via Faculty Council in order to promote a campus-wide climate of acceptance, safety, and empowerment.

Committee on International and Intercultural Studies

Membership:[28] Seven faculty members, one student appointed from the CIIS peer advisors, the Associate Dean for International and Intercultural Studies, and the Chair of the combined area studies programs. Ex-officio members include The Director of Off-Campus Study, Associate Director of Asia and Pacific Programs, and Assistant Director of Off-Campus Study. The departmental representatives shall serve two-year terms at the end of which their positions will become open. Faculty Council shall nominate new departmental representatives with preference given to those departments not presently serving on the committee.

Charge:

The committee will assist and advise the Associate Dean of CIIS in fostering the quality and inclusiveness of academic programs in relation to off-campus study and on-campus curriculum pertaining to international and intercultural studies. Part of the committee's work is to envision and create international and intercultural connections and community among academic departments and Student Life. The committee's concerns include the recruitment and engagement of international students and faculty, on and off-campus curricular offerings, student and faculty grants offered through CIIS, the selection of off-campus directors and coordinators, the addition or subtraction of off-campus programs, periodic reviews of off-campus programs, and outreach to the broader campus community.

Educational Technologies Committee[29]

Membership: Five faculty members, the Executive Director of Services and Outreach, the Director of the Newell Center for Arts Technology, Registrar's office staff member, Associate Dean for Academic Affairs, and four students.

Charge: The Educational Technologies Committee will serve the SLU community by exploring and facilitating uses of information technology in teaching and learning that are consistent with the university's aims and objectives. This will include1) developing avenues of communication between faculty and the relevant information technology personnel, organizations and committees; 2) developing an awareness on campus of models that successfully integrate information technology into diverse curriculums; 3) assisting information technology staff in addressing teaching and learning issues; 4) advising information technology staff and other relevant committees on the creation, organization, and use of campus spaces and resources devoted to the use of technology in the classroom and curriculum; 5) working with the Information Technology Advisory Committee on campus-wide issues that affect teaching and learning technologies; 6) helping the SLU community to develop a broad understanding of the role of technology in education. A joint yearly meeting between this committee and the Buildings, Grounds, and Campus Support Committee is recommended to discuss areas where co-planning is required of the two bodies.

Faculty Development Committee[30]

Membership**:** Four faculty members, the Associate Dean for Faculty Affairs, a representative from the Office of Corporate and Foundation Relations, and the Director of Digital Initiatives. The committee will be chaired by a faculty member. The Associate Dean of the First Year and the Director of Service and Outreach for Information Technology will serve as resource persons as needed.

Charge**:** The committee shall make recommendations concerning the practices and policies of the University as they affect the professional growth of the faculty. To help promote a campus-wide climate that values scholarship and fosters professional achievement, the committee will review proposals for Large Faculty Grants, organize the Faculty Café series, other forums for faculty development, including May College, and work with the Office of Corporate and Foundation Relations to bring opportunities related to external grant funding to the campus community. To help promote a campus-wide climate that values outstanding teaching, the committee will work closely with the Associate Dean for Faculty Affairs.

Faculty Representatives to Board of Trustees Committees

Membership**:** The faculty co-chair from Budget and Finance shall serve as the representative to the Institutional Resources Committee of the Board of Trustees. The chair of the Academic Affairs Committee will serve as the representative to the Laurentian Mission Committee of the Board of Trustees. A faculty member with appropriate expertise will be appointed by Faculty Council to serve as the faculty representative to the Investment Committee of the Board of Trustees in a two year renewable term. One faculty delegate to the Board of Trustees committee on honors is appointed by Faculty Council in consultation with the President and serves two-year renewable terms. The University Marshal serves as an additional ex officio faculty delegate to the committee on honors.

Information Technology Committee

Membership**:** Three faculty members, three administrators, two students, two clerical staff, the Director of the Newell Center for Arts Technology, and the Associate Vice President for Information Technology and CIO. The committee membership shall have some overlap with the membership of the administrative technology committee. Members of the IT department will serve as resource persons as appropriate. The committee will be co-chaired by a faculty member and an administrator.

Charge**:** The Information Technology Committee shall work with the members of the IT department to review and make recommendations on the University's annual and long-term IT goals, including those for teaching and learning, and the performance, practices, and policies of the IT department. The committee's areas of concern include: 1) to help the members of the IT department review and revise the long-term strategic plan for University IT resources; 2) to provide advice to the members of the IT department on the purchase and implementation of new hardware and software, including the education and training of campus users; 3) to recommend to senior staff the priority of the annual capital budget requests based on their cost and benefit to the University; 4) to assist members of the IT department in the development and revision of any University information technology policy document; and 5) to offer feedback on the performance, practices, and policies of the IT department, including actively soliciting input for that purpose from the campus community each semester through either email requests or public forums. Other agenda items relevant to Information Technology may be brought to the committee by any member of the campus community.

Institutional Strategy and Assessment Committee

Membership: Three to five[31] faculty members, three administrators (at least one not senior staff), three students, the President, the Dean of Academic Affairs, and the Vice President for Finance. The Director of Institutional Research serves as a resource person. The committee will be chaired

by a faculty member, who also serves as the faculty representative to Board of Trustees Committee on Enrollment.

Charge: The committee will discuss, evaluate, and propose institutional strategy, taking into account the results of our institutional research program and shaping our ongoing efforts at outcomes assessment. It will advise the president on strategic issues and strategic planning, with such advice rooted in its understanding of our institutional research and outcomes assessments. Strategic planning must be tightly connected to the University's resource planning and resource allocation decisions, both operating and capital, so this committee will examine frequently and make recommendations regarding a multi−year strategy for the University's finances. This committee should maintain communication and coordination with the Budget and Finance Committee. In particular, the Budget and Finance Committee should be asked to analyze and report back on the budgetary implications of any long term strategic plans. The Institutional Strategy and Assessment Committee also will disseminate information on their work to the faculty and/or Faculty Council at least twice a year.

Library and Art Gallery Committee[3233]

Membership**:** Three faculty members, one administrator, two students, one member of the library leadership team, one member of the library faculty, and the director of the Richard F. Brush Art Gallery. A faculty chairperson selected by the committee will convene the group.

Charge**:** The committee shall discuss and review policies and procedures related to the Owen D. Young, Launders Science, and Music Libraries and the Richard F. Brush Art Gallery concerning collection development (physical and digital) for teaching and research, and the assessment of library and gallery programs and activities related to the educational mission of the University.

Recognizing that various library departments have administrative oversight over certain collections, the committee will involve those departments in the decision-making process when working on broader institutional initiatives.

Salary and Benefits Committee[34]

Membership: Four faculty selected for their skills to compile and analyze financial data as well as communicate findings, Human Resources Director for Employee Benefits, Human Resources Director for Employee and Labor Relations, the Vice President for Finance & Administration, and the Vice President responsible for oversight of Human Resources. Faculty members of the committee will serve four-year, renewable terms and Faculty Council will phase the replacement of the committee members so that no more than two members are new in any given year.

Charge:

1) The committee shall obtain data each year on salaries and benefits from our current group of comparison schools as listed in the Faculty Salary Policy.
2) At the end of each academic year, the committee shall report to the Faculty on the status of salaries and benefits between St. Lawrence and our group of comparison schools, including our position relative to the median salaries and total compensation of the comparison group schools.
3) This committee will review potential changes to the benefits package offered to exempt employees (faculty and administrative staff) by the University and work with appropriate administrative offices to ensure that faculty and administrative staff are provided with timely

information and analysis of proposed changes, including, but not limited to, health care coverage and retirement plans.
4) The committee shall make recommendations to maintain salaries and benefits at a level so that St. Lawrence remains competitive in hiring new faculty and retaining continuing faculty.
5) Each year, the committee will work with the Dean and Faculty Council to achieve the goals and procedures of the Salary Distribution Policy.
6) In anticipation of the conclusion of a salary policy, the Committee shall make recommendations to both the faculty and President on a new salary policy in order to maintain salaries and benefits at a level so that that St. Lawrence remains competitive in hiring new faculty and retaining continuing faculty.

Scholarships, Fellowships, and Grants Committee

Membership**:** Eight faculty members, optimally from different academic divisions, and the Associate Dean for Academic Advising.

Charge: The committee will serve as the selection committee for Tanner Fellowships, SLU Fellowships, and other Fellowships as appropriate. In addition, the committee will assist the Associate Dean of Academic Advising Programs in maintaining information on St. Lawrence University, state, national, and international scholarships, fellowships, and grants; in publicizing these opportunities; in soliciting applicants; and in advising and evaluating interested students. The Office of Academic Advising will provide administrative support for the committee.

Spiritual and Religious Life Committee

Membership: At least three of each of the following: faculty, students, and administrators or staff, including the Chaplain.

Charge: The committee shall make recommendations respecting aspects of University policy that touch on the spiritual lives of people in the community. The committee shall also seek to promote understanding of religious, ethical and spiritual matters by organizing forums and lectures, and sponsoring interfaith services. The committee shall also organize the Harold H. Niles Lecture as well as organize and oversee the Seymour Siegel Lecture Subcommittee.

Student Life Committee

Membership: Three faculty members, two administrators, four students, and the Dean of Student Life. The committee will be chaired by a faculty member. The chair of the committee will serve as the faculty representative to the Student Life Committee of the Board.

Charge: The primary charge of this committee is to advise the university's Vice President and Dean of Student Life and it should meet as needed for that work. The committee will work with the Vice-President and Dean of Student Life to increase faculty and student awareness of and input in the area of Student Life. The committee will serve as a sounding board and provide feedback in all areas of student life, and will discuss policies and analyze data on a regular basis in the areas of security, the judicial system, residential learning communities, co-curricular education/programming, and career services. In addition to these regular discussions, other agenda items relevant to Student Life may be brought to the committee by the Vice-President and Dean of Student Life, any member of the committee, Faculty Council, or Thelmo. The Student

Life Committee also will disseminate information on their work to the faculty and/or Faculty Council at least twice a year.

University Advancement and University Communications Committee[35]

Membership: Three faculty members, three administrators, three students, the Vice President for University Advancement (ex-officio) and the Vice President for University Communications (ex-officio). The committee will be chaired by a faculty member. The chair of the committee will serve as the faculty representative to the University Advancement Committee of the Board.

Charge: The committee serves to provide feedback to the Vice Presidents of University Advancement and University Communications and works to increase faculty, staff, and student awareness of the work of their offices. The committee will team with advancement and communications staff to nurture broad participation by faculty, staff, and students in fundraising campaigns, and will undertake other initiatives as appropriate. Other agenda items relevant to University Advancement and University Communications may be brought to the committee by Faculty Council, Thelmo, or any member of the committee. Normally the University Advancement and University Communications Committee will submit an annual report, but it may also be asked by Faculty Council to report on its work during the course of the academic year.

2. Committees Staffed on a Rotating Basis

Conflict Resolution Committee[36]

Membership: 12 tenured faculty members, assigned by the Associate Dean for Faculty Affairs on a rotating basis from all tenured faculty members. Three of the 12 faculty members should be chosen not at random, but rather for their training in mediation, restorative circles, or a related practice. These three members will train and guide others on the committee, as needed. The 9 randomly selected committee members will have another committee appointment, because the CRC often does not have many cases and not everyone serves on every case. The CRC assignment will count fully for committee service for the 3 trained members, as they have extra responsibilities to train and guide the other members. The committee will be convened as needed by the Associate Dean for Faculty Affairs.

Charge: The committee shall be responsible for attempting to resolve conflicts arising in an academic context involving faculty, students, and administrative staff, and to convene hearing boards according to the provisions of the Procedures for Resolving Conflict in an Academic Context. The committee shall function as a Faculty Grievance Committee as provided for under the "Faculty Grievance Procedure" (section II, G of the Faculty Handbook).

3. Appointed Positions

Faculty Teller

University Marshal

Faculty Athletics Representatives[37]

Membership: Two tenured faculty members appointed by the University President. Nominations shall come from Faculty Council in consultation with the Athletic Director and Dean. NCAA bylaws call for the position of Faculty Athletics Representative (FAR) to have faculty rank and be

administratively outside of the Athletic Department. Ideally, the terms of the two members will be staggered.

Charge: The Faculty Athletics Representative (FAR) is an NCAA-mandated position for all member institutions. The representatives at SLU serve as advisors to the University President on matters related to intercollegiate athletics, as institutional representative to the NCAA and the conferences in which St. Lawrence competes, and as liaisons between the faculty and the Department of Intercollegiate Athletics and Recreation.

While there are no specific duties mandated by the NCAA, to fulfill the role of institutional representative to the NCAA FARs at St. Lawrence have typically carried out the following responsibilities.

- Attend monthly Athletic Department staff meetings
- Attend Liberty League meetings
- Attend NCAA national meetings when possible or as required
- Serve on search committees for vacant head coaching positions
- Meet regularly with the Athletic Department Director to discuss departmental issues
- Serve on compliance committees
- One FAR serves as an advisor to the student/athlete honor society, Chi Alpha Sigma

Faculty Representatives on Board of Trustees Committees

Membership: One member, normally the chair, from the campus committees corresponding to the following Trustee committees: University Properties (Buildings, Grounds, and Campus Support); Budget and Finance (faculty co-chair, Budget and Finance); Student Life (Student Life); Promotion and Recruitment (Institutional Strategy and Assessment Committee and Admissions Committee), University Advancement (University Advancement). Two members to Academic and Faculty Affairs (Academic Affairs), one member being a junior faculty member. One faculty delegate to the Academic and Faculty Affairs subcommittee on honors and one to the Investment committee are appointed by Faculty Council in consultation with the President and serve two year renewable terms. The University Marshal serves an additional ex officio faculty delegate to the Academic Affairs subcommittee on honors.[38]

4. Elected Committees

Faculty Council
(See Section I.D.2)

Professional Standards Committee
(See Section II.E.2)

5. Elected Positions

Faculty Delegates to the Board of Trustees

Membership: One elected at large and one the Chair of Faculty Council; the term of the elected Delegate will be two years and re-election to a consecutive term is not allowed. A faculty member may not serve as Faculty Delegate if they are serving on the Dean's Staff or President's Senior Staff.

6. Committees/Positions outside the formal University Governance System

Ad hoc committees involving faculty

Sometimes, the President, Dean of Academic Affairs, other administrator, or an official body will establish an ad hoc committee on which faculty members are invited to participate. Faculty Council recommends "Ad Hoc Committees created by the President and Senior Staff with faculty membership will:
1) Have specific and limited charges.
2) Have a clearly delineated ending point.
3) Have a pre-defined process for reporting outcomes.
4) Have their faculty membership determined in consultation with Faculty Council or the faculty."[39]

Animal Care and Use Committee

Membership: According to government guidelines, the IACUC membership is appointed by the President of the institution and must be capable of representing the needs of the institution regarding the use of animals in teaching and research and society's concerns regarding the welfare of the animals. The committee must consist of no fewer than three faculty members who possess sufficient ability and expertise to assess animal care, treatment and practices in research and teaching; one faculty member who is unrelated to departments that use animals; one community member who is unrelated to the institution; and one doctor of veterinary medicine.

Charge: The IACUC reviews all teaching and research proposals (including projects supported by external funds) that intend to involve animals that are under state and/or federal regulation. The review process is to ensure that animals receive appropriate care and are not subjected to unnecessary hardship. The IACUC is also responsible for inspecting animal health, housing facilities, and related equipment and drugs. These inspections are completed to ensure that compliance with state and federal guidelines (on file with the chair) has been achieved and maintained.

Discriminatory Harassment Hearing Board

See Section II K

Institutional Review Board for Human Subjects Research

Membership: The IRB consists of a minimum of 5 members. The membership is drawn from the faculty and at least one member from the local community who is not affiliated with the University. At least one member of the committee must be a non-scientist. The membership must include both males and females. The membership of the SLU IRB has to be approved by the Federal OHRP (Office of Human Research Protections) and NYS IRB. Institutionally, the IRB is located in Academic Affairs and, although it is not a Faculty Council committee, membership constitutes University service.

Charge: The SLU Institutional Review Board (IRB) reviews all research involving human subjects initiated by SLU faculty, staff and students regardless of the site where the research takes place. This review process is completed to determine if a research project is in compliance with state and federal regulations regarding research involving human subjects. SLU has an FWA (Federal Wide Assurance) to review and approve research involving vulnerable populations (such

as minors and prisoners). If SLU did not have an approved IRB, all research involving human subjects would have to be sent to the NYS IRB in Albany for review, a process that may take 2-6 months or more to complete. If research involving human subjects is not reviewed and approved by an IRB, the research has violated SLU policy and both the New York State Public Health Law, Article 24-A and the Code of Federal Regulations, Title 45, Part 46.

Judicial Appeals Board

Membership: Two faculty members, two administrators, four students.
Charge: The Judicial Appeals Board, composed of students, faculty, and administrators, hears appeals from students who are aggrieved by decisions of the Student Judicial Board. These appeals are usually made on the basis of perceived violation of procedure, new evidence, punishment excessive for the offense, and the like. Recommendations from the Judicial Appeals Board are sent to the Vice President and Dean of Student Life, who then makes the final decision and notifies the student charged and the Chief Justice of the Student Judiciary Board. The President of the University is informed in cases of suspension or expulsion.

Health Careers Committee

Membership: Ten faculty members.

Charge:

1) advise students who are interested in a career in one of the health professions.
   a) to keep lists of interested students on file so that mailing and/or advisement lists can be generated as needed
   b) to help students develop academic programs commensurate with their specific interests in the health professions.
   c) to maintain up-to-date publications on admission requirements and application procedures for the various health professions.
   d) to serve as the academic advisor for as many of the students interested in the health professions as possible.
2) to interview and write letters of recommendation for those students interested in applying to medical, dental, osteopathic, optometry, and veterinary schools.
3) to keep current with the changing demands of the professional schools offering degrees in related health areas.
   a) to have individual members of the Committee periodically visit medical and dental schools.
   b) to have representatives of the Committee attend the regional and national meetings of the National Association of Advisors for the Health Professions.
4) to maintain communication between the Committee and the Premed Club, so as to offer suggestions on programs, speakers, etc.

