

SECTION II.

FACULTY STRUCTURE AND GOVERNANCE

A. *Statement of Shared Governance*

The Board of Trustees, the administration, and the faculty of Ferrum College share the responsibility for developing and maintaining the Faculty Handbook. Some of the policies are purely administrative and are often dictated by federal or state legislation. Other policies are delegated by the board to the faculty and they typically relate to curricular matters, composition of committees, and graduation requirements. Sections of the Faculty Handbook that relate to terms of employment and fringe benefit provisions are typically set by the administration in consultation with the board and/or legal authorities.

B. *Faculty Organization*

1. *Definition of Academic Schools.*

The various academic disciplines cluster into three schools based upon their similarities related to disciplinary conventions and methodologies. The three schools are: the School of Arts and Humanities; the School of Natural Sciences and Mathematics; and the School of Social Sciences. Each school is led by an Associate Dean. The Associate Dean is appointed for a four year term by the Vice President for Academic Affairs and Dean of the College after consultation with the President and the faculty in the school. The Associate Dean receives reassigned time for his/her administrative role as well as additional compensation. The school structure serves to facilitate communication as well as the organizational and policy-making functions of Academic Affairs.

2. *Definition of Academic Programs.*

An “academic program” refers, but is not limited to, all articulated plans of study. Academic programs include majors, minors, emphasis areas, and special curricular programs (e.g., the Boone Honors Program).

3. *Faculty and Administrative Responsibilities*

a. *Vice President and Dean of the College*

The Vice President and Dean of the College is responsible to the President in all matters related to the academic life of the institution. He or she is the leader of the academic unit and represents the interest of the academic unit and the faculty in administrative matters. He/she assists in setting the tone for a constructive academic atmosphere at the college and an environment conducive to faculty scholarship and student academic success. The Vice President and Dean of the College also acts on

behalf of the President at his or her request, and serves as acting President in his or her absence. Specific duties include:

- 1) Supervising all activities in academic affairs involving the curriculum, the faculty, and all activities conducted in the classroom setting. Provide supervision and support for:
 - Academic Grants
 - Academic Resources Center
 - Assistant Dean
 - Boone Honors Program
 - Dean's Office Staff
 - Experiential and Service Learning
 - Gateway Program
 - International Programs
 - Institutional Research and Assessment
 - Pathways to Success Program
 - Registrar's Office
 - School Associate Deans
 - Stanley Library Academic Center
- 2) Supervising the hiring and evaluation of all academic personnel and maintaining personnel records on all faculty.
- 3) Submitting and supervising the annual budgets of all academic units.
- 4) Supervising the Academic Affairs Program and Unit Assessment.
- 5) Supervising Academic Publications: PROFESS, the Ferrum College Catalog, the Faculty Handbook, and other academic publications.
- 6) Supervising Academic Programs: Dean's List Dinner, Annual Awards Program, Commencement.
- 7) Presiding over joint faculty-staff meetings.
- 8) Serving on the Curriculum Committee (or designee).
- 9) Serving ex-officio on all academic committees (or designee).
- 10) Monitoring SACS and other accreditation compliance in academic areas.
- 11) Assisting in Pre-registration and Assessment Weekend in the Summer (PAWS).
- 12) Directing and planning programs for the professional development of the faculty.
- 13) Coordinating efforts in curriculum revision, class schedules and program development.

- 14) Serving as a member of the President's Administrative Council (AC) and as a member of the Institutional Effectiveness Advisory Committee (IEAC). Represents the interests of academic affairs in these groups.
- 15) Meeting with the Academic Affairs Committee of the Board of Trustees to report and interpret changes and status of all academic phases of the college.
- 16) Counseling with the Vice-President for Student Affairs in matters relating to the welfare of the students and the college.
- 17) Assisting the Director of Admissions in the review of applications for admission and advising the Student Activities Office on activities relative to the academic life of the college.
- 18) Representing Ferrum College to the Appalachian College Association (ACA) through the ACA Deans Council, at the Tech Summits, and other ACA meetings and programs.
- 19) Serving as Ferrum College's representative on the Roanoke Higher Education Center Board of Directors.
- 20) Other duties as assigned by the President.

b. School Associate Deans of Academic Affairs

The Associate Dean is the administrative officer for the school. He/she has the primary responsibility for maintaining excellence in the school, taking appropriate, timely action to ensure the highest possible standards of teaching, scholarship, service, student advising, and human relations. He/she is responsible for recruiting, supervising, and evaluating school faculty and staff; for leading the school in matters of curriculum, planning, assessment, and student issues related to academic affairs; and for managing the budget, records and workloads of the school. He/she reports to the Vice President for Academic Affairs and Dean of the College and consults with him/her with regularity.