Radiation Safety Committee

Membership: Committee members, appointed by the University President in collaboration with the Radiation Safety Officer (committee chair *ex officio*), must include an administrative representative and faculty/staff members with radiation expertise.

Charge: State and Federal codes determine the charge, which is on file with University's Radiation Safety Officer.

Safety Committee

Membership: All members are appointed by the University President. The committee will include representatives from the Faculty, Administration, Student Body, SEIU (2) and CSEA (2). The Director of Security and Safety participates in an *ex officio* position. The University Health and Safety Officer chairs the committee, and the Radiation Safety/Laser Safety Officer is a permanent member of the committee.

Charge: Lengthy charge on file with the University Health and Safety Officer.

Sexual Misconduct, Domestic Violence, Dating Violence, and Stalking Review Board

Membership: Twelve members of the St. Lawrence community plus the Associate Dean of Student Life (or a designee appointed by the Associate Dean of Student Life). Eight of the twelve will be faculty members. Three members of the Board are chosen to hear each case.

Charge: The Review Board conducts hearings in complaints of alleged sexual misconduct involving students. The Review Board also conducts hearings in complaints of sexual harassment that are forwarded to it by the Associate Dean of Student Life or by the Vice President for Community and Employee Relations. The Review Board makes appropriate recommendations based on a preponderance of information presented in complaints of alleged sexual misconduct. The Review Board also makes appropriate recommendations based on a preponderance of information presented in complaints of sexual harassment.

G. Student Organization

1. Student Government

Student self-government rests in the Thelomathesian Society, which has operated continuously since 1863. In addition to making recommendations to other constituencies and bodies of the University, its Senate maintains its own committee system, appoints student members of joint committees of the University, and levies a student fee, which it allocates to those student organizations that it recognizes. Representatives to the Thelomathesian Senate are elected at large from the student body.

Student residential government consists of house councils, and the Interfraternity and Panhellenic Councils, which formulate and impose joint policies of the fraternities and sororities. There is also a Student Judiciary Board, which hears and coordinates cases of student social infractions.

II. FACULTY PERSONNEL POLICIES

Original and updated policy statements are available through the Academic Dean's Office and the Office of Community and Employee Relations. Only those personnel policies of greatest relevance to the faculty are reproduced here. Employee policies can be found at Policies and Procedures.

A. Academic Freedom Policy[40]

1. Faculty Rights and Responsibilities

The Board of Trustees of St. Lawrence University, observing that free inquiry and free expression are essential attributes of a community of scholars, encourages the faculty to engage in independent inquiry and recognizes the right of the faculty to express responsibly the results of their own work. It protects those professionally so involved with more than ordinary safeguards.

St. Lawrence University subscribes to the American Association of University Professors (AAUP) 1940 Statement of Principles on Academic Freedom and Tenure with 1970 Interpretive Comments.

Academic Freedom

'Faculty' is defined in the University Charter and By-Laws, Article VI: regular full time, 2/3rds time, shared, and phased retirement appointments in the ranks of professor, associate professor, assistant professor, and instructor; lecturers; senior lecturers; emeritus faculty; faculty by exception; instructor of practice; visiting faculty, adjunct faculty, and fellows. The President of the University is a non-voting member of the faculty; the Vice President and Dean of Academic Affairs is a voting member

Four Elements of Academic Freedom

a. *Teaching*: Controversy is at the heart of the free academic inquiry. Faculty are entitled to freedom in the classroom when discussing their subject and any matters related to the content of their discipline and course syllabus.

b. *Research*: Faculty are entitled to full freedom in research and in the publication of the results.

c. *Intramural Speech*: Faculty are entitled to freedom from institutional censorship or discipline when addressing matters of institutional policy of action.

d. *Extramural Speech*: Faculty 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. This right protects speech made as a member of the public both within and beyond a faculty member's area of expertise. According to the principles of academic freedom, extramural speech is not in itself grounds for discipline except in the rare case that it demonstrates unfitness to do the work of research and teaching. Such a determination must be made through a formal, careful review of evidence by faculty members (see G. Terminating Employment, 3. Termination for Cause, p.62). However, faculty should always strive to be accurate, should be professional, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

2. Faculty Statement of Values Approved by the (Faculty of St. Lawrence University, January 2017**):**

We value the pursuit of truth through careful consideration of evidence. The pursuit of truth is not easy. It requires a free exchange of ideas, a wide variety of approaches, honest self-examination, and a willingness to confront our own assumptions. We oppose both the neglect of evidence and the subversion of truth for political or personal advantage.

We value diversity and recognize the inherent worth of every human being. A St. Lawrence education is at once empathetic, ethical, and intellectual, which begins with an openness of mind and spirit to difference in traditions and ideas. We value diversity for its own sake and also because it gives us stronger processes of truth seeking. We must be willing to face difficulty and discomfort in the search for ideas. We oppose the unjust silencing of any voice.

*We value putting our knowledge into action to benefit our communities***.** One of our most cherished duties is to prepare our students to act as engaged citizens, locally, nationally, and globally. We are committed to building more democratic political systems, more socially just communities, and more environmentally sustainable societies. Citizenship demands an understanding of the complexities and diversity of both the human experience and the natural world. We oppose oversimplification and disregard for issues that impact our communities.

The faculty of St. Lawrence strive to uphold these values for our students and for ourselves, and we all deserve no less from our public servants.

3. Commitment to Professional Ethics

The protection of academic freedom obligates faculty to uphold professional duties. Drawing from the Faculty Statement of Values, we recognize that faculty are obligated to model to the university at large the free exchange of ideas, vigorous debate, and discussion. We also acknowledge these commitments may lead to personal discomfort when we face criticisms rooted in diverse traditions and ideas; nonetheless, we consider diversity a fundamental good insofar as it promotes greater self-examination and thereby openness to improving our processes for truth seeking.

B. Affirmative Action

St. Lawrence University is an Affirmative Action/Equal Employment Opportunity employer. For more details, click on the following link to see the University's Nondiscrimination Policy.

C. Appointment Policy

1. General Policy of Appointments (Revised 02/04)

This policy of St. Lawrence University defines the appointment status of the instructional staff by means of the following statements. Appointment agreements are made in writing in accord with the policies defined herein. It is the University's intention to fill all positions with persons qualified to pass successfully through the probationary period to tenure status.

Temporary, Lecturer or Senior Lecturer appointments do not lead to tenure consideration.

Appointment Categories

Regular Appointments: Those members of the instructional staff who, by reasons of their qualifications

are appointed full-time to one of the six academic ranks of Instructor, Instructor of Practice, Assistant Professor, Associate Professor, or Professor, constitute the Regular instructional staff of the University. Regular staff appointees in the ranks of Assistant Professor, Associate Professor, or Professor[41] are eligible for tenure.

Regular Appointments at the rank of Assistant Professor, Associate Professor, or Professor

Regular staff appointees in the ranks of Assistant Professor, Associate Professor, or Professor are eligible for tenure. The probationary or pre-tenure period at St. Lawrence shall not exceed seven years. In the event of previous full-time teaching experience, the allowable previous service is recorded on the appointment letter at the time of appointment (see Tenure Policy, II.E.1.).

During the probationary period, *Regular* appointments are renewable appointments carrying fringe benefits established by University policies. The University's standards of notice to non-reappointment (see II.E.1) apply to Regular appointments at the ranks of Assistant Professor, Associate Professor, and Professor.

The title assigned at the time of appointment includes the department or program in which the appointment occurs (for example, Assistant Professor of History) unless appointment arrangements are specifically different.

Regular Appointments at the Rank of Instructor
Appointments at the rank of instructor are reserved for those faculty who on being awarded the appropriate terminal degree will become assistant professors. When an instructor completes their terminal degree, their appointment will change to assistant professor without review by the PSC and become eligible for promotion and tenure. Regular appointments at the rank of Instructor are renewable appointments carrying fringe benefits established by University policies.

Regular Appointments at the Rank of Instructor of Practice[42]

1. Eligibility Criteria
To be eligible for appointment as an Instructor of Practice, candidates must meet the following criteria:

- Primary teaching responsibility should align with providing academic support for specific curricular requirements and/or learning goals by expanding the University's capacity to offer practical hands-on experience, professional training, and/or academic skills.
- A Ph.D. or terminal degree is not mandatory. However, many positions may require a MA/MS, specialized training certification, or relevant professional experience.
- Demonstrable expertise, responsibility, and experience appropriate to the teaching assignments.

2. Appointment Process
The appointment process for Instructors of Practice includes the following steps:
a. Position Request

- Instructor of Practice positions must be requested through the regular faculty position request process submitted to the Academic Planning Committee.
- The Academic Planning Committee (APC) will review the request, focusing on how the teaching responsibilities differ from those of tenure-track faculty members.
- In cases where departments need to submit a position request for an Instructor of Practice outside the normal position requests timeline, the chair or program coordinator will submit the request directly to the ADFA for special consideration by the APC.

b. Determination of Teaching Assignments

- The Academic Dean, in collaboration with the Department Chair(s)/Program Coordinator(s),

determines the specific teaching assignments at the time of appointment. In cases where a department's needs change, the Academic Dean along with the Department Chair(s)/Program Coordinator(s) will determine the reassignment of teaching responsibilities to the Instructor of Practice.
- The Academic Dean, in collaboration with the Department Chair(s)/Program Coordinator(s), determines the length of the annual contracts of the Instructor of Practice that ranges between 9 and 12 months.

c. Initial Appointment
- Instructors of Practice receive a Regular Appointment which is renewable and carries benefits as per University policies.

3. Performance Review and Professional Development

a. Performance Reviews
- On an annual basis, those supervising an Instructor of Practice must complete a review of the individual's teaching and other administrative responsibilities, which should be submitted through the process determined by the Dean's office.
- By their third year of employment, the Instructor of Practice undergoes a more substantial review of professional progress and contributions to the Academic Community conducted by the supervising Department Chair(s)/Program Coordinator(s) and the Associate Dean for Faculty Affairs that aligns with the university's adjunct review policy. Academic support staff members who have been in their positions for more than five years and are transitioning into a new Instructor of Practice position will undergo annual reviews.
- After the initial probationary review, Instructors of Practice will continue to undergo an annual review process conducted by the Department Chair and the Associate Dean for Faculty Affairs.
- Evaluations focus on the success and professional development as teachers and their contributions to the Academic Community.
- Completion of an annual review will be taken into consideration during reappointment of Instructors of Practice.

c. Ongoing Professional Development
- Instructors of Practice are expected to stay current on research related to teaching and assessment of student learning in their area.
- The University supports professional development, including travel support to meetings on pedagogy.

4. Rights and Responsibilities
- Instructors of Practice are not eligible for sabbaticals, FYP leaves, and SYE course reductions.
- Instructors of Practice are eligible for overload and other stipends in accordance with existing Academic Affairs and University policies.
- Instructors of Practice are eligible for the University's Faculty Parental Leave Program as posted on the Human Resources website (and as it appears in section I.3 of the Faculty Handbook).
- Instructors of Practice may contribute to the Academic Community by serving as advisors or engaging in community service activities recognized in the Faculty Handbook for tenurable members of the faculty.

Temporary Appointments: Those members of the instruction staff who are not appointed to regular positions, but who are otherwise formally appointed to teach full-time constitutes the temporary instructional staff of the university. Temporary appointments carry no tenure rights and limited fringe benefits in accordance with Section 2 of this policy. Notice of non-appointment is not required. Temporary appointments are renewable 1 year (or a fraction of a year) appointments, but cannot be extended beyond 5 years (replacing 3 years). In order for an appointment to be extended beyond the second year, a department must do an evaluation of teaching and submit it, along with a request to appoint

form to the Dean of Academic Affairs. Temporary appointments may include replacements for leaves, visiting scholars, exchange professors, late resignations, or persons appointed to instructional positions funded by foundations, governmental, research, or other grants or contracts.[43]

The titles assigned at the time of appointment include the ranks listed under Regular Appointments, each rank title to be preceded by Visiting, or Distinguished; or Artist, etc. in Residence. Full voting rights within the plan for Faculty Organization are accorded those with Temporary status.

Lecturer and Senior Lecturer Appointments: These continuing non-tenure track part-time appointments will be defined as less than full time and non-tenurable and will carry the title Lecturer or Senior Lecturer. These appointments will include eligibility to participate in faculty development grants and projects at St. Lawrence University, assurance of continued employment in the form of renewable three-year appointments, and, for those teaching half-time or more, full health benefits, pro-rated professional travel funds, and faculty voting rights. Faculty members in these appointments would be expected to do departmental or program service and to serve as advisors if they teach in the fall semester of the First Year Program. These appointments would be offered only to faculty who have already demonstrated excellence in teaching at St. Lawrence University and who have the appropriate terminal degree or commensurate experience as determined by the department and/or program, the Dean, and PSC[44]. Requests for these appointments will come through the normal Academic Affairs position request process. Requests will be evaluated based on departmental and program needs and the qualifications of the candidate. Starting salary for Lecturers will be comparable to the adjunct pay for the courses being taught and they will receive annual salary percentage increases equal to those of full-time faculty. Senior Lecturer positions would carry a salary prorated to that of a visiting assistant professor. Criteria for promotion to Senior Lecturer will include excellence in teaching, research, and community service.

Candidates for senior lecturer will be reviewed by PSC. Lecturers will be eligible to apply for promotion to Senior Lecturer after two three-year appointments as Lecturer. All Lecturers and Senior Lecturers will undergo an annual review process.

Special 2/3-time Tenure-Track Appointments: Full-time faculty and their partners may apply for special 2/3-time tenure-track positions. These appointments will be available exclusively to partners as partners are defined under University qualifications for health insurance. The current fulltime faculty member must be on a tenure-track line or be tenured; the partner must demonstrate evidence of teaching excellence; active scholarly engagement likely to lead to achievement in scholarship and/or the arts; and service; all commensurate with the rank of assistant, associate, or full, professor. The individual who is in such a full time appointment will drop down to 2/3rd of their current appointment and the partner will then receive a 2/3rd appointment. These appointments can be in different and multiple departments/programs. Proposals that involve contributions to interdisciplinary University programs will be given special consideration in the review process. The tenure clock will be prorated on the basis of units taught; thus the default probationary period would be nine years. Both partners in this case may receive tenure, but each person will stand independently for tenure so that one may fail to receive tenure and the other will still be employed. The faculty member who reduced from a full time appointment could resume that appointment full-time if the other person quits their job for any reason, including being denied tenure. Each person in these appointments will be expected to be a full member of the university community and to demonstrate a record of scholarship comparable to that of a full-time member for tenure and promotion. Each person will receive full health benefits; but all other benefits, including salary, faculty development, travel funds, and sabbatical leaves, will be prorated by 2/3rds. These appointments will carry full faculty voting rights. Requests for these appointments should be directed to the Dean of Academic Affairs, who will then bring them forward to the Professional Standards Committee for assessment of the candidate's credentials for tenure-track appointment and appropriate

rank. In case of denial by the PSC, the request may be resubmitted as early as the following academic year. If approved by the PSC, the request will then go forward to the Staffing Committee for consideration. In case of denial by the Staffing Committee, the PSC will not need to review a renewed application, which can go directly to the Staffing Committee at a later date. The deadline for application is February 1st of each year. The candidates applying for these appointments must have the support of the relevant departments and/or programs.

Emeritus Faculty Lecturer: These are one-year appointments designed to replace faculty on leave with an experienced St. Lawrence teacher. Those appointed to these positions must teach at least ½ time, but no more than 2/3s time. They will receive a salary for the year that is based on a per course stipend mid-way between adjunct pay and 1/6 of Visiting Assistant Professor pay. The only benefits that faculty in these positions will be eligible for is pro-rated professional travel funds and faculty voting rights. Requests for these positions must be submitted through the normal Academic Affairs position request process. Requests will be evaluated based on departmental and program needs and the qualifications of the candidate.

Academic Support Personnel: Academic Support Personnel are persons essential to the academic mission of the college who support the instructional program through their specialized skills or knowledge. They have titles descriptive of their special functions and responsibilities but do not have faculty rank and are not eligible for tenure. They have academic credentials appropriate to their work, including in some instances advanced degrees. They are assigned to academic departments and are supervised by the Department Chairs.

Academic Support Personnel are offered annual appointment letters describing their academic support responsibilities. Appointments may be offered for an academic year or for a calendar year, renewable after an annual review. In addition, every fourth year the Department Chair will conduct a review and report the results of the review to the Dean of Academic Affairs. In addition to the provisions of technical and/or professional services, the responsibilities of academic support personnel may include the following:

- Independent teaching responsibilities, not more than half time in any academic year.
- Research or scholarly activity based on the individual's interests and qualifications.
- Community service including appointment to relevant University committees as resource persons and department assignments such as the Department Chair or department may deem proper.

Academic Support Personnel are defined as exempt persons under the provisions of the Fair Labor Standards Act of 1938, as are faculty and administrators, and are eligible for the same employee benefits as administrative staff at St. Lawrence University. They are protected under the provisions of academic freedom when involved in research and teaching.

Adjunct Faculty: These one-semester, non-tenure track appointments are intended to fill specific instructional needs and will be no more than two-thirds time. The titles assigned at the time of appointment include the ranks listed under Regular Appointments, with each rank title to be preceded by Adjunct. Voting rights within the plan for Faculty Organization are accorded those with adjunct status after two semesters of teaching at St. Lawrence University. Requests for these appointments will be submitted to the Dean of Academic Affairs and Associate Dean of Faculty Affairs and evaluated based on departmental and program needs and the qualifications of the candidate. Salary for these appointments is based on adjunct pay, the rate of which increases at the same rate as the baseline increase in faculty salaries. This compensation takes into consideration the full range of appointment responsibilities. All adjunct faculty will undergo an annual review process by the supervising department chair(s) and the Associate Dean for Faculty Affairs. Adjunct faculty members are eligible for pay premiums beyond the

base level adjunct pay as outlined by the Adjunct Faculty Teaching Review Policy.[45]

Change of Status

A change from one status to another is effected by an appointment letter from the President.

General Obligations

Members of both the Regular and the Temporary instructional staff, in addition to helping students achieve intellectual growth through teaching, have other obligations of a professional nature. Among these are:

- Research and scholarly work.
- Student conferences and posted office hours.
- Formal student advising when assigned.
- Reasonable committee participation after the first year.
- Attendance at appropriate departmental, faculty, University, and professional meetings.

Full-time Academic Support Personnel will be expected to share in these obligations to the extent permitted by their primary responsibilities. Part-time faculty members are expected to share in those other obligations laid out in the terms governing their appointments.

2. Employee Benefits

It is the policy of the University to maintain fringe benefits related to the type of appointment, as follows: (for a full description of Faculty Benefit Programs see relevant publications in the Human Resources Office).

- **Regular Appointments**

  Immediate -- University *paid* employee benefits:
  Group Life Insurance
  Tuition aid to children and spouse
  Business travel accident insurance
  Travel expense, grants, and University vehicles as approved
  Academic robes rental
  Workers' Compensation
  Identification cards
  Short-term and Intermediate-term disability
  Employee Assistance Program (EAP)

  Waiting Period – University *paid* employee benefits:
  University housing loans for assistance second bond or mortgage with financing first home purchase -Approval of the Dean is required for housing loans.
  Sabbatical leave

  Immediate – University and employee *share* payment:
  Medical insurance (for employee and employee's family)
  Social Security

  Waiting Period – University and employee *share* payment:
  Long-term disability -waiting period of one year
  TIAA-CREF -A one year waiting period is mandatory; a second year is optional, and participation

the third year is obligatory.
Appointees who have fully vested and funded benefits under the terms of a retirement plan of a previous institution are immediately eligible.

Miscellaneous:
Moving expenses reimbursement (within limits)
Use of University property (including Canaras Conference Center)

- **Temporary Appointments**

  The benefits above apply to *Temporary* appointments, unless otherwise not applicable (e.g., Sabbatical Leave) with the exception of:
  Group Life (for appointments of less than one year)
  Long Term Disability
  Housing loans
  Tuition aid for children/ spouses/ partners

- **Part-time Appointments**

  Applicable employee benefits are (if the appointee serves more than 32 hours per month):
  Social Security
  Workers' compensation
  University vehicles, as approved
  Identification card (including spouse/ partner)
  Use of University property (as above)

3. Dates of Appointment

A faculty member is expected to be regularly present on campus during the period from the first faculty meeting prior to the start of the fall term through graduation, except for professional commitments off campus and except during scheduled periods of recess.

4. Oath of the State of New York

The government of New York State in 1969 passed a law requiring citizens of the United States serving as instructors or professors in tax-exempt colleges in New York State either to take an oath or to sign a pledge and declaration to support the constitution of the United States and the constitution of the State of New York and to discharge faithfully the duties of the position held. The Supreme Court of the United States upheld this statute in 1972.

Pledge and Declaration

I pledge and declare that I will support the constitution of the United States and the constitution of the State of New York, and that I will faithfully discharge the duties of the position of _____ according to the best of my ability.

_____
(Signature)

_____ 20 _____
(Printed Name)

D. Salary and Compensation Policies

1. Faculty Salary Policy (May 2016)[46, 47]

a. **Goal of the Policy:** Our goal or target is to have average salaries at least at the median of the peer equivalent group.

b. **University Salary Comparison Group 2016 (USCG16):** A national peer equivalent group (USCG16) will include National Liberal Arts Colleges from 50 colleges ranked by *US News and World Report* above SLU and 50 ranked by *US News and World Report* below SLU.

From this list of 100, we include only those in the northeast, Pennsylvania, New Jersey and Ohio and that have no more than 160% and no less than 60% of the resources per FTE student than SLU's resources per student.

We eliminate the peer schools with the highest and lowest resources to leave a group much more like St. Lawrence. The 27 resulting schools listed below are co-ed, four-year, liberal arts institutions to ensure the group will be made of schools that are most like us in mission and student body.

c. **Resource definition:** Resources will be defined as net tuition revenue (tuition revenue minus financial aid), plus unrestricted operating gifts, plus 5% of total endowment market value gathered from the audited financial statements.

d. **Pool Increase:** The salary pool increase will equal the median of the increase of the USCG16 peer group provides their faculty in the previous academic year.

e. **Promotions:** There will be a separate budget for promotions as the salary pool will not be reduced for this purpose. Increases in faculties salaries associated with promotion between ranks will grow at an annual rate equal to the median increase of the USCG16.

f. **Full Professors:** There will be a one-time adjustment to the salaries of full professors to correct for distortions caused by the last policy from reducing the salary pool for promotions. The total resources allocated to this are $112,200 and will be payable over two years. Faculty members who have been in the rank of full professor for at least one year as of September 2015 will be eligible for this adjustment. Those in the rank of full professor for at least three years as of September 2015 will receive the maximum amount of $3,300 over two years. Those in the rank of full professor for one year or two years as of September 2015 will receive 1/3 or 2/3 that amount, respectively.

g. **Date for salary increases:** The full increase will take place effective 1/1 of each year.

h. **Duration:** Salaries will be the first charge on the budget after the legally binding calls on the budget.

There will be no change in the structure of the compensation package in terms of the percentage of contributions toward retirement or health insurance unless approved in the normal course, which includes participation of the faculty-staff Salary & Benefits Committee and communication with faculty and staff.

We agree that in all circumstances other than those that involving a substantial and significant

change in the financial position of the institution, this agreement will be adhered to for six years. However, should such circumstances arise, and in keeping with our commitment of good practices in shared governance, we agree no decision about altering the policy will be made without consultation with the faculty-staff Salary & Benefits Committee and the tripartite Budget & Finance Committee and then discussion with the faculty, senior staff, the President and the Board of Trustees about options and possibilities for achieving equilibrium in University finances and the operating budget.

At the end of six years, the peer group may be revised according to similar parameters, allowing individual schools to be added and subtracted based on those schools' individual fortunes.

i. **University Salary Comparison Group 2016 (USCG16):** Allegheny, Bard, Bucknell, College of Holy Cross, Colgate, Connecticut, College of Wooster, Denison, Dickinson, Franklin & Marshall, Gettysburg, Hobart William and Smith, Juniata, Kenyon, Lafayette, Muhlenberg, Oberlin, Sarah Lawrence, Skidmore, St. Michael's, Trinity, Union, Ursinus, Washington & Jefferson, Wesleyan, Wheaton (MA), Vassar

j. **Policy Administration:** There is a separate document which defines, in detail, the methodology of calculation and measurement associated with the administration of this policy. The administration of this policy should be as transparent as possible, with all necessary data published, so that all faculty members easily can determine how their raises were calculated. It must be noted that this policy cannot address the problems of individual faculty members.

2. Outside Employment

The first duty and responsibility of the faculty member is to render to the University the most effective service possible. No outside service or enterprise, professional, or other, should be undertaken that might interfere with the discharge of this primary responsibility. At the same time, consultation and other activities of a professional nature are looked upon favorably and encouraged where these activities make a positive contribution to the University and to the professional development of the individual.

A faculty member must keep the department chair or program coordinator, and, in the case of a department chair or program coordinator, the Dean, fully informed on the nature and extent of each arrangement that involves outside professional service. Under no circumstances should such outside employment or other activity regularly exceed the equivalent of one day of a five-day week when the University is in regular session or compromise regularly scheduled teaching and committee assignments.

The University can assume no responsibility or liability for private professional services rendered by members of its faculty, and it must be made clear to any employer that the work has no official connection with the University.

University facilities or equipment may be used for outside consulting activity only after written approval has been obtained from the chair of the consultant's department or program and the Dean. In all cases, the consultant's employer will pay the rate established by the University for the use of the facility or equipment, except for the use of a faculty office or the library for research and writing. The consultant's employer will also pay cost of secretarial assistance, postage, duplicating, computer time, etc.

Teaching courses outside the University when the University is in regular session is not considered as consultation. Such teaching requires the approval of the department or program chair and the Dean.

3. Remuneration for Non-credit Workshops

Faculty members may occasionally initiate non-credit workshops, short courses, or other such academic enterprises within their area of competence for financial remuneration using campus facilities if such enterprises contribute to their professional growth and do not interfere with their teaching, research, other campus responsibilities and are in consonance with the stated aims and objectives of the University.

The following guidelines will pertain:

- A proposal will be presented to the Dean, who will determine the appropriateness of the offering.
- The proposer will also present to the Dean for negotiation and approval a preliminary budget including salaries, other costs, return to the University, and price to participants.
- The Business Office will collect all payments and make all disbursements.
- The enterprise will provide a reasonable financial return to the University for the use of University facilities.
- Faculty involved will develop and operate their enterprise in such a way as not to interfere with their own academic responsibilities or those of colleagues.
- Facilities used will be those not required for academic or student activities normally conducted during the period of the activity.
- Publicity used in advertising the activity will be in keeping with general University publicity activities.
- When potentially hazardous, dangerous, or sensitive activities will be connected with the enterprise, those proposing the enterprise will make known such risks in advance to the Dean and to other appropriate members of the University community including the Director of University Relations.

E. Statements on Tenure and Promotion[48] [49] [50]

1. Tenure

Subject to the provisions and policies adopted within the University and after a suitable probationary period, members of the faculty who are in regular positions at the rank of Assistant Professor, Associate Professor, or Professor shall be eligible for appointment to tenure. The granting of tenure constitutes a mutually advantageous arrangement between the University and the faculty member: the University engages to provide continuing employment to the faculty member, and the faculty member in turn engages to maintain competence in teaching and scholarship. Appointment to tenure is not automatic and is not solely the result of time spent teaching. However, appointment to tenure carries with it automatic promotion to the rank of associate professor. When tenure is not awarded, a terminal appointment must be offered to the faculty member for an additional year, regardless of any special circumstances surrounding the initial appointment or agreements about the probationary period.

Tenure terminates at retirement; however, the services of those awarded tenure may be terminated earlier under circumstances of financial exigency or of discontinuance of a program or department of instruction, or for adequate cause (See II.G.3).

Probationary Period

The probationary period begins at the time of appointment to a regular position at St. Lawrence University and concludes at the end of the academic year in which the candidate is considered for tenure. Normally the probationary period is six years; that is, tenure consideration takes place in the sixth year

after appointment to a regular position. However, the probationary period may vary in length, depending upon the candidate's previous experience and changes in the circumstances of employment after being appointed to a regular position. In exceptional circumstances, candidates may be considered for tenure early, but in no case will the probationary period be less than the equivalent of one year of full-time teaching at St. Lawrence University.

Candidates for tenure and promotion should bear in mind that accelerated cases will customarily produce less evaluative data for consideration by the Professional Standards Committee (PSC). Candidates with probationary periods that are shorter than is normal should consult regularly with their department chair and the Dean of Academic Affairs to ensure that the Midprobationary Review is scheduled early enough after appointment to provide the candidate with sufficient feedback to effectively address areas of development for teaching, scholarship, and/or service. For subsequent tenure and promotion review, candidates should plan to submit sufficient evidence to demonstrate successful implementation of any pertinent feedback from the Midprobationary Review —ideally drawing from at least two semesters on campus. Accelerated timetables will not excuse candidates from their obligation to meet the standards set elsewhere in this handbook for tenure and promotion.[51]

At the time of appointment to a regular position or at any time prior to June 1 (for cases heard in the fall) and October 1 (for cases heard in the spring) that precedes the semester in which the Candidate stands for tenure, the candidate may negotiate with the Dean, in consultation with the department chairperson or program coordinator, to adjust the probationary period to accommodate faculty leaves (see II.H.), temporary administrative appointments, or extraordinary medical or family circumstances. It is the responsibility of the faculty member, in consultation with the department chairperson or program coordinator, to declare whether a faculty leave taken during the probationary period will extend its length. Normally, agreements to adjust the probationary period will not extend it beyond seven years of full-time teaching while on the tenure track. All agreements to adjust the probationary period will be expressed in writing to the candidate and department chairperson or program coordinator and will be subject to review by the PSC.

The normal probationary period for faculty members appointed to shared, regular positions is six years of combined full-time teaching. The normal probationary period for faculty members appointed to two-thirds-time positions, or appointed to a regular position and opting during the probationary period to reduce their teaching loads temporarily, is a prorated equivalent of six years of full-time teaching.

The probationary appointment shall be reviewed annually by the department or program in which the appointment is held. At the midpoint of the probationary period a comprehensive review of the candidate's performance shall be made in writing and a copy of the evaluation given to the candidate [See II. D. 3.]. Written notice that a probationary appointment is not to be renewed shall be given to the faculty member in advance of the expiration of their appointment according to the following minimum standards of notice, provided the faculty member has not engaged in professional incompetence, neglect of duty, or gross misconduct, as determined in the sole discretion of the University[52]:

> As early as possible, but not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination, provided in either instance, that the faculty member executes a separation agreement and general release in a form acceptable to the University.
>
> Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if the second year of service terminates during the academic year, at least

six months in advance of its termination, provided in either instance, that the faculty member executes a separation agreement and general release in a form acceptable to the University.

At least twelve months before the expiration of an appointment after two or more years at St. Lawrence, provided that the faculty member executes a separation agreement and general release in a form acceptable to the University.

Institutional Considerations as a Factor in Tenure Review

The tenure decision will be based on a candidate's merit as a candidate for tenure and promotion as defined and set forth elsewhere in this handbook. Institutional considerations other than merit should not be a factor in the denial of tenure. Denial of tenure is here distinguished from termination of an appointment for reasons of financial exigency or changing program needs. Changing needs shall not disqualify a tenure-track faculty member for reappointment less than 18 months prior to October 15 of the year of scheduled tenure review or after the midprobationary review has begun, whichever date comes first.

Recommendation for Tenure

During the spring before a given academic year, the Dean of Academic Affairs shall notify department chairpersons and program coordinators of the names of faculty members eligible for tenure consideration during that year. Recommendations concerning tenure shall be submitted to the PSC through the Dean and must be accompanied by the written consensus recommendation of the tenured members of the department or program. In each case the PSC shall make a recommendation to the President regarding tenure. The final determination on tenure shall be made by the Board of Trustees on the recommendation of the President. If the President's recommendation differs from that of the Committee, the Board shall be so informed, together with the reasons why. The candidate shall be notified in writing of the Board's action, ordinarily no later than March 1.

The criteria for appointment to tenure shall be those formulated from time to time by the PSC and approved by the faculty, the President, and the Board of Trustees. The procedures to be followed in applying these criteria shall be prescribed by the Committee, but shall be subject to such review by the faculty, the President, and the Board as may be necessary to assure their adequacy, consistency, and fairness.

Continuing Evaluation

It is the obligation of the tenured members of the faculty to continue to maintain their competence in teaching and scholarship. It is the responsibility of the Dean of Academic Affairs, as the principal academic officer of the University, and of department chairpersons and program coordinators to ensure that competence is maintained. Should the Dean conclude on the basis of annual reviews that reasons for concern exist, they shall discuss it with the faculty member and place a memorandum of the discussion in appropriate files. A copy of the memorandum shall also be furnished to the faculty member. If, after an appropriate interval fixed at that discussion, the cause for concern continues to exist, the Dean at their discretion may either request the PSC to initiate a peer review as a guide to further action or institute proceedings for termination under the provisions of the following section.

In the event of a peer review by the PSC, the member of the faculty under review will be asked to supply the Committee with a dossier similar to that defined above, and assessments of their performance as a teacher will be sought from students and faculty. The Dean and department chairperson or program

coordinator will make available to the Committee all evidence pertinent to the case. The Committee may request the person concerned and other faculty, students, or members of the administration to appear. The Committee's judgment of the case will be based on competency in teaching and in scholarship as it affects teaching. Its findings will be reported to the Dean in the form of notes recording the vote and major arguments. Any subsequent action leading to proceedings for termination are governed by the policies on Termination for Cause (II.G.3) and Termination Under Other Circumstances (II.G.4).

2. The Professional Standards Committee

The Professional Standards Committee (PSC), established by the Faculty, receives, evaluates, and transmits to the President all recommendations for faculty promotions and appointments to tenure. In so doing, the Committee assumes a responsibility for encouraging continuous improvement in the quality of the Faculty. The Committee consists of nine members of the tenured faculty elected for two-year terms and the Dean of Academic Affairs, who is *ex officio* and non-voting. No more than two members from the same department may serve on the PSC at the same time. A faculty member is eligible for election if tenure will be in effect as of the time of proposed service and their presence on the committee will not exceed the two-members-from-any-one-department rule. Once a faculty member has completed a total of four years of service on the PSC within a period of six consecutive years, they are not eligible to be elected to the Committee again for a period of four years. A faculty member may not serve on the Professional Standards Committee if they are serving on the Dean's Staff or the President's Senior Staff. The Dean is present at Committee meetings to provide appropriate assistance, including relevant information that the Committee may not have. The Dean normally does not debate the merit of individual cases; their assistance to the Committee is usually offered orally as part of its deliberations.

3. Policies on Tenure and Promotion

Changes in this section of the Statement of Principles must be approved by the faculty, the President, and the Board of Trustees.

Criteria for Appointment to Tenure and Promotion in Rank

While uniformity in all areas is not expected, strength throughout the criteria is. The principal criterion for evaluation of faculty performance is the quality of teaching. The standards set forth herein are measures used to evaluate the quality of the total contribution of the faculty member to St. Lawrence University.