- 1) Leading in matters of faculty and staff personnel including faculty evaluation (in accordance with the Faculty Handbook) and staff evaluation (in accordance with the Staff Handbook); hiring, orientation, supervision and evaluation of part-time faculty members; encouraging and supporting ongoing professional development of faculty and staff; program coordinator evaluation; faculty and staff searches and appointments; staffing, workload assignments and scheduling; and mediating faculty and staff conflict in the school.
- 2) Monitoring effectiveness of all school faculty and counseling each regularly with regard to effectiveness in teaching, scholarship and professional development, and service.

- 3) Advising the VPAA/Dean of the college concerning retention of non-tenured faculty.
- 4) Leading in matters related to student issues in academic affairs.
- 5) Leading in program development, planning, assessment and evaluation including strategic academic program development and planning, implementation and assessment that leads the college toward a collaborative, creative and excellent Academic Affairs department; facilitating and leading the school in all periodic accreditation and program review efforts (e.g., SACS, specific disciplinary accreditations that are applicable; program reviews); vigilance of program quality, effectiveness and efficiency; alignment of majors with general education and Pathways to Success program frameworks, including the development and maintenance of a current assessment plan for the school; development of the school's E-Term complement of courses and programs; curricular and co-curricular learning leadership.
- 6) Leading curriculum and major program reviews, endorsing said program and facilitating movement of the course or program changes into and through the Curriculum Committee process.
- 7) Leading the school and the campus in seeking linkages and opportunities for strengthening both disciplinary and interdisciplinary opportunities for program development, including in the Academic Centers, consulting with other Associate Deans and faculty about the development of interdisciplinary programs relevant to the school.
- 8) Serving as catalyst for collaborative teaching, research and scholarship, grant writing, program development and other initiatives within and between programs within the school.
- 9) Overseeing the ongoing review of core general education courses in one's school as well as major course, assuring their ongoing fidelity to the Student Learning Outcomes for Ferrum College Graduates.
- 10) Leading in matters of budget and fiscal management in the school including the development of annual and long term budget priorities that are aligned with strategic and operational goals; monitoring expended and available funds; approving school purchases; oversight of school equipment and other resources, including conducting inventories of equipment and supplies; creating and maintaining a school budget; working collaboratively with the Dean of the College and other Associate Deans in setting strategic budget priorities for Academic Affairs.
- 11) Organizing and arranging school participation in admissions sessions, administrative programs, parents and alumni weekends and other campus events as necessary to represent the school or as assigned by the Dean of the College.

- 12) Supervising student work study assigned to the school.
- 13) Serving as a member of the Academic Council (all Academic Affairs Associate Deans and the Dean of the college).
- 14) Serving as a member of the Dean's Council.
- 15) Serving as a member of governance committees and task forces on behalf of or as assigned by the Dean of the College.
- 16) Convening regular meetings of the school's program coordinators and of the school's plenary faculty.
- 17) Communicating with members of the school concerning relevant actions and deliberations of the Academic Council and the Dean's Council.
- 18) Continuing to seek professional development opportunities that will hone disciplinary, academic management and organizational leadership skills and abilities. Keeping abreast of professional development pertaining to the disciplines of the school and to best practices in higher education.
- 19) Assuring that up-to-date information is provided for school publications, websites and the college catalog.
- 20) Working with the ARC in assigning advisees to each faculty member on an equitable basis.
- 21) Handling student and faculty grievances and seeing that proper procedures are followed.
- 22) Other duties as deemed necessary and assigned by the Dean of the College.

Appointment and Term:

- a) School Associate Deans serve for renewable terms of four years.
- b) School Associate Deans are reviewed annually by the Dean of the College, who will solicit feedback/evaluation from faculty members in the school.
- c) School Associate Deans can be released from their position, based on a performance review, prior to the expiration of their term of appointment by the Dean of the College in consultation with the President.
- d) Associate Deans will work on a ten-month contract basis, generally extending from August 15 through June 15, and will not teach less than a half-time load each year.
- e) Associate Deans will receive no more than .5 FTE reassigned time for administrative duties, a stipend, and additional salary for the extended

contract. Administrative support will be considered based on the size of the school.