Throughout the evaluation of a candidate for tenure and promotion, the burden of proof rests with the candidate to give evidence for why tenure should be granted.

Academic rank and tenure are distinctive attributes of the teaching profession. For advancement in rank and appointment to tenure, the University expects full professional preparation (completion of the doctorate or the appropriate terminal degree). Only in demonstrably exceptional circumstances will an individual be considered for appointment to tenure without the doctorate or the terminal degree in their field. The appropriate terminal degree, when other than the doctorate, will be determined at the time of appointment by the Dean in consultation with the individual's department or program and the PSC. The University adheres to the principles of academic freedom (as outlined in Section E of the Faculty Handbook) and also expects a high quality of performance under each of the following criteria:

a) Excellence in Teaching

The primary standard for evaluation of faculty performance is excellence in teaching. In the application of this standard to individual cases, however, the Committee recognizes that within the University, and under the ideal of liberal education, there is great variety: in the goals for particular disciplines or courses, in class size and structure, in pedagogical technique, etc. When the Committee reviews a case, it seeks evidence of both a faculty member's aspirations as a teacher and their success in realizing those aspirations.

Specific evidence of excellence in teaching might include: effective teaching to a diverse audience; creation of an inclusive learning environment in which every student feels welcome and encouraged to learn; thorough class preparation; effective presentation; communication of respect for knowledge; continuing application of new knowledge to teaching; developing and teaching courses outside of one's home department(s), e.g., the first-year program, community-based learning courses, off-campus programs, or sophomore seminars; development of the ability to use knowledge creatively; contribution to the design and pedagogy of team-taught courses; ability to formulate intellectual contexts beyond the limits of a single discipline; skill in articulating fundamental, enduring questions relevant to a liberal education; using or developing pedagogies that support the University's commitment to diversity and inclusion; ability to challenge students to think clearly; encouragement of students to develop open yet disciplined minds; stimulation of students to do independent work; adherence to high standards for student performance; a constructively critical attitude toward student work; care and thoroughness in the evaluation of student work; interest in students and contribution to their welfare through conferences and informal advising; development of improved methods of teaching; and such other evidence as the candidate may wish to present.

Additionally, at St. Lawrence, teaching includes formal academic advising (including both undeclared students and majors). Excellence in advising includes being reliably available, serving as a sounding-board for advisee questions and concerns, and being a partner and/or mentor in helping to shape the liberal education their students envision. Advising should be done in a spirit of shared endeavor, with the view that students' primary responsibility is to find their own ways in response to the advice received.

b) Achievement in Scholarship and the Arts

PSC looks for signs that a colleague is achieving in scholarship and/or the arts. In evaluating scholarship and contributions to the arts, the PSC considers a broad range of evidence; however, it regards peer-reviewed performances, exhibitions, and/or publications to be the clearest evidence of scholarly achievement. Faculty members are expected to demonstrate a continuing commitment to improving their talents and skills, increasing their knowledge, and contributing to the general body of knowledge or the enhancement of the arts. The following list organizes evidence of achievement in scholarship and/or the arts according to commonly recognized significance, but it is the candidate's responsibility to explain the relationship of his/her work to this list, especially with respect to the particular practices of their field(s) and the contexts in which that work has appeared.

1. Peer-reviewed, accepted, and disseminated original research or professional artistic work; juried or reviewed exhibition or performance of creative work;

2. Receipt of an external research grant, scholarship, or fellowship; appointment as artist-in-residence, or similar role, at a university, festival, or other artistic venue;

3. Invited contributions in the forms of publications (e.g., book review essays or book reviews) and speaking engagements; commissions for creative work; inclusion of work in a collection (at a

museum, in print, on an audio or video recording, etc.); other invitations to work or present in professional venues;

4. Significant contribution to the programming of academic conferences; service on the editorial board of a journal or anthology; participation on a jury in selecting creative work for performance or exhibition;

5. Participation in professional organizations as an active member, a committee member, or an officer; formal advanced study in a selective academic program related to one's scholarly or creative work;

Recognizing that this list is not exhaustive, the candidate may wish to present other evidence of scholarly or creative activity (e.g., conference presentations) that speaks to the criteria laid out in the opening paragraph. The PSC also invites candidates to comment on the ways their scholarly and/or creative work supports the University's commitment to diversity and inclusion.

c) Contribution as a Member of the Academic Community

Faculty are expected to demonstrate acceptance of their responsibilities as members of the academic community at St. Lawrence University. Evidence of contribution to the academic community might include: participation in service supporting the University's commitment to diversity and inclusion; participation in faculty governance; participation in the first-year program; participation in the scholarly or professional dialogue within the University; service to a department or program; participation in the life of the University and other evidence as the candidate may wish to present.

Midprobationary Review

At the midpoint of the probationary period, a comprehensive review of the candidate's performance shall be made in writing and a copy of the evaluation given to the candidate. A major purpose of this evaluation shall be to aid the candidate in identifying strengths and weaknesses and in improving their performance as a faculty member. The criteria to be applied in this review shall be the same as those described above for evaluating appointments to tenure, and the candidate's progress in addressing weaknesses and building upon strengths cited in the midprobationary review will be a significant consideration in their tenure review. The midprobationary review and the optional response of the candidate to it will be made part of the candidate's official file.

The procedure detailed below is based on several assumptions, which are implicit in recent past practice. They are:

Hiring for, and appointment to, a tenure-track position is done with the expectation that the individual will be considered for tenure by the PSC at the end of the appropriate probationary period, normally in the sixth year.

All parties to this appointment--the individual, the department or program in which they are appointed, any programs in which they may be involved, and the University as a whole—are best served by regular, ongoing feedback between the parties. Such evaluation has as its primary goal the preparation of the faculty member to stand for tenure. It also provides the University, through its departments and programs, the opportunity to benefit from the fresh and unique perspectives that junior faculty members bring to the institution.

Regardless of whatever other reviews in particular departments and programs may occur, all parties are best served by a comprehensive review of tenure-track faculty at the midpoint in the probationary period, normally during the third year at St. Lawrence. The purpose of this review is to assist the tenure-track faculty member in making appropriate mid-course adjustments en route to the tenure decision. It also provides performance information that would, if necessary, result in the faculty member's not being continued in the tenure track.

In the event that a candidate is not continued in the tenure track as a result of the midprobationary review, the presumption is that the position will be continued in the department or program.

The specific procedure for accomplishing the midprobationary review is as follows:

Evaluation #1. The individual faculty member under review will prepare a self-evaluation of their performance to date under the three categories of assessment used by the PSC: teaching, scholarship, and community service. The specific format of the self-evaluation is left open. In all cases, it should show appropriate self-awareness about professional goals and objectives, particularly with regard to teaching and scholarship. It should seek to identify both strengths and weaknesses in meeting those goals and objectives to date and aspirations for future development.

Evaluation #2. The faculty member's department chairperson or program coordinator will consult with all tenured members of the department or program, and other department or program members as appropriate, and prepare a written evaluation. The primary goal of this evaluation is to advise the faculty member on their professional performance based on the evidence accrued thus far in the probationary period. The evaluation should represent the opinions of the tenured members of the department or program on the strengths and weaknesses of the case. The main goal, as noted above, is to prepare the candidate to stand for tenure before the PSC.

Evaluation #3. In the event that the individual under review has been involved with more than one department or program, the Dean of Academic Affairs will consult with the faculty member and their chair or program director to identify ways that the other departments or programs might contribute to the review beyond the departmental review. If the faculty member has taught in the First Year Program, the Associate Dean of the First Year must review their teaching and service in the FYP.

Evaluation #4. A list of the members of the PSC for the current year and for the six previous years will be provided to the individual under review and to the chairperson or coordinator of their department or program. A current or recent member of the PSC from outside the faculty member's department or program will be selected who is mutually agreeable to all parties. The faculty member and relevant departments and programs are encouraged to seek the advice of the PSC representative throughout the review process. After reviewing the file and evaluations described above, the PSC representative will write an evaluation assessing the strengths and weaknesses of the case as revealed by the file and of their presentation of the case for review, and assessing the department's review of the candidate.

Evaluation #1 is due at the office of the Dean of Academic Affairs by the first Monday in February; evaluations #2 and #3 are due at the office of the Dean of Academic Affairs by the first Monday in March; Evaluation #4 is due at the office of the Dean of Academic Affairs by the first Monday in April.

As each review document is completed, it will be shared with the candidate and with each of the other evaluators, with copies sent to the Dean. The Dean will subsequently convene a meeting with the appropriate department chairpersons and/or program coordinators, and the PSC representative, to review the evaluations. The appropriate department chairperson or program coordinator will then prepare a draft

report on the substance of that meeting. Once agreement is reached about the substance of this final consensus report, it, along with copies of all evaluations described above, will be signed by the President, the Dean, and appropriate department chairperson(s) and/or program coordinator(s). A copy of the final consensus report and accompanying evaluations will be provided to the faculty member for their signature.

Assuming the recommendation is that the faculty member should anticipate standing for tenure at the conclusion of the probationary period, this document will serve as the basis for future mentoring. If the final consensus report recommends that the faculty member should not be continued in the tenure track, they will be so informed by the Dean. In the event that there is no clear recommendation on the continuation of the faculty member in the tenure track, the Dean will make a recommendation to the President for the final decision.

Guidelines for Promotion in Rank

Promotion to the rank of assistant professor is independent of tenure. Tenure carries with it automatic promotion to the associate professor rank for those previously in the assistant or instructor ranks. Promotion to associate professor or professor may not be considered before the tenure consideration. Promotion from associate professor to professor will not normally be considered before the fifth year in rank.

Promotion will become effective in the year following successful consideration. A candidate whose recommendation for promotion from associate professor to professor has failed should not be recommended again until there is substantial new evidence.

An initial appointment at the rank of associate professor or professor requires that the candidate present an equivalent record of achievement in scholarship or the arts as would be required for promotion to the given rank, with strong evidence for the promise of successful teaching and contributions as a member of the academic community.

a) Promotion from Assistant Professor to Associate Professor

Promotion to the rank of associate professor is automatic with tenure and may not be considered before consideration for tenure. Therefore, the criteria for promotion to the rank of associate professor are those set forth for tenure. For assistant professors with exceptional records of professional accomplishment, consideration for promotion to the rank of associate professor earlier than the time previously scheduled may only be achieved through revision of the length of the probationary time for tenure, as described above.

b) Promotion from Associate Professor to Professor

Promotion to the rank of professor requires evidence of distinguished professional stature. While the primary emphasis on high quality performance as a teacher continues, increased stress is placed upon substantial professional achievement. These achievements should surpass those expected for promotion to the rank of associate professor. It is incumbent on the candidate to identify both the audience for their work and the impact this work has had on broader fields of scholarship. Each candidate's file should document how their scholarship has been received by including, for example, reviews of the work, letters of invitation, or citations of the candidate's work. The primary criteria for evaluating scholarly and creative work for promotion to professor remain those discussed in Section b, "achievement in scholarship and/or the arts." However, we also look for evidence of peer recognition of professional

activity. Such evidence may include work as a referee or on the editorial board of a scholarly publication or comparable work in the arts; participation in a scholarly or creative arts prize committee; service as an officer of a professional organization; invitations to collaborate in scholarly or creative arts fora; and any other comparable, substantial activities. In addition, as senior members of the faculty, candidates for promotion are expected to have continued to serve the campus community in substantial ways.

Disposition of Recommendations[53]

Unless the PSC informs candidates to the contrary, final tenure files must be submitted to the PSC through the Dean by the second Monday in October; final promotion files must be submitted to the PSC through the Dean by the second Monday in February. Although the candidate's chairperson or program coordinator may inform the PSC of significant developments in the candidate's professional status or accomplishments that have occurred during the semester of the Committee's consideration of tenure or promotion, the Committee otherwise considers the candidate's file closed as of the due date.

At the end of its deliberations on a case, the Committee votes and transmits to the President a summary of the strengths and weaknesses of the case. After the PSC has completed deliberations and voted on all tenure and promotion cases scheduled for a given semester, the Dean informs the PSC of the decisions on all cases; the chairperson of PSC notifies each candidate in writing of the Committee's decision, outlining the strengths and weaknesses of the case; and the President meets with the Committee to discuss them. In the spring, the President will meet with the Committee twice, first after the Committee has completed all tenure and promotion to Associate Professor cases and then again after the Committee has completed its considerations of all promotion to Full Professor cases.

If the President accepts the Committee's recommendation on a specific case, they inform the candidate in writing, with copies to the department chairperson or program coordinator and the chairperson of PSC.

If the President is disposed to disagree with the Committee's recommendation, whether positive or negative, they must notify the Committee and the candidate in writing of their grounds for disagreement. The Committee will meet again to reconsider the case. Following this "reconsideration," the Committee will conduct a second vote on the case and forward this vote to the President along with additional case notes. Before taking a second vote, the Committee may reexamine the file and/or seek additional information as it deems necessary. The President then makes their decision on the case and informs the candidate in writing, with copies to the department chairperson or program coordinator and the chairperson of the PSC. If the decision of the President differs from the Committee's final vote, or if the Committee changes its decision from positive to negative after a request for a second vote from the President, the President is obligated to report these circumstances and the grounds for their decision to the candidate. Concurrently, the chairperson of the PSC notifies the candidate in writing of the Committee's decision.

The candidate has the opportunity to request a reversal of a negative decision. A request for reversal, or an "appeal," should be directed to the chairperson of the PSC and the President according to the timetable provided below. The President and the Committee will meet jointly in any appeal of the case. In an appeal, the PSC will consider only evidence that addresses alleged violations of procedure and/or evidence that addresses the areas of deficiency identified in the letters to the candidate. The PSC's role in the process is to advise the President, who must make a final determination of whether the candidate will be recommended for tenure and/or promotion.

The timetable for any reconsideration will be as follows:

(1) The candidate receives a letter from the President reporting their decision.

(2) The candidate submits to the President and the chair of PSC a statement of intent to appeal the negative decision.

(3) The candidate submits evidence for the appeal. The candidate may seek additional evidence to be provided by other individuals and/or their department or program. If the candidate receives notification of the President's decision on a tenure and/or promotion case in the fall, the deadline for submitting this evidence to the Dean's office is the third Monday in February; if the candidate receives notification of a negative tenure and/or promotion to Associate Professor decision in the spring, the deadline is thirty days from the date of the formal request or two weeks prior to Commencement if the PSC's schedule makes it impossible to provide a 30-day window, whichever is earlier. If the candidate receives notification of a negative promotion to Full Professor case in the spring, the deadline is thirty days from the date of the notification.

(4) An appeal of a tenure and/or promotion case in light of evidence presented will occur as soon as possible, given the Committee's caseload, but in no case will an appeal of tenure and/or promotion cases occur later than the Monday prior to Commencement. The PSC and the President will also attempt to complete appeals of promotion-only cases by the Monday prior to Commencement. If this is not possible because of the Committee's caseload, the PSC will meet with the President as soon as possible after Commencement. In this case, a recommendation will be made to the Board at its October meeting. If the Board approves a positive recommendation, it will be retroactive to the beginning of the fall semester.

(5) Once the President has transmitted their decision to the Board of Trustees, the final determination in all cases of tenure and/or promotion in rank rests with the Board. When final action is taken, the Dean informs in writing the candidate, the department chairperson or program coordinator, and the chairperson of the PSC of the decision of the President and the Board of Trustees. If the decision is not to tenure or promote, the President personally informs the candidate and department chairperson or program coordinator of the reasons for the negative action, and should the candidate so desire, those reasons are put into writing by the President and made part of the candidate's file.

4. Specific Procedures for Tenure and Promotion Consideration

Based upon past experience, these procedures are determined by the PSC for the expeditious handling of recommendations and reviews. Since they are not matters of policy, proposed changes in this section of the Statement of Principles will be instituted 30 days after they are announced to the Faculty and Faculty Council, if there are no substantive objections.

The responsibilities of the various parties to a tenure and/or promotion case outlined below notwithstanding, it is the candidate who bears the burden of demonstrating why their performance merits tenure or promotion. This applies most importantly to the file used by the Committee for tenure and promotion review: the candidate is ultimately responsible for ensuring that it contains all relevant material that they believe will support their case by the date on which the file is closed. A faculty member may inspect all materials in their tenure and promotion file except letters of evaluation, which shall remain confidential.

Responsibility of the Dean of Academic Affairs

It is the responsibility of the Dean of Academic Affairs to remind department chairpersons and program coordinators during the spring preceding a given academic year of the names of faculty eligible or mandated for tenure consideration.

The Dean will send a letter to department chairpersons and program coordinators in September reminding them of the deadline for recommendations for promotion. It is the responsibility of the Dean to inform the department or program concerned when department chairpersons or program coordinators must be considered for tenure. The Dean or a tenured member of the department or program may initiate the preparation of the tenure recommendation. In the case of promotion for a department chairperson or program coordinator, it is the responsibility of the Dean to confer with the chairperson or coordinator to ascertain their wishes concerning promotion. If the chairperson or coordinator wishes to be recommended for promotion, the Dean will see that appropriate action is taken and, in consultation with the tenured members of the department or program, will select a person to prepare and submit the recommendation.

The Dean of Academic Affairs will, after consultation with the candidate and the department chairperson and/or program coordinator, select external evaluators of scholarship and solicit their evaluations.

In the event that the individual under review has been involved with more than one department or program, the Dean of Academic Affairs will consult with the faculty member and their chair or program director to identify ways that the other departments or programs might contribute to the review beyond the departmental review. If the faculty member has taught in the First Year Program, the Associate Dean of the First Year must review their teaching and service in the FYP.

The Dean of Academic Affairs will provide to the PSC:
a) The candidate's case file;

b) The latest formal review from the candidate's department or program (the midprobationary review of a candidate applying for tenure and promotion to Associate Professor, or the department's or program's letter for a candidate applying for promotion to full Professor;

c) The PSC's letter to the candidate from their latest review for tenure and/or promotion.

Responsibility of the Associate Dean for Faculty Affairs

It is the responsibility of the Associate Dean for Faculty Affairs to:

a) Prepare a list of former students taught by the candidate within the past five years to be solicited for their evaluation of the candidate. The list should include a sample of graduated majors and minors from the candidate's department or program, a representative sample of current students including both majors and non-majors, all current and former advisees, and all current and former students enrolled in independent studies, independent research, and honors projects.

b) Share the list of selected students with the candidate and invite the candidate to add additional names;

c) Write to the selected students and invite them to submit their evaluation of the candidate;

d) Forward the student letters to the PSC, along with the lists of students solicited in each category;

e) Prepare a summary of the grade distribution in each of the candidate's courses during the probationary period (for tenure review), or during the past five years (for tenured faculty). This summary should be

shared with the department chairperson or program coordinator, the candidate, and the PSC as part of the case materials.

Responsibility of the Department Chairperson

In most instances the department chairperson will initiate recommendations for tenure and/or promotion. Other members of the faculty, within or without the department, may propose to the Committee candidates for promotion. In all cases to be considered by the Committee, however, the preparation of the recommendation form, whether positive or negative, and its submission to the PSC, are the sole responsibilities of the tenured or other appropriate members of the department.

In addition, it is the responsibility of the department chairperson to:

a) Fill out and return the "Soliciting Student Letters" form to the Associate Dean for Faculty Affairs;

b) Provide the Associate Dean with the names and addresses for other students from whom the candidate specifically requests that letters of evaluation be solicited;

c) Prepare a consensus recommendation approved by a majority of the tenured members of the department;

d) Review the completed recommendation form with the tenured department faculty and the candidate;

e) Transmit this recommendation to the PSC through the Dean of Academic Affairs. When a department does not recommend a person for tenure and/or promotion, the chairperson of that department must notify the Committee as to the reasons why;

f) Remind all tenured members of the department to send individual letters about the candidate to the PSC through the Dean. Because, in its deliberations the PSC must rely heavily on those peers who are best able to judge the candidate, in both positive and negative cases it is the responsibility of each tenured member of the department to submit an individual assessment in writing of the candidate. Should a tenured member of the department refuse to submit such an assessment, the Committee will expect an explanation in writing of the reason(s) for the refusal. Appropriate non-tenured members of the department may also be consulted and their views may be incorporated in the recommendation of the tenured members. The PSC invites all non-tenured members of the department and other interested persons to send letters of evaluation to the PSC through the Dean;

g) Send to the PSC through the Dean course evaluations from all St. Lawrence courses taught by the candidate during the probationary period (for tenure review), or during the last five years (for tenured faculty). All parts of the evaluation form should be sent, all the raw data upon which any summaries of open-ended questions are based, and a copy of the appropriate questionnaire;[54]

h) Forward to the PSC through the Dean a list of the names of any individuals who have been solicited by the candidate or department to send evaluative letters. A copy of any solicitation letters should also be forwarded to the PSC;

i) Forward to the PSC through the Dean the Peer Review of Courses;

j) Forward to the Dean a list of names and addresses of persons who might be solicited for external review of the candidate's scholarly activity, including a description of the evaluator's work in the candidate's

field and that individual's affiliation with the candidate. Develop this list in consultation with the candidate. Reviewers should be objective in the sense that they should not have a relationship to the candidate that would lead to questions about the impartiality of the review. They should not be mentors, friends, former classmates, collaborators, members of the same research group, or anyone who has an interest in the candidate being granted tenure and/or promotion. External evaluators should normally possess at least the rank the candidate wishes to achieve.

k) Submit to the PSC through the Dean the Candidate Evaluation and Recommendation Form, the Consensus Letter, and the Peer Review of Courses document.

Responsibility of the Program Coordinator

In cases when the candidate is being considered for tenure in a program, the responsibilities outlined above apply.

In other cases, it is the responsibility of the program coordinator to prepare a recommendation based on the candidate's participation in the program. Review the recommendation with the candidate and transmit the recommendation to the PSC through the Dean of Academic Affairs.

Depending on the level of the candidate's involvement in the program, and in consultation with the candidate, the candidate's department chair, and the Dean, other materials provided by the program coordinator and sent to PSC through the Dean may include:

a) individual letters about the candidate from all tenured faculty who have taught in the program with the candidate;

b) any course evaluations from all St. Lawrence courses taught by the candidate during the probationary period (for tenure review), or during the last five years (for tenured faculty). All parts of the evaluation form should be sent, all the raw data upon which any summaries of open-ended questions are based, and a copy of the appropriate questionnaire;[55]

c) the Candidate Evaluation and Recommendation Form, the Consensus Letter, and the Peer Review of Courses document.

Responsibility of the Candidate Under Review

It is the responsibility of the candidate to:

Send to the Associate Dean for Faculty Affairs an abbreviated one-page resumé to be sent out with letters soliciting student evaluation of the candidate;

In addition, it is the responsibility of the candidate to send to the PSC through the Dean of Academic Affairs:

a) a comprehensive professional resumé or curriculum vitae that lays out evidence of contributions and achievements under the headings of "Teaching," "Scholarly and/or Creative Work" (including information about whether or not a contribution has been refereed, juried, or invited for publication or presentation), and "Service."

b) Send to the PSC through the Dean a history of teaching assignments at St. Lawrence;

c) evidence of scholarly activity (e.g., peer-reviewed performances, exhibitions, and/or publications) to be sent to external reviewers (along with the comprehensive professional resumé or curriculum vitae);

d) a reflective statement in the range of 6000-7500 words of professional philosophy and goals and assessment of accomplishments in teaching, scholarship, and service;

e) the names of all former and/or current students who the candidate has *personally* requested to submit letters;

f) a portfolio exhibiting evidence of excellence in teaching, achievement in scholarship and/or the arts, and contributions as a member of the academic community

For examples of evidence that might be included in the portfolio, see a) Excellence in Teaching; b) Achievement in Scholarship and the Arts; and c) Contribution as a Member of the Academic Community, under "Criteria for Appointment to Tenure and Promotion in Rank" (above). Candidates for promotion from Associate Professor to Professor: also see c) Promotion from Associate Professor to Professor" under "Guidelines for Promotion in Rank" (above).

In the teaching portion of the portfolio, among a selection of various types of materials listed in Excellence in Teaching under "Criteria for Appointment to Tenure and Promotion in Rank" (above), candidates should include no more than three examples of graded work from the significant assignments in each course. Students' names must be removed from all coursework in the portfolio. The samples should reflect a range of student performance (i.e., low, middle, and high grades). For courses repeatedly taught, candidates may include syllabi, graded work, and other teaching materials from the first and last iteration. Any additional materials should be included only if they reflect substantial changes in course material or approach. The PSC will offer guidance as to additional materials that might be included in the portfolio.

Additionally, for all courses under review, include in the teaching portfolio student evaluations, the "Course Evaluation Summary" for each course, the "Aggregate Course Evaluation Reports," and the summary of the grade distribution for each course. Also see "Survey of Student Opinion of Teaching: under "Evaluation of Teaching" (below).

In addition to the required materials described in a through f above, other desirable materials might include:

1) letters from non-tenured members of the department; 2) letters from colleagues with whom the candidate has team-taught; 3) letters from faculty at large; 4) letters from professionals in the candidate's field; 5) other evidence of the candidate's work.

Candidates for tenure and promotion may solicit specific individuals or may ask their department chairperson or program coordinator to solicit specific individuals for letters of evaluation (other than students or the mandated external review). The department chairperson or program coordinator must submit to the PSC a list of names of those who have been specifically solicited and a copy of the solicitation letter.

Evaluation of Teaching

The University's tenure policy implies that it is the continuing responsibility of each academic department to appraise the teaching of its members. Teaching is a complex endeavor, capable of an almost infinite variety of successful expressions, and thus, success as a teacher cannot be judged by any one criterion or through one single mechanism. Careful, fair review is especially important at times of review for tenure and promotion.

To assure that the teaching of each faculty member is judged as fairly as possible, the judgment of teaching should be performed in a minimum of four diverse and general ways: 1) student opinion of teaching in courses; 2) peer review of courses; 3) self-evaluation of aims, goals, and accomplishments; 4) solicitation of the views of former students. None of these forms of evaluation should singularly inform a judgment of teaching; they should be used in concert to provide a reasonable and complete representation of the candidate's abilities as a teacher.

Departments and programs should establish procedures and guidelines for the review of candidates in accordance with the policies described. The survey of student opinions would normally be the only procedure implemented for each course each semester.

The evaluation of teaching described here is intended to provide a summative view of a teacher's strengths and possible weaknesses. It is not in itself designed to be formative—that is, to improve the abilities of the candidate. However, a summative assessment of teaching must, of necessity, inform formative processes and should form the basis of a dialogue resulting in the improvement of teaching.

a) Survey of Student Opinion of Teaching

The PSC has developed a list of evaluation questions to which students in all undergraduate classes are asked to respond. To supplement this standard evaluation instrument, departments, programs, and individuals may develop questionnaires of their own in order to address specific course, disciplinary, or departmental concerns. Surveys of teaching effectiveness are normally conducted toward the end of each semester, with student assistants in each class distributing and collecting the evaluation materials while the instructor is absent from the classroom. The evaluation of courses is administered by the office of the Associate Dean for Faculty Affairs; certain programs such as the First Year Program may administer their own internally-developed evaluation processes.

The feedback afforded by student evaluations is used for both formative and summative purposes by individuals, programs, and departments.

The department chairperson or program coordinator is responsible for the safekeeping of student comments, a copy of the questionnaire, and a copy of computer-scored responses for each course. A copy of computer-scored responses should also be preserved by the office of the Associate Dean for Faculty Affairs.

The Dean will have access to student comments and computer-scored responses whenever a significant question arises about reappointment of a faculty member, including at the time of midprobationary and tenure and/or promotion reviews. Tenured colleagues will have access to a faculty member's student evaluations at the time of midprobationary and tenure and/or promotion reviews.

Because success as a teacher cannot be measured through one single mechanism, and because the surveys do not apply an absolute scale (there must be a relative ranking of a selection of even the "best" teachers), the PSC should not use or understand such comparative figures as the primary indicator of a candidate's teaching ability.

The PSC, in conjunction with department chairpersons and program coordinators, will establish a periodic review of the mandated evaluation questions and will consider alternative questions for the purpose of improving the overall process of student evaluation of teaching at St. Lawrence.

Summary data from comparable questions may be generated and publicized by the PSC or as requested by individual departments or programs.

b) Peer Review of Courses

A group of three or more peers, not necessarily from within the same department or program or even, in the case of small or specialized departments or programs, from St. Lawrence, should separately review selected courses taught by the candidate. The review should include evaluation of the candidate's course materials and observations of the candidate in the classroom or other appropriate teaching venue. Classes observed should represent a variety of level, class size, and pedagogy, if applicable, including courses that have been offered on several different occasions. While a representative range of courses must be reviewed, it is not necessary to review every iteration of a course. Peer reviewers are to complete the form "Peer Review of Courses" (available from the Dean of Academic Affairs).

c) Instructor's Statement of Aims, Goals, and Accomplishments

In the context of a summative evaluation, it is particularly useful for the instructor to explain goals, methods, special circumstances and outcomes.

The instructor's commentary on specific course(s) may include: a statement of the objectives of the course; a statement of course assignments and grading policies; new or improved teaching methods or innovations; the instructor's assessment of the level of success of the course; and commentary on student evaluation of the course. This commentary may also be included in the dossier for peer review. The PSC will offer guidance as to additional materials that might be included.

d) Solicitation of the Views of Former Students

The views of the instructor's former students and advisees are solicited via the distribution of standardized emails by the office of the Associate Dean for Faculty Affairs.

External Evaluation of Scholarship

External evaluation of the scholarly/creative work of candidates for tenure and/or promotion will be required in the evaluation process. The purpose of these evaluations is to help the PSC assess the significance and quality of a candidate's scholarly/creative work, both in general and in relation to specific disciplinary and/or interdisciplinary fields. The candidate and the department chairperson or program coordinator should agree on a list of five experts from whom evaluations might be requested. In the candidate's list of five names, they must provide information describing the evaluator's work in the candidate's field and that individual's affiliation with the candidate. The solicitation letter sent to evaluators will also request that the evaluator identify any affiliation with the candidate. The candidate is advised, but not required, to include at least one reviewer from a liberal arts college. In cases of disagreement over appropriate evaluators, the candidate and chairperson and/or program coordinator should each submit a list of five names to the Dean of Academic Affairs, who, after consultation with the candidate and chairperson/coordinator, will select evaluators to contact. A minimum of three external evaluations will generally be expected by the PSC, to whom the evaluations will be sent. Evaluators will

be given guidelines for tenure and/or promotion at St. Lawrence, the candidate's curriculum vitae, and reproductions or descriptions of their professional work not readily available. In all cases, the Dean of Academic Affairs will solicit the evaluations and bear their costs.

Deliberations of the Professional Standards Committee

Normally, in the course of its deliberation on tenure, the PSC will ask the department chairperson and/or relevant program coordinator to appear in support of the department's and/or program's recommendation. In both tenure and promotion cases, the department chairperson or program coordinator may request in writing to appear before the Committee. It is the Committee's prerogative to contact the department chairperson, program coordinator, or candidate for clarification of specific issues in the file about which questions have arisen during PSC deliberations.

Letters of evaluation for tenure and all supportive evidence must be submitted to the PSC by the second Monday in October, and letters of evaluation for promotion by the second Monday in February.

Designated members of the PSC examine the files of all candidates for completeness. The Committee expects to finish its deliberations on tenure cases by December 15 and on promotions by May 1.

The PSC provides an independent review of each candidate's case. Each case is considered by seven of the nine elected faculty members and must include either the chair or vice chairperson of the committee. Subject to constraints of committee members, the seven members of the committee to hear each case will be rotated through the nine members in random order. PSC members from the same department and/or program as the candidate may participate in either the department/program or the PSC review of the candidate, but not both. A PSC member must recuse themselves from their own promotion case, a case for which they have prepared a recommendation and appeared before the PSC (e.g., department chair or program coordinator), or one in which they are (or have been) the candidate's spouse or partner. Members of the PSC are also encouraged to recuse themselves from cases of members of their departments or programs, or if this is not possible, to refrain from participating in the case at the department or program level. Should a committee member feel obligated to recuse themselves for personal reasons, they should so indicate before consideration of the case and not participate in the Committee's deliberations. PSC members who believe there are other reasons why they should recuse themselves from a case are strongly encouraged to consult with the Chairperson of PSC.

The Committee's decision on each recommendation is made by a written ballot on a formal motion to approve. All seven members of the Committee who are hearing a case, including the chairperson, vote. No abstentions are allowed.

F. Adjunct Faculty Review Policy[56]

Rationale for review

Full time faculty members' teaching is evaluated through the mid-probationary, tenure, and promotion review processes, as well as through the annual activity reports process. To be consistent with how we evaluate the teaching of full time faculty, to provide feedback and guidance to help adjunct faculty members with their teaching, and to ensure the University maintains the highest standards of teaching for all courses, adjunct faculty members' teaching will be evaluated on an annual basis. Emeritus faculty members who teach part time as adjunct faculty must also undergo annual reviews of their teaching. After

9 and 15 units of adjunct teaching, adjunct faculty members will undergo a more thorough review of their teaching to determine their eligibility for continued employment and pay premiums as detailed below.

Frequency of review

a) Annual reviews
All adjunct faculty members will undergo annual reviews of their teaching, in which all courses taught during the academic year will be evaluated. Adjunct teaching by Lecturers or Senior Lecturers need not be reviewed separately from any normal annual review of the Lecturer or Senior Lecturer.

b) Employment continuation and pay premium reviews for adjunct faculty members
Adjunct faculty members must undergo a more thorough review of their teaching at two intervals to determine their eligibility for continuation of employment as an adjunct faculty member and for pay premiums. Adjunct faculty members are eligible for pay premiums beyond the base level adjunct pay: a 10 percent premium after 9 units of teaching and a 15 percent premium after 15 units of teaching at St. Lawrence University. Before rehiring the adjunct faculty member and before giving these pay premiums, there will be a more thorough review of the adjunct faculty member (see Part IIIB below). This evaluation for continuation of employment and pay premiums is not required for adjunct faculty members who have already received pay premiums.

Evaluation processes
a) Annual evaluation process for all adjunct faculty

On an annual basis, department chairs supervising an adjunct faculty member must complete a review of the faculty member's teaching, following the procedures outlined below.

1. Adjunct faculty members must submit the syllabus from each course taught for the department during the year and a brief statement that reflects on their teaching experience at St. Lawrence University during the previous academic year to the supervising chair(s).
2. The chair may request additional materials from the adjunct faculty member, such as assignments or examples of graded work, to assist with the review of the adjunct faculty member's teaching. Occasional, if not annual, classroom observation is encouraged.
3. The chair must review the adjunct faculty member's statement about the adjunct faculty member's teaching, as well as the syllabus, the course evaluation forms, and students' grades for each class taught for the department. In cases in which the course is dual listed, each department chair must review the adjunct faculty member's teaching materials, but chairs may coordinate and do a joint review.
4. Based on the review of these materials, the chair must complete an adjunct faculty teaching evaluation form.
5. The chair should share the form with the adjunct faculty member and then meet with them to discuss the review. The adjunct faculty member will be given the opportunity to add comments or responses to the evaluation, and adjunct faculty members must sign their evaluation forms.
6. The form must be submitted to the ADFA (and to other relevant chairs if the course is dual listed) no later than August 1st.
7. An adjunct faculty member can submit a separate response to the ADFA regarding the review or the meeting with the department chair, which will be kept by the Associate Dean's Office.
8. If a department chair fails to complete a review or if an adjunct faculty member fails to participate in the review process, the ADFA reserves the right to not hire that adjunct faculty member until a review is complete.

9. Copies of all adjunct faculty members' course evaluations and students' grades must be kept on file in the supervising department's office. It is recommended that departments scan the course evaluation forms. Copies of the annual review form of adjunct faculty members will be kept by the Academic Affairs Office.
10. Based on the annual reviews, the ADFA may deny a request by a department chair to rehire an adjunct faculty member for an approved adjunct-taught course. That denial may be appealed by the department or program chair to the Dean of Academic Affairs.
11. Adjunct faculty members who expect to teach at the University for multiple semesters should consider using the LMS to store their syllabi, course evaluations and other documents relevant to their teaching. Please contact IT for assistance.

b) Evaluation for continuation of employment and pay premiums

The purpose of the review is to determine excellence in teaching. The criteria for evaluation of the adjunct faculty member's teaching will be consistent with the criteria for excellence in teaching as outlined in the Faculty Handbook (II.E.3a. Policies on Tenure and Promotion, Excellence in Teaching.) In cases in which the adjunct is part of a team-teaching effort, the candidate will be evaluated on their implementation of the common curriculum.

1. Reviews will usually take place after the spring semester ends. Instructors who have completed at least 9 or at least 15 units of teaching at St. Lawrence as of the end of the previous academic year are eligible pay premiums for the following academic year of adjunct teaching. This review takes the place of an annual review for the year.
2. Candidates must submit the following materials to the ADFA's office via an LMS portfolio: summary and individual course evaluations for every class taught (only evaluations for classes taught beyond the first review are required for the second review), course syllabi for each class taught (most recent syllabi in the case of the instructor teaching a course multiple times), and samples of graded student work. The samples of graded work should provide reviewers with a sense of how the adjunct faculty member responds to students' work as part of their teaching process and provide a range of types of assignments and levels of mastery by the students. Graded student work need not exceed 8–10 pieces in the entire portfolio. In addition, candidates must submit a personal statement that reflects on the candidates' teaching at St. Lawrence University (not to exceed 1000 words). The personal statement should help the reviewers understand the adjunct faculty members' pedagogical approach to the course and subject area and contextualize trends evident in students' grades and course evaluations. These materials must be submitted using an LMS portfolio. A peer review of courses, including classroom visits, (see the Faculty Handbook II.E.4, under "Evaluation of Teaching") must also be solicited by the supervising chair.
3. The Associate Dean will add the adjunct faculty member's annual teaching evaluation forms to the portfolio submitted by the adjunct faculty member, and the Associate Dean will request the instructor's grade history and relevant course evaluation form summaries from Institutional Research, which will be shared with the adjunct faculty member and the review committee.
4. A committee consisting of the ADFA and two former or current members of the Professional Standards Committee will be formed by the Dean of Academic Affairs to review the materials submitted by the adjunct faculty members under review. In addition, the Associate Dean for the First Year will participate in the review of adjunct faculty members who have taught in the FYP, and the Education Department Chair or appropriate program coordinator in Education will participate in the review of adjunct faculty who teach education courses.
5. The adjunct faculty member's LMS portfolio of materials will be available for review by members of the department/program, and department members may send letters to the ADFA about the candidate's teaching. An invitation will be sent by the supervising chair to any adjuncts who teach

for that department/program notifying them that they can review the portfolio and send in letters about the candidate's teaching.

6. The review committee will decide on the eligibility of the adjunct faculty member for continuation of employment and the pay increase. Usually, the review should be completed before the beginning of the fall semester.
7. The Associate Dean will notify the adjunct faculty member and the relevant department(s) of the positive or negative decision of eligibility for continuation of employment and pay increase upon conclusion of the review. The adjunct faculty member and/or the department may ask the Dean of Academic Affairs to reconsider a denial of continuation as an adjunct faculty member and must provide written statements to the Dean indicating why the adjunct faculty member should be eligible for continuation of employment and the pay premium implemented.
8. The Dean will have the final decision regarding eligibility for continuation of employment and pay increases. The decisions of whether or not to continue considering the adjunct faculty member for teaching opportunities and to provide the pay premium are not separable. However, the Dean may allow an adjunct faculty member to complete a terminal semester at their existing pay rate if the individual does not pass the review.
9. Once an adjunct faculty member has passed this more substantive review, the adjunct faculty member will continue to be evaluated under the annual review process outlined above to ensure that excellence in teaching continues.

Determination of continuation of employment of adjunct faculty

Approval of all adjunct-taught courses and of all individuals to teach approved courses is granted by the ADFA. Department chairs submit requests for adjunct-taught courses before the Registrar's office course worksheets are due each semester for the following semester. Decisions are based on the availability of funds and the University's needs and justification for adjunct taught courses. Denials of adjunct requests may be appealed by the department or program chair to the Dean of Academic Affairs.

G. Terminating Employment

1. Resignation

In resigning from the University, a faculty member should conform with the recommendations of the Association of the American Colleges and the American Association of University Professors as set forth in their "Statement on Recruitment and Resignation of Faculty Members." This reads in part:

> ***A faculty member should not resign in order to accept other employment as of the end of the academic year, later than May 15 or thirty days after receiving notification of the terms of their continued employment the following year, whichever date occurs later.***

The complete statement can be found in the Policy Documents Reports AAUP. 9th Edition, 2001, pp. 139-140.

2. Retirement

The University participates in a retirement benefits program with TIAA-CREF. Contact the Human Resources Office for details.

3. Termination for Cause[57]

Proceedings to terminate a tenure appointment for adequate cause shall be conducted as expeditiously and justly as possible. Adequate cause for termination is defined as professional incompetence, neglect of duty, gross misconduct, or mental or physical incapacity.

Pending the completion of the investigation and any related proceeding, a faculty member may be placed on administrative leave at the discretion of the University. In most cases, also at the discretion of the University, pay and benefits will be continued during the administrative leave period.

I. Allegations of professional incompetence, neglect of duty, or gross misconduct.

In cases involving alleged professional incompetence, neglect of duty, or gross misconduct, an allegation may be made by any member of the faculty, staff, or student body. The allegation shall be submitted in writing with sufficient supporting details to the Dean of Academic Affairs, who will supply a copy of the allegation(s) to the PSC and seek the Committee's advice. If the Dean finds that a prima facie case has been alleged for professional incompetence, neglect of duty, or gross misconduct, they shall notify the faculty member of the allegation(s) in writing (the "Notice of Allegations") and arrange for an investigation. The determination as to whether a prima facie case has been alleged for professional incompetence, neglect of duty, or gross misconduct shall be made within a reasonable timeframe, usually no longer than ten (10) working days. If additional time is required, the Dean shall notify the chair of the PSC. (Note: for allegation[s] involving violations of the Combined Discrimination and Harassment Policy, the case will be investigated and adjudicated[58] according to the procedures laid out in that policy.)

The Dean's office will not disclose the identity of the person making the allegation(s) until the Notice of Allegations is provided to the accused faculty member. The accused faculty member will be reminded of the University's strict policy against retaliation, and that retaliation against a complaining party or other process participant constitutes independent grounds for disciplinary action.

The investigation shall be completed within a reasonable timeframe, usually no longer than thirty (30) working days. If additional time is required, the Dean shall notify the chair of the PSC. Upon conclusion of the investigation, the Dean will present findings to the accused faculty member (the "Notice of Findings").

Procedural steps:

1. After the Notice of Findings is sent, the faculty member, the Dean, and any appropriate administrative officers shall meet within five (5) working days to discuss it, with a view to reaching a resolution, which may include any disciplinary or other consequences short of termination.
2. If a mutually satisfactory resolution is not reached, the Dean may within five (5) working days from the meeting in paragraph 1 initiate proceedings to terminate the faculty member's appointment. The faculty member shall be entitled to a hearing of the case before a hearing committee made up of three members of the PSC, chosen by the Chair of PSC, who do not have a conflict of interest. The faculty member must request this hearing within ten (10) working days after the date of the Dean's initiation of proceedings to terminate the faculty member's appointment.

3. The review hearing shall begin no later than twenty (20) working days after the date of the Dean's initiation of proceedings to terminate the faculty member's appointment, unless postponed by mutual agreement between the faculty member and the Dean.
4. At the hearing, the faculty member shall have the opportunity to be heard in their own defense, to have with them an adviser of their own choosing (who is not an attorney) to present witnesses and introduce evidence, to question witnesses adverse to them, and to also be informed of the author or source of all adverse statements presented to the PSC Hearing Committee for its consideration. In cases involving Title IX and/or the Violence Against Women Act, an attorney must be permitted as the advisor of choice. The proceedings shall be recorded using a recording medium determined by the Hearing Committee and furnished to the faculty member upon request.
5. Within ten (10) working days after the close of the hearing, the PSC Hearing Committee shall report its findings to the Dean of Academic Affairs and the faculty member. After consulting with the Committee and with the faculty member if the latter so requests, and after reviewing all the proceedings, the Dean of Academic Affairs shall render a decision on the case in writing within twenty (20) working days after their receipt of the Committee's report.
6. A faculty member who disagrees with the Dean's decision may appeal in writing to the President within ten (10) working days, documenting one or more of the following grounds:

    - Procedural irregularity that affected the outcome of the hearing
    - Inappropriate sanction
    - New evidence not reasonably available at the time of the hearing
    - Bias on the part of the Dean, investigators, or PSC members that affected the outcome of the matter

7. The President shall render a decision on the appeal in writing within ten (10) working days and shall notify the faculty member, the Dean, and the PSC.

II. Allegations of mental or physical incapacity.

In cases involving alleged mental or physical incapacity, the University may seek a medical evaluation by a physician of its choice. The faculty member may also supply any relevant medical documentation to be considered by the University's physician and the Dean of Academic Affairs. Any decision to terminate by the Dean of Academic Affairs shall be based on clear and convincing medical evidence. If the faculty member disagrees with the decision, they may initiate the hearing process under Section I.2 above. Faculty members whose appointments are terminated for mental or physical incapacity shall receive the equivalent of one year's salary over the twelve months following the date of termination of their employment upon execution of a separation agreement and general release in a form acceptable to the University.

III. Designees and interpretation.

In the case of a conflict, lack of availability, or other reason, the Dean and the President may designate others to serve in their stead. Decisions as to process questions that are not explicitly detailed shall be decided by the party responsible for managing that phase of the proceedings. That is, the Dean shall be responsible for process decisions at the Dean's phase, the PSC Hearing Committee shall be responsible for process decisions at the hearing phase, and the President shall be responsible for process decisions at the President's phase.

Interpretation questions shall be discussed between the Chair of the PSC and the Dean in an attempt to reach a consensus solution. In the absence of agreement, the Dean will be empowered to interpret this policy, subject to the President's final decision on an appeal.

4.Termination Under Other Circumstances[59]

The Board of Trustees reserves the right to terminate any faculty position, tenured or non-tenured, for reasons of financial exigency involving a grave risk to the continued existence or effective operation of the University. The Board recognizes, however, that any such action is of an extreme character, and it will resort thereto only in cases of demonstrable need and only after consultation with the Faculty Council on the steps to be taken. Termination of tenured positions because of the discontinuance of departments or programs for reasons other than financial exigency shall be based primarily on educational considerations as determined by the President after consultation with appropriate University committees and with the approval of the Board of Trustees.

Faculty members whose appointments are terminated because of such discontinuance shall receive the equivalent of one year's salary over the twelve months following the date of termination of their employment.

H. Faculty Grievance Procedures[60]

It is the intention of the grievance procedure provided here to supplement other procedures designed to protect academic freedom and to ensure fair treatment of faculty members. Petitions to the grievance procedure should occur only after other avenues of consideration and appeals have been used. This grievance procedure is available to all voting and/or teaching faculty. Should a member of the faculty believe they have been unjustly treated by persons or bodies in connection with their professional life, they shall have the right to petition the Conflict Resolution Committee to initiate the grievance procedure.

Under normal circumstances these persons or bodies will initiate the grievance process within thirty working days of the time that they have knowledge of the event on which the grievance is based. Under normal circumstances anonymous complaints cannot be resolved through this conflict resolution process. Information will be shared only on a need-to-know basis in all matters relating to a grievance by all parties involved in the grievance to maintain the integrity of the process, though complete confidentiality cannot be guaranteed. The time frame established by this procedure is understood to hold under normal circumstances. The Conflict Resolution Committee and the subcommittee may allow extensions and will notify all parties involved in writing when they do so.

1. The Conflict Resolution Committee's Role in the Grievance Process

Phase I. Advisory Phase

A faculty member who considers filing a grievance, hereafter referred to as "claimant," will under normal circumstances initiate the grievance process within thirty working days of the time that they have knowledge of the event on which the grievance is based. The claimant will inform the Associate Dean for Faculty Affairs of their intention to proceed, and written notification must be given to the Associate Dean for Faculty Affairs within another five working days.

Initially the faculty member shall meet with one of the members of the Conflict Resolution Committee (CRC) who has been trained in mediation or restorative circles plus another member of the CRC for an initial advisory consultation, hereafter referred to as the advisory team. The Associate Dean for Faculty Affairs will work with the claimant to identify this initial advisory team before those being grieved against are contacted. The trained member of the advisory team will agree to act as convener. The advisory team should meet with the claimant as soon as possible. The advisory phase can take up to thirty working days to decide whether or not to proceed to Phase II. The advisory team may extend the time of the advisory phase, if needed.

The advisory team will hear the claimant's concerns, will make sure the claimant understands the full grievance process, and will inform the claimant of any other, more appropriate processes, based on the nature of the grievance that the claimant should pursue instead of proceeding with the grievance process. The other possible processes include Title IX, Discriminatory Harassment Policy, or the procedure for dealing with a conflict in an academic setting. In addition, informal procedures might be available, such as conversations facilitated by trained personnel on campus who are not currently on the Conflict Resolution Committee, if the claimant should want to try such a procedure before engaging the grievance process more formally.

If the person bringing the grievance and those being grieved against are already involved together in one of the other formal processes (Title IX, the Discriminatory Harassment procedure, or the procedure for dealing with a conflict in an academic setting) continuing into Phase II of this grievance process should be postponed until after the other process has concluded. If the grieved against party is found not to be responsible through another formal process, the person bringing the grievance may not proceed with a grievance based on the same issues adjudicated through another formal process, unless there is new evidence of unjust treatment.

Those being grieved against are not contacted unless and until the person bringing the grievance decides to proceed to Phase II.

Phase II: Formal Grievance Process

If the claimant does wish to initiate a formal grievance, they will submit written notification to the advisory team and the Associate Dean within ten working days after the end of Phase I. If anyone being grieved against is not a faculty member, the Associate Dean will consult with Human Resources staff and/or the University attorney to identify any dispute resolution procedures that might apply to those involved in the grievance.

The Associate Dean will be responsible for creating an acceptable subcommittee of three members of the larger Conflict Resolution Committee, each of whom must be acceptable to all parties involved in the grievance. In the event that the grievance arises out of actions by the Conflict Resolution Committee in the context of an academic dispute involving a faculty member, none of the members of the subcommittee shall have been involved in the original conflict hearing. In other cases, normally the trained advisory team member involved in Phase I would be included, but if this member is not acceptable to all parties involved in the grievance, another trained member should be included, if possible. If none of the trained members is acceptable to all parties, Faculty Council should recruit a faculty member who is trained in mediation or another restorative practice to train and/or guide the subcommittee. Regarding the rest of the subcommittee, if an insufficient number of members of the Conflict Resolution Committee are acceptable to all the parties to the grievance, then Faculty Council will designate three faculty members to hear the case.

Once the faculty members of the subcommittee are appointed, the President will be notified in writing of the initiation of the formal grievance and, if not involved as one of the parties of the grievance, will be asked to provide a list of three to five people to act as a representative *ex officio*. The parties to the grievance may each veto one person on the list, if they wish. From those persons remaining on the list, the President will choose the *ex officio* representative.

The purpose of the subcommittee shall be (i) to attempt a mediation of the grievance; or, if mediation is unsuccessful, (ii) to obtain a written petition which explicitly identifies the issues of the grievance, events relevant to the grievance, and the parties involved, and (iii) to consider evidence and testimony and to rule on the grievance.

Stage 1. Mediation

All parties to a grievance are encouraged, but not required, to consider mediation to resolve the grievance. If the parties agree, this stage of the grievance would commence within ten working days from the date the subcommittee (including the President's representative) is appointed and notified. Before the ten working days expire, the subcommittee, in consultation with the person presenting the grievance, will prepare a summarized statement of the grievance to share with those being grieved against, to prepare everyone in advance of the mediation session(s).

During this stage, the subcommittee will attempt to mediate a solution to the alleged grievance. Mediation is defined as the facilitation of conversation(s) in which those in conflict find a solution. It provides an opportunity for those in conflict to hear how each party perceived the events giving rise to the conflict, clear up possible misunderstandings, and try to find mutually-agreeable solutions. At its best, it also restores relationships.

Mediation efforts shall continue for as long as the subcommittee and the parties feel that progress is being made towards reaching an agreement. If an agreement is reached, the formal grievance process ends, and none of the parties may bring the same case forward again as a grievance unless significant new evidence or developments arise. If the agreement involves requests from the University, the Associate Dean will be consulted to confirm whether or not the University can grant the requests.

If the subcommittee decides that mediation has failed and irreconcilable differences remain, or if any party wishes to withdraw from further attempts at mediation, the subcommittee will terminate the mediation process and will notify all parties involved, in writing within five working days.

Stage 2: Written Petition.

If the claimant wishes to pursue the grievance further, they must submit, within twenty working days after notification that the mediation process had ended, a written petition that explicitly identifies: (i) the contention of the grievance; (ii) events on which the grievance is based; (iii) parties involved in the grievance; and (iv) other evidence or information the claimant wishes to submit for consideration. The subcommittee may request the claimant to rewrite the petition and will allow up to ten working days for this revision. The subcommittee may request added information if deemed necessary or appropriate to complete its task. The subcommittee will judge whether or not the petition lies within the jurisdiction of the grievance process.

The subcommittee will rule within ten working days once the grievance petition is accepted for consideration. If the subcommittee finds that the petition does not lie within the jurisdiction of the grievance procedure, the convener will notify the claimant, the President, and the Chair of Faculty Council of its determination, and the aggrieved party will have no recourse within the formal faculty

grievance procedure. If the subcommittee finds that the petition does lie within the jurisdiction of the grievance procedures, the convener will immediately notify in writing all parties involved in the grievance that formal proceedings will commence and provide a copy of the grievance petition to them.

Stage 3: Hearing and Ruling on the Grievance

The subcommittee will hear all evidence it judges as appropriate and/or necessary for a fair judgment of the case. The party against whom the grievance is directed will be given the opportunity to submit a written response to the grievance if they so desire. The subcommittee is not required to hear or accept all evidence or statements offered, but any evidence that it does accept becomes part of the official record of the proceedings. The responsibility for proof of the grievance lies with the claimant. The subcommittee may solicit further relevant evidence or statements to determine the merits of the grievance. Arrangements will be made to provide a written record of interview statements from any interviews. Interviewees will be able to review their statements and confirm their content with a signature within five working days after receiving their interview statement. The Dean's Office will provide funds for support to generate the interview statements, if needed. Each party will be offered the opportunity to have counsel present, in an advisory role only, during their interview. Relevant records of these proceedings will be made available to all parties involved in the grievance.

Decisions of the subcommittee concerning the agenda, procedures, and other matters that may arise are final. The subcommittee will notify all parties in writing when the formal proceedings end. The subcommittee will then judge the grievance. A written report to the President detailing the subcommittee's conclusions and the basis for these conclusions will be presented to all individuals party to the grievance. The subcommittee may, if it so desires, send a copy of the report to the Chairman of the Board of Trustees. The subcommittee is not compelled to offer recommendations in its report, although it may do so. The Chair of Faculty Council will be notified that the subcommittee's report is completed. Final action on the grievance lies with the President, or in case the President is party to the grievance, the Chairman of the Board of Trustees. The records of the formal proceedings will be kept by the Associate Dean for Faculty Affairs for a minimum of two years. Difficulties that may arise in this procedure will be resolved judiciously by the Faculty Council and the President.

I. Faculty Leaves

A faculty leave is at least one semester away from regular teaching duties. There are a variety of faculty leave at St. Lawrence, as described below

1. Sabbatical Leave[61]

Definition

Sabbatical leave is relief from normal duties for the purpose of enhancement of the capabilities of faculty as teachers and scholars through study, travel, research, writing or other professionally motivated activity. Traditionally, sabbaticals occur every seven years. The sabbatical leave differs from leaves-of-absence in two major respects: eligibility is based upon an established period of teaching service, and fundamental support by the University in the form of continued income and benefits is assured. It is recognized that professional development, experience, or service occurring in the course of a sabbatical leave is equivalent to full-time service.

Criteria

Tenure-track faculty are eligible for sabbatical leave after three years of full-time teaching at St.

Lawrence, i.e., in their fourth year, and at seven year intervals thereafter. One one-year leave of absence may be substituted for one year of full-time teaching upon prior approval of the Dean of Academic Affairs. Application may be made for the entire year or for either the fall or spring semester. Subsequent sabbatical leaves may be requested when the above conditions have again been satisfied. It is understood that anyone granted a sabbatical leave will return to teach at St. Lawrence for at least one year.

Benefits

When a sabbatical leave is taken for an entire academic year, the faculty member will receive half salary.

When a sabbatical leave is taken for the fall or spring semester, the faculty member will receive full salary.

The faculty member is eligible to apply to St. Lawrence University for assistance in meeting their program expenses while on sabbatical leave.

All contributory fringe benefits will continue during the period of the sabbatical leave if the faculty member on sabbatical leave agrees to continue their share of the contributions. All noncontributory fringe benefits will continue as a matter of course. Before beginning sabbatical leave, faculty should arrange such matters with Human Resources. The "Procedures for Administering Benefits for Leaves" is available for consultation through Human Resources.

Replacements

Faculty on sabbatical leave for the full academic year may be replaced through normal hiring procedures at the request of the department or program and the approval of the Dean.

The instructional duties of faculty members on sabbatical leave for one semester should, when possible, be covered by members in that department or program. If this involves teaching an extra course, those doing so will rece4e the current compensation from the University for such teaching. In cases where the department or program cannot cover, at its request a replacement should be obtained through normal hiring procedures. The perceived ability of a department or program to cover for the member on a one-semester sabbatical leave will not be considered in granting the sabbatical leave.

Procedure

Written applications stating the detailed proposal and purpose of the sabbatical leave shall be made first to the department or program chair. Recommendations for sabbatical leave then will be made by the chair, after consultation with the department or program, to the Dean of Academic Affairs through the Associate Dean for Faculty Affairs. In the case of the refusal of a requested sabbatical leave by the department or program chair, the department or program, or the Dean of Academic Affairs, an appeal may be made by the faculty member to the Professional Standards Committee. Final decision will rest with the President.

Ordinarily, the request for a sabbatical leave should reach the Dean not later than fourteen months preceding the sabbatical year or semester, and the Dean should respond to the request at least six months prior to the beginning date of the proposed sabbatical leave. A member of the faculty recommended for sabbatical leave, upon approval of the President, will receive a statement of the terms of their sabbatical leave which they will sign and return to the Dean.

Limitation

The number of approvals for sabbatical leaves will necessarily be limited by budgetary considerations. As a result, there may be occasions when all requests for sabbatical may not be able to be filled by the University.

2. Professional Leaves of Absence

Definition

A faculty "leave of absence" is an absence for a semester or longer. A leave of absence is usually granted for one semester or one year. An extension beyond one year may be made in exceptional cases; an extension beyond two years cannot be expected.

Criteria

Leaves of absence are granted for significant professional service to the state or the nation, for work contributing in a special way to the profession, for the purpose of encouraging scholarly research or creative activity, and for professional development.

Faculty members may request leaves of absence after two or more years of full-time service at St. Lawrence. For faculty members who do not hold the Ph.D. degree, leaves are not usually granted for the purpose of beginning study toward the advanced degree.

The criteria for a leave of absence are subject to the ability of the department or program involved to adjust to the absence of the person applying for leave. The *raison d'être* of leaves of absence is that they permit faculty members to take advantage of opportunities for professional development and experiences which enhance both the University and the teaching enterprise; therefore, departments or programs are encouraged to make the necessary short-term accommodations which such leaves entail in view of their significant long-run contributions.

The criteria for leaves of absence are applied more broadly and flexibly than is the case with sabbatical leaves. However, leaves of absence shall not be permitted to interfere with the granting of sabbatical leaves to department or program members.

Procedure

A faculty member seeking a leave of absence makes application through their department or program chair to the Dean of Academic Affairs. Recommendations for leaves of absence will be made by chairs in consultation with senior department or program members. Ordinarily, the request should reach the Dean not later than February 15 for fall semester leaves and October 15 for spring semester leaves in order to facilitate their presentation by the President to the Board of Trustees.

A written report to the Dean of Academic Affairs at the conclusion of the leave is expected and will be added to the faculty member's portfolio.

Benefits

A professional leave of absence, in contrast to a sabbatical leave, is not granted with salary. However, normal salary increments will accrue to the individual on leave.

Leaves of absence shall not represent services toward tenure unless prior written agreement with the Dean is made to the contrary.

All contributory fringe benefits will continue during the period of the leave if the person on leave agrees to continue their share of the contributions. All non-contributory fringe benefits will continue in effect as a matter of course. The faculty member concerned should understand that it is in their interest to determine the status of the various benefits in effect during the period of leave.

Future Service

It is assumed that a faculty member applying for a leave intends to return to the university upon termination of the leave. If such an intention is changed, the courtesy of as much advance notice as possible is expected.

In exceptional cases, a faculty member may request return to university service before the expiration date of their leave. The prospect of special arrangements being made for return to service before expiration of leave shall depend upon department or program needs and budget, as well as sufficient advance notice.

Notification

Each person recommended for leave, upon the approval of the President and the Board of Trustees, will receive a statement of the terms and conditions of their leave, including fringe benefits, which they will sign and return to the Dean certifying their understanding of the terms.

3. Faculty Parental Leave Program

Click on link above for text.

Eligibility: this program applies to faculty women and men who are appointed to tenure or tenure-track positions.

SHORT TERM DISABILITY WITH FULL PAY: A short term disability leave with full

Pay, based on the medical condition of giving birth, is available to any FT faculty or administrative staff woman member per the short term disability plan. The individual can be given time off with full pay for the amount of time (generally six weeks) certified by a doctor due to childbirth or related medical condition(s).

OTHER OPTIONS FOR FACULTY PRIMARY PARENTS IN TENURE OR TENURE-TRACK POSITIONS

Option A: Leave of absence for full semester due to childbirth or adoption during that semester or within six weeks of the first day of classes: the faculty member designated primary parent who takes a full fall or spring semester off to give birth to a child or to adopt a child during that semester or within six weeks of the first day of classes is eligible for half pay for six months with full benefits. This works out to 75% of total salary for a full year, as the other six months, assuming s/he returns to a full load of teaching, will be at 100%.

Option B: Birth of a child or adoption of a child without interruption of service in the classroom: the current* faculty member designated primary parent who gives birth to a child or adopts a child without interruption of service in the classroom is eligible for a course reduction of one course in the next semester when s/he returns to the classroom. For instance: a faculty member (primary parent) who gives birth or adopts during the December recess is eligible for a course reduction the following spring

semester. A faculty member (primary parent) who gives birth or adopts while on a sabbatical spring semester is eligible for a course reduction the following fall semester.

OPTION FOR FACULTY SECONDARY PARENTS IN TENURE OR TENURE-TRACK POSITIONS

Birth of a child or adoption of a child without interruption of service in the classroom: the current* faculty member designated SECONDARY parent whose partner gives birth to a child or who adopts a child without interruption of service in the classroom is eligible for a course reduction of one course in the next semester when s/he returns to the classroom. For instance: a faculty member (secondary parent) who adopts during the December recess is eligible for a course reduction the following spring semester. A faculty member (secondary parent) who adopts while on a sabbatical spring semester is eligible for a course reduction the following fall semester.

Notes for application:

1. Approval of the Vice President for Academic Affairs is required for exercise of options A and B.

2. These options are mutually exclusive, including the receipt of short term disability. In other words**,** a faculty member could not get the semester off at ½ pay option PLUS the option of course reduction, nor, as well, weeks at full pay as disability. Only one option can be exercised per pregnancy or, for options A and B, adoption.

3. These options are not deferrable: if a faculty member elects not to take the semester off when the birth or adoption occurs the option cannot then be used in subsequent semesters.

4. *Options A and B for primary parents and the option for secondary parents are also available to newly hired tenure track faculty members who give birth or adopt in the time between receipt of a fully signed letter of appointment and the start of classes, as applicable. The existence of these options does not imply that health benefits commence any sooner than is appropriate per the usual schedule.

5. Leaves exercised under this program will run concurrently with Family Medical Leave Act leave when applicable, for those who qualify.

Course overloads: if the department chair seeks to cover the course reduction through a request for course overload or adjunct arrangements the request will be reviewed in the customary fashion. The faculty member receiving the course reduction is not eligible for course overload pay.

Other requests for additional time off can be considered consistent with the provisions of the Faculty Handbook and applicable university policies.

Revised Fall 2012

4. Employee Rights Under the Family and Medical Leave Act of 1993

Click on link above for text.

5. Time Off for Overload Teaching While Participating in the First Year Program

Regular faculty who teach for three full years in the First Year Program (fall semester in an FYP college

and spring semester in a First Year Seminar) or a combination that totals six semesters, including at least three[62] in the fall, and who also teach an equivalent of four additional courses per year during the same period are entitled to one semester's leave at full pay and benefits. This leave may be taken alone or combined with another leave for which the faculty member is eligible. The timing of such leave and the determination of course equivalence will be negotiated among the faculty member, department chair, and Dean. Visiting faculty are not eligible.

J. Selection of Charles A. Dana Professors and Other Endowed Chairs

Criteria for Selection[6364]

In the absence of other stated criteria for specific endowed chairs, the criteria used for the selection of Charles A. Dana Professors and other endowed chairs will be the same as the criteria stated in the Handbook for promotion to full professor:

"Promotion to the rank of professor requires evidence of distinguished professional stature. While the primary emphasis on high quality performance as a teacher continues, increased stress is placed upon substantial professional productivity. In addition, as senior members of the faculty, candidates for promotion are expected to have continued to serve the campus community. Achievements should be in addition to those which qualified the candidate for promotion to the rank of associate professor."

Section of Charles A. Dana Professors

During the selection of a Dana Professor, Faculty Council will oversee the process, the Dean will collect and posts candidates' CVs, and the University Teller will administer the online ballots. The process for selecting Charles A. Dana Professors is as follows:

Nomination of Candidates: All full professors are eligible and are thus automatically nominated. Those who wish to stand should send their CVs and a cover letter of no more than 750 words [65]electronically to acadean@stlawu.edu for posting on the Dean's Office web site by a specified date.

Selection of Candidates for Final Ballot: Once all materials are posted, there will be a round of approval voting by the faculty, wherein faculty members may select as many candidates as they wish for the final ballot. In this round, the ballot will reflect all those who have agreed to stand. Faculty should vote for all those who they find worthy of this recognition.

Final Ballot: The names of the three full professors with the most votes will make up the final ballot. All faculty will then vote for one candidate, and the top vote-getter will be awarded the Dana professorship.

Dana professors receive a one-time salary increase of $2,500 and may draw upon a $1000 annual research stipend. The term of the Charles A. Dana Professorship is until retirement or departure from the University.

All full professors may be candidates for the Dana Professorships. If someone who currently holds a named chair is selected for a Dana, the chair that person holds will become open for reassignment.

Selection of Endowed Chairs [i]

All tenured faculty members in the relevant department or program or academic unit will be eligible. All eligible faculty members wishing to be considered for an endowed chair will submit a current CV. All faculty members will have access to these CVs and will be invited and encouraged to write letters to the PSC evaluating the candidates on the stated criteria. PSC will select the recipient of an endowed chair based on the CVs and letters from faculty colleagues.

In the absence of other stated criteria, faculty members will hold an endowed chair for a term of seven (7) years.

[i] Motion 2006-2007-11 (Faculty Council meeting, April 5, 2007).

K. Nondiscrimination, Discriminatory Harassment & Sexual Harassment Policies

It's up to each of us, collectively and individually, to create a campus environment that is safe, respectful, and nurturing, helping all students and employees fulfill their promise. Because harassment and discrimination are contrary to a safe, respectful, and nurturing campus, **we remind you that any form of harassment and discrimination is unacceptable**. Click here for additional information about adjudication of complaints of sexual harassment and other sexual misconduct from and about employees.

L. Other Policies

Many other policies of the University apply to faculty because they apply either to all employees or to all exempt employees (i.e., faculty and administrative staff). Additional policies can be found at Policies and Procedures. (SLU website/Faculty and Staff/Policies).

III. FACULTY OBLIGATIONS AND RESPONSIBILITIES

A. Teaching

1. Course Load and Preparation

Effective teaching is the primary, indispensable function of every member of the faculty. The normal teaching load at St. Lawrence is three one-unit credit courses per semester. Two semesters of the First Year Program are equivalent to three units.

It is the professional responsibility of every faculty member to remain current in his/her field of specialization. Evidence of recent knowledge and interpretation should be incorporated into classroom presentations which are carefully designed and constructed with consideration given to the nature of the information being presented, the classroom format, and the size of the individual classes.

2. Academic Honesty

All students at St. Lawrence University are bound by honor to maintain the highest level of academic integrity. By virtue of membership in the St. Lawrence community, every student accepts the responsibility to know the rules of academic honesty, to abide by them at all times, and to encourage all others to do the same.

Responsibility for avoiding behavior or situations from which academic dishonesty may be inferred rests entirely with the students. Claims of ignorance, unintentional error, and academic or personal pressure are not excuses for academic dishonesty. Students should be sure to learn from faculty what is expected as their own work and how the work of other people should be acknowledged. Instructors are expected to maintain conditions which promote academic honesty.

Instructors have the duty to investigate any instance involving possible academic dishonesty and must follow the procedures of the constitution of the Academic Honor Council rather than make private arrangements with the student involved.

The Constitution of the Academic Honor Council

Click on link above for text.

3. Examinations

The number of quizzes given during the semester is decided by the faculty member. Whether or not a student is permitted to make up missed quizzes or examinations is also at the discretion of the course instructor. It is University policy that final exams, hour exams, or their equivalent are not scheduled during the last week of classes or during study recess. Lab practicals may be given during the final week of classes.

The final examination schedule is issued by the registrar's office. Any faculty change of a final exam date which precludes a student's taking their exam at the scheduled time must be approved by the associate dean for faculty affairs; the change cannot cause the student undue problems.

Although it is not mandatory, it is strongly recommended that faculty who do not return examination papers to the students retain those examination papers for two semesters.

4. Evaluation of Students

It is the professional responsibility of all teaching faculty members to evaluate the academic achievements of students in courses taken for academic credit and to transmit a number grade, which represents the product of the above evaluation in relation to each student, to the Registrar. Unless otherwise noted, this grade is one assigned by the faculty member or members teaching the course.

5. Grading System

Click on link above for text.

The grading system in use at St. Lawrence is as follows (revised Fall 2005):

4.00 - *Excellent*
3.75
3.50
3.25
3.00 - *Good*
2.75
2.50
2.25
2.00 - *Satisfactory*
1.75
1.50
1.25
1.00 - *Lowest Passing Grade*
0.00 - *Failure*

E - Incomplete (click for further explanation)
P - Pass in Pass/Fail Option (click for further explanation)
W - Withdrew
WM - Medical Withdrawal
X - Deferred (click for further explanation)
U/W - Writing Competency

6. Student Attendance at Classes

Within the limits set by the statement on class attendance, faculty are free to establish their own attendance policies and are expected to announce these policies at the beginning of the semester. The University statement on class attendance is as follows:

- St. Lawrence University believes that the process of education can best be furthered through the interaction of students and instructors within the classroom.

- Students are expected to be present and punctual for academic appointments. It is the responsibility of the student to abide by the standards for attendance as set forth by the individual instructors at the beginning of each semester. It is also expected that the student will confer with the instructor whenever circumstances prevent the keeping of academic appointments.

- Students should not anticipate that absence from a class, a laboratory, or other academic functions will excuse them from being held responsible for work expected or materials covered, including quizzes and tests whether announced or unannounced.

- As in the past, co-curricular activities sponsored by the University are in accordance with the aims of a liberal arts college and complement the educational process. The University policy on class attendance is interpreted to indicate that students who miss class due to participation in a sponsored, co-curricular activity, will be treated with consideration. Attendance policies of individual faculty members should be flexible enough to allow for participation in such activities.

- Faculty members will not schedule co-curricular activities that infringe upon student course obligations. Every effort should be made to reduce academic conflicts. For example, such experiences which necessitate absence from campus will, whenever possible, be scheduled at a time when classes are not in session. This is particularly important for those events which involve absence from two or more consecutive classes in a course. Exceptions to this policy may be granted by the Dean of Student Life and the Dean of Academic Affairs.

7. Off-Campus Activities During Final Examination Periods

It is the policy of St. Lawrence University that off-campus activities by University-sponsored organizations should not be scheduled during final examination periods. If, however, a University-sponsored organization is presented with an opportunity of extraordinary distinction which would involve its participation in an off-campus event during a final examination period and it is clearly established that the event cannot be rescheduled, the organization may petition the Dean of Academic Affairs in writing for an exception. Any petition shall address these concerns and be considered on its own merits. Statements of support by the appropriate department or program chair and the Dean of Student Life shall accompany each petition. In addition, a petition shall be accompanied by a complete list of all students requesting to participate whose examination schedule will be affected by participation.

In the case of athletic teams invited to participate in post-season competition, the competition must be sanctioned by the appropriate governing body, a sufficient number of players and coaches must consent to compete, and the record of competition must make the team a legitimate contender.

In the event that the Dean makes a decision in favor of the petition, his/her designated representative will notify all faculty whose final examinations schedule will be affected by participating students.

Participating students will be responsible for making appropriate arrangements with their instructors for the satisfactory completion of course requirements.

8. Community Auditing Program

Any person over 21 years of age (or in exceptional cases, persons under 21) will be permitted to audit as many as two courses a semester with permission of the instructor and the Academic Dean's Office and upon payment of a non-refundable fee which includes the registration fee. Laboratory fees will be assessed where appropriate.

Each instructor will determine the extent to which the participation of auditors in the work of the class will be permitted. No grades will be recorded in the office of the Registrar; however, a certificate of attendance may be issued.

9. Student Consultation

Office Hours

Faculty are expected to be available for consultation with students. One method of facilitating consultation is to post scheduled office hours, so that students are informed of a faculty member's availability.

Advising of Students

While students are responsible for defining and pursuing their own liberal educations, the faculty's role in understanding students' goals and advising in light of them is critical. Faculty advising is teaching. The advising system ensures that each student has a formal advisor to turn to as their education unfolds. With the exception of faculty in their first year of service, all ranked members of the faculty are expected to serve as academic advisors and supervise programs of study. Assignments are made by the Associate Dean of the First Year and by the chairs of departments and programs. Parity in numbers of advisees is sought.

Access to Student Records and Letters of Recommendation

A student has the right of access to any of their records and recommendations held in the University Registrar's Office. The student may challenge the accuracy of any document, and in the case of recommendations, may request removal of such from the file.

Should the student's challenge not result in a considered appropriate action by the responsible faculty member or administrator, the student may initiate grievance procedures

A student does not have the right of access to any recommendations requested of a faculty member to be sent directly to another party and not filed with the St. Lawrence Career Services and Leadership Education Office. This applies whether or not the student has signed a waiver of his/her right to access.

For further information regarding rules and regulations concerning access to student records and letters of recommendation, click here and see the US Department of Education webpage.

10. Academic Conflict Resolution

The Conflict Resolution Committee (faculty) shall be responsible for attempting to resolve conflicts in an academic context involving faculty, students and administrative staff and for convening hearing boards according to the provisions of these Conflict Resolution Procedures.

The following procedures are based on the premise that, in most cases, faculty will be the final arbiter of academic standards and policies in their courses. The CRC will not normally intervene in cases involving disagreement about a grade, unless it can be demonstrated that stated procedures for assessment have not been followed. Furthermore, St. Lawrence University believes that the majority of conflicts in the academic sphere can be settled through prompt and adequate communication and attention, usually obviating the need for more formal procedures.

1. Procedures governing students:

The student's first responsibility is to discuss the matter thoroughly with the faculty or staff member. If the student continues to believe that a conflict still exists, they should direct the matter to the department chair or administrative supervisor in writing within 30 days of the conflict's having arisen but no later than 30 days into the subsequent semester. For students in off-campus programs, the program director shall be considered the department chair in the case of conflicts involving program faculty; the Associate Dean of International and Intercultural studies shall act as administrative supervisor in conflicts involving program directors. Students in direct entry programs or consortia will be subject to the appropriate organization's conflict resolution procedure. Communication between parties will be facilitated by the office of international and intercultural studies. In the event that the student believes there is a conflict of interest involving the department chair, the student will consult with the dean of academic affairs to identify an appropriate substitute. The faculty member also should submit his/her written account of the case and also may choose an alternate to the department chair/administrative supervisor in the event that they feel there may be a conflict of interest. These written statements will form the basis for discussion among the department chair or administrative supervisor, the faculty member and the student, after which the department chair or administrative supervisor will discuss the matter with the faculty or staff member and propose an appropriate resolution to all parties in writing.

If a student continues to believe that the matter has not been resolved, he/she may direct the matter in writing to the Conflict Resolution Committee (CRC) submitted through the associate dean for faculty affairs. This step must be taken within 10 days of the student being notified by the department chair/administrative supervisor of the decision. The associate dean for faculty affairs will then convene the CRC, which will read the written accounts of the conflict. If the CRC determines that there are not sufficient grounds to warrant further action on the issue, the complainant will be notified of this decision. If the CRC determines that there is sufficient cause to proceed, it will convene a hearing board composed of three faculty members, chosen from the larger committee of twelve faculty appointed by Faculty Council, on a rotating basis from all tenured faculty members, in a manner to ensure that no member hearing the case knows either party well. The hearing board will determine the appropriate procedures to be followed and will communicate that to the parties at the start of the process. The hearing board will notify both parties of its findings. If the complainant rejects the findings of the hearing board, he/she may ask the dean of academic affairs for a final ruling on the matter.

2. Procedures governing faculty:

A faculty member who finds themself in academic conflict with a student should first attempt a resolution through negotiation with the student and the department chair or administrative supervisor. That

negotiation should be conducted on the basis of a written account by the faculty member and a response by the student submitted to the chair or supervisor within 30 days of the faculty member's determination that no resolution is to be expected without such a proceeding. In the event that the student concerned believes there is a conflict of interest involving the department chair, the student will consult with the dean of academic affairs to identify an appropriate substitute. If the faculty member is dissatisfied with the outcome of this negotiation, he/she may ask the Conflict Resolution Committee, in writing and within ten days of being notified of the chair or supervisor's decision, to convene a hearing board to adjudicate the matter. The Committee shall convene a board within ten working days of its receipt of the faculty member's request. The hearing board will be composed of three faculty members chosen from the larger committee of ten appointed by Faculty Council in order to avoid conflicts of interest. The hearing board will determine the appropriate procedures to be followed and will communicate that to the parties at the start of the process. The hearing board will notify both parties of its findings. If the faculty member rejects the findings of the board, he/she may turn to the Faculty Grievance Committee for final redress.

3. Any matters arising that were not dealt with by the original hearing board may be resolved by a majority of the available members of the CRC.

11. Certification of Degrees

1) It is the prerogative of the faculty to determine whether or not a candidate for a degree in course has fulfilled the requirements for that degree.
2) No candidate may be certified for a degree in course over the objections of the faculty.
3) An appeals policy has been established as a means for a student to appeal if he/she has not been certified for graduation by the faculty but believes he/she is entitled to graduate. See the *Student Handbook* for details.

B. Scholarship

Believing that effective teaching gains fortification from an atmosphere of scholarship and creativity, St. Lawrence expects each faculty member to maintain a focus of professional interest and encourages them to achieve professional recognition.

For additional information and details, see the relevant sections of the Policy on Tenure and Promotion. (II.E.)

C. University Community Service

1. Membership on Committees

Faculty members not on leave or in their first year of employment with the University are normally expected to be available to serve on a standing faculty or university committee. In alternate spring semesters, the Committee on Committees of Faculty Council, through a questionnaire, requests faculty preferences for committee membership, and with this information assigns the necessary number of faculty to committee openings. The period of appointment for chairs and members is two years.

The system of University committees is described under "Standing Committees Involving Faculty."

2. Attendance at University Functions

Faculty are expected to meet their classes regularly. If absence is unavoidable, courtesy requires that the department chair or program coordinator and the class be informed in advance so as to minimize

inconvenience.

Faculty are expected to attend Faculty Meetings, usually held at 4:30 p.m. on the first and third Tuesday of each month during the academic year.

Faculty are also expected to attend convocation and graduation ceremonies as part of the procession unless previously excused by the Dean.

D. Annual Faculty Report

Each year the Dean's Office asks all full-time faculty to complete a professional activity report. The report solicits information on teaching activities, achievements in scholarship and/or the arts, and service to the community and professional organizations.

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[1] Motion 2013-2014-18 (Faculty Council Minutes April 10, 2014, Approved via electronic ballot, May 1, 2014)
[2] Motion 2025-2026-03 (Electronic ballot 12-12-2025) Changed some language in first paragraph; added second paragraph and subsection (”Current Additional Faculty-by-Exception")
[3] Motion 2018-2019-2 (Faculty Council September 6, 2018) Change Faculty Council term of non-tenured faculty to 1 year.
[4] Number of Faculty Council members revised April 2026
[5] Motion 2011-2012-4 (Circulating written mail ballot, April 20, 2012)
[6] Motion 2021-2022-5 (Faculty Council, Discussed April 21, 2022, Approved May 5, 2022)
[7] Motion 2011-2012-18 (Circulating written mail ballot, April 20, 2012)
[8] Motion 2013-2014-19 (Faculty Council Minutes April 10, 2014, Approved via electronic ballot, May 1, 2014)
[9] Motion 2011-2012-18 (Circulating written mail ballot, April 20, 2012)
[10] Motion 2011-2012-5 (Circulating written mail ballot, April 20, 2012)
[11] Motion 2025-2026-02 (Electronic ballot 12-12-2025) Added sentence ”Annual reports should...”.
[12] Motion 2011-2012-18 (Circulating written mail ballot, April 20, 2012)
[13] Motion 2021-2022-06 (Faculty Council, May 5, 2022). Removed the following statement: “Each finalist for election to Faculty Council will be invited by the Teller to share with the Faculty a brief statement in support of their candidacy.”
[14] References to ”Sakai” changed to ”Learning Management System” or ”LMS” August 2026 by Faculty Council meeting vote.
[15] Motion 2014-2015-3 (Faculty Council meeting, October 2, 2014)
[16] Motion 2025-2026-02 (Electronic ballot 12-12-2025) Added 2.423
[17] Motion to add 2.435 passed in Faculty Council September 2025
[18] Motion 2025-2026-02 (Electronic ballot 12-12-2025) Added section for ”Committee Audit”
[19] Motions 2011-2012-22 to 2011-2012-26 (Faculty Council Meeting March 8, 2012) adjusted membership and charges of some committees based on results of Committee Self-Review process.
[20] Motion 2013-2014-1 (Faculty Council, September 4, 2014) Disband Faculty Life Committee
[21] Motion 2018-2019-13 (Faculty Council, April 25, 2019). Remove the requirement that one of the faculty members (or, the Associate Dean of Academic Advising can represent that role of the faculty member) on the Academic Advising committee be a member of the Health Careers Committee.
[22] Motion 2018-2019-1 (Faculty Council, October 11, 2018) Update membership of Academic Petitions and Standing Committee
[23] Motion 2020-2021-1 (Faculty Council, November 12, 2020)
[24] Motion 2011-2012-2 (Faculty Council meeting November 3, 2011)
[25] Motion 2018-2019-17 (Faculty Council, April 25, 2019), Adjust the membership and charge of the Buildings, Grounds, and Campus Support Committee
[26] Motion 2013-2014-3 (Faculty Council, September 5, 2013)
[27] Committee added to handbook Spring 2026
[28] Membership and charge revised April 2026
[29] Motion 2018-2019-14 (Faculty Council, April 25, 2019), Increase the number of students in the Educational Technologies Committee to four and adjust the title Director of Educational Technologies to reflect their current title of Executive Director of Services and Outreach.
[30] Motion 2018-2019-15 (Faculty Council April 25, 2019). Adjust the membership of the Faculty Development committee and its charge to reflect all of the activities this committee helps organize
[31] Motion 2018-2019-12 (Faculty Council, April 25, 2019). Increase membership of ISAC to 5).
[32] Motion 2017-2018-16 (Faculty Council, April 5, 2018, revised the membership of the Library and Art Gallery Committee)

[33] Motion 2018-2019-16 (Faculty Council, April, 25, 2019). Adjust titles of Library and Art Gallery Committee membership as needed and update the charge.
[34] Motion 2012-2013-4 (Faculty Council, October 25, 2012 and March 28, 2013); outdated administrative titles of ex officio members replaced with VP titles by in-meeting Faculty Council vote on April 23, 2026.
[35] Motion 2018-2019-11 (Faculty Council, April, 25, 2019). Update charge of University Advancement and University Communications Committee
[36] Motion 2018-2019-08 (Faculty Council, March 14, 2019; passed by faculty electronically, April 15, 2019). Adopt the new description of the Conflict Resolution Committee and the Faculty Grievance Procedures as submitted by the Conflict Resolution Working group
[37] Position description updated by Faculty Council (Motion 2015-2016-3; Faculty Council, December 3, 2015, January 28, 2016, and February 4, 2016)
[38] BOT committee names and delegate information accurate (from Lisa Cania) as of April 29, 2012.
[39] Motion 2010-2011-25 (Faculty Council, April 21, 2011).
[40] Motion 2024-2025-02 (Faculty Meeting, March 4, 2025).
[41] Motion 2012-2013-17 (Faculty Council, March 28, 2013).
[42] Administrative changes to the policies regarding Instructor of Practice positions were approved by Faculty Council on October 31, 2024.
[43] Motion 2011-2012-20 (Faculty Meeting, February 21, 2012).
[44] Motion 2023-2024-04 (Electronic Ballot, May 7, 2024). This change was not made to the Handbook until January 2025.
[45] Motion 2013-2014-15 (Faculty Council, January 30, 2014)
[46] Motion 2011-2012-19 (Faculty Meeting, February 21, 2012)
[47] Motion 2020-2022-07 (Faculty Meeting April 13, 2021) Approved a one-year extension to the prior policy.
[48] Motion 2014-2015-1 (Faculty Meeting, November 4, 2014) Approved wording changes to sections specifically about criteria for tenure and promotion in rank.
[49] Motion 2014-2015-3 (Faculty Meeting, December 2, 2014) Approved wording changes to the entire section regarding tenure and promotion.
[50] Rewording of the section on tenure and promotion, for the purpose of clarifying the language, was completed by PSC with feedback from Faculty Council during the 2023-2024 academic year. These changes were not made to the Handbook until January 2025.
[51] Motion 2018-2019-10 (Faculty Council, May 10, 2019) Added handbook language regarding expectations that come with having a shortened probation period.
[52] The addition of language about incompetence, neglect and misconduct, along with language about separation agreements, were approved by the faculty
[53] Motion 2023-2024-02 (Electronic ballot, March 7, 2024) This section was emended to change the timing of tenure decisions and to clarify the appeals process. This change was not made to the Handbook until January 2025.
[54] Motion 2012-2013-15 (Faculty Council, March 28, 2013)
[55] Motion 2012-2013-16 (Faculty Council March 28, 2013)
[56] Motion 2020-2021-1 (Faculty Meeting October 6, 2020) Moved the adjunct review policy from the home page of Academic Affairs to the Faculty Handbook
[57] Motion 2023-2024-05 (Electronic Ballot, May 7, 2024) Replaced previous language in II.E. This change was not made to the Handbook until January 2025.
[58] Motion 2025-2026-01 (Vote at Faculty Meeting, 10-21-2025.) Added ”and adjudicated”.
[59] Motion 2023-2024-05 (Electronic ballot, May 7, 2024) Moved from II.E. This change was not made to the Handbook until January 2025.
[60] Motion 2018-2019-08 (Faculty Council, March 14, 2019; passed by faculty electronically, April 15, 2019). Adopt the new description of the Conflict Resolution Committee and the Faculty Grievance Procedures as submitted by the Conflict Resolution Working group
[61] Motion 2018-2019 (Faculty Council meeting October 11, 2018) Altered wording of faculty handbook language regarding grants/fellowships and sabbatical leaves.
[62] Motion 2013-2014-5 (Faculty Council, September 26, 2013, September 12, 2013)
[63] Motion 2006-2007 (Faculty Council, April 5, 2007)
[64] Motion 2013-2014-6 (Faculty Council, September 26, 2013, September 12, 2013)
[65] Motion 2017-2018-3 (Faculty Council, September 27, 2017)