- f) Associate Deans may not assume both Associate Dean and “Program Coordinator” roles simultaneously, unless the Dean of the College makes an exception due to specific, compelling circumstances.
- g) Occasionally, it may be desirable to limit the term of appointment to some period less than the normal four years. When the Dean of the College and the Associate Dean agree on such an arrangement, the letter of appointment will specify the shortened term and any other special conditions of the appointment

c. Assistant Dean

The Assistant Dean for Academic Affairs serves as an academic officer of the College in assistance to the VPAA in carrying out the broad functions the academic affairs unit of the college. He/she monitors and provides support for the operations of the academic schools and programs; provides administrative oversight for the general education, assessment, honors, faculty development, and E-Term programs; coordinates the program review process; provides academic affairs oversight for student retention and success initiatives and processes; facilitates student appeals and student/parent/guardian concerns related to academic affairs; supervises the degree granting programs in AEP.

- 1) The Assistant Dean for Academic Affairs works with and supports the Vice President for Academic Affairs and Dean of the College by providing assistance across all academic functions of the college: monitoring and providing support for the operations of the academic affairs unit (e.g., staffing; adjunct faculty oversight; space; independent study/internship/tutorial coordination; chairs fellowship-scholarship process); supervision of the assessment and program review processes in Academic Affairs (e.g., program review and improvement process; annual report process; assists with all accreditation processes in academic affairs).
- 2) Works with the VPAA coordinate all general education related issues – curriculum, assessment, program revision, E-term (Dean’s Office liaison to the Curriculum Committee).
- 3) Works with the VPAA and other academic affairs leaders in strategic and comprehensive planning and coordination of faculty development across all functional areas of academic affairs: assessment, higher education pedagogy, information literacy/mastery initiative, integrating service learning/liberal arts, engaged learning strategies, curricular/co-curricular learning, instructional technology; new faculty development and adjunct faculty development.

- 4) Works with others to continue to improve the data-based decision making process in all functional areas in Academic Affairs (e.g., Director of Assessment and IR; Associate Deans; all budget managers in Academic Affairs).
- 5) Works as the point person from the Dean's Office with Associate Deans on coordinating and supporting staffing and program review processes, including working with data from Delaware Study, short and long term Strategic Planning and Budgeting, and in the use of other data sources from the IR office, as well as other offices, to guide effective and efficient functions in Academic Affairs.
- 6) Serves as the liaison from the Dean's Office to work with students (and parents/guardians), Academic Standards Committee, etc. in handling all academic appeals and other issues related to Academic Affairs concerns.
- 7) Works with others to guide advising and retention initiatives (e.g., Executive Director of the Stanley Library and Academic Center; Directors in the ARC; etc) to study and evaluate ARC operations, advising, Gateway program, and working with Enrollment MGMT. re: retention (liaison from the Dean's Office to the Retention Committee).
- 8) Supervises the following programs and their directors: AEP degree granting program; Instructional Design and Technology; Pathways to Success components.
- 9) Chairs, Fellowship/Scholarship Panel –Works with faculty and others to identify and mentor promising students toward fellowship, scholarship opportunities and graduate/professional school.
- 10) Serves on Faculty Governance Committees and on other groups as designated by the VPAA: Curriculum Committee (ex officio); organizes and chairs Dean's Council; meets with Academic Council and Academic Council Plus, and chairs these meetings in the absence of the VPAA.
- 11) Teaches up to two courses per year, as needed and as determined by workload.
- 12) Performs other duties as required by the VPAA.

d. Program Coordinators and Directors

In consultation with the Dean of the College, Associate Deans appoint a program coordinator to direct each major program offered within the school. These coordinators work closely with the Associate Dean to ensure that each

major program maintains a high level of quality in the most effective and efficient manner. The duties of program coordinators vary considerably because of the significant differences between the major programs at the college. Still, program coordinators, as applicable and as agreed upon in consultation with the Associate Dean and the Dean of the College, assume the following duties:

- 1) Coordinating efforts (often in cooperation with the Admissions Office) to recruit and retain students in the program and counseling prospective students about the program and about career opportunities for graduates of the program.
- 2) Keeping abreast of current developments within the discipline and developing appropriate curricular recommendations for growth and sustenance of a high quality program.
- 3) Encouraging vigorous participation of students within the program by supporting and advising clubs and/or other appropriate activities.
- 4) Developing, as appropriate, internship or field placement possibilities for students in the program by contacting prospective businesses, agencies, and organizations in order to explain the college's internship program.
- 5) Coordinating internships or field placements of students in the program (whether supervised by the coordinator or by other faculty members within the school).
- 6) Participating, when assigned by the Associate Dean, in the hiring, orientation, supervision, and evaluation of part-time faculty members teaching in the program.
- 7) Developing and managing, as appropriate, facilities used in support of the program.
- 8) Coordinating with Admissions, Public Relations, and other appropriate offices the program's web page and other means of publicity about the program (such as newsletters, brochures, etc.).
- 9) Planning and overseeing a formal program review every three years.
- 10) Coordinating, with the Associate Dean, the annual planning, budgeting, and assessment activities of the program as part of the college's overall planning, budgeting, and assessment cycle.
- 11) Coordinating the academic advising of students in the program and helping to solve problems individual students encounter in the program.
- 12) Working with the Associate Dean in the creation of class schedules each semester as well as longer term course rotations.
- 13) Maintaining records of job placements and current addresses of alumni as much as possible.

14) Working with the Registrar's Office to evaluate transfer credit applicable to the program.

e. Academic Council

The Academic Council consists of the Vice President for Academic Affairs and Dean of the College, the Associate Deans of each of the schools, and the Assistant Dean of Academic Affairs. Its function is three-fold:

- 1) It serves as an advisory group to the Vice President for Academic Affairs and Dean of the College and, through the her/him to the Administrative Council on all matters related to the academic programs of the college.
- 2) It serves as the main communications link between the Vice President for Academic Affairs and Dean of the College and the faculty.
- 3) It serves in a policy development and approval capacity for matters affecting the faculty which are not specifically delegated to other standing, advisory, or administrative committees. Minutes of the Academic Council are recorded by the Executive Assistant to the Vice President for Academic Affairs and Dean of the College. Matters decided in this group may be referred to academic schools, committees, task forces, or the faculty for discussion and/or action as deemed appropriate.

f. Dean's Council

The Dean's Council consists of all budget managers in Academic Affairs. The Dean's Council serves as the Academic Affairs team that operationalizes the planning, budgeting and assessment process in this unit. The members of this group are: the three school Associate Deans, Assistant Dean, Executive Assistant to the Dean, Registrar, Executive Director of the Academic Center and Stanley Library, Director of ARC, Director of E-Term, Director of Gateway Program, Director of Pathways to Success, Director of Service Learning, Director of Instructional Design and Technology, Director of Institutional Research and Assessment, Director of Adult and Continuing Education, Director of International Programs, Director of the Boone Honors Program, and the Director of Ferrum Outdoors.

Minutes of this meeting are recorded by the secretary in the Office of the Vice President for Academic Affairs and Dean of the College. Matters decided in this group may be referred to academic schools, committees, task forces, or the faculty for discussion and/or action as deemed appropriate.

g. Full Time Faculty

Faculty members shall work responsibly and cooperatively for the good of the college. The specific duties of the faculty include:

- 1) Academic Standards
 - a) Establishing liberal arts core requirements, graduation requirements, and major and minor program requirements.

- b) Developing and evaluating individual courses and programs of study.
- c) Establishing academic standards for satisfactory progress and academic standing.
- d) Developing degree programs.
- e) Teaching, Advising, Scholarship, and Service Responsibilities
- f) Presenting well-prepared, challenging, and carefully administered courses.
- g) Delivering effective classroom presentations.
- h) School Responsibilities
 - i) Participating within the school in the preparation of class schedules.
 - j) Fulfilling assigned responsibilities within the school for work study students.
- k) Serving on college committees (standing committees as well as special committees) to represent school opinion, discuss issues, and communicate the discussion back to the schools.
- l) Attending scheduled school, faculty, and college meetings.
- m) Participating in the development of college policy.
- n) Submitting documents as requested by the Associate Dean, Dean of the College, or President of the college such as: syllabi, course outlines, copies of examinations, grade reports, etc.

In addition to the above responsibilities, faculty may also choose to serve the college by being involved in active student organizations or activities. This type of work shall be recorded with the Dean and Associate Dean to be considered in assignment of workload in other areas. Faculty members may also choose to serve the college by participating in various types of service to the community. These choices are not held to be responsibilities of the faculty member, but options open to individual choice. Distinctive service in these optional areas may be considered favorably in evaluating faculty performance, but the choice not to participate in them will not be grounds for unfavorable consideration.

h. Adjunct Faculty

The college uses adjunct faculty to provide release time for individuals, to support the overall diversity of the academic program. Part-time faculty are not eligible for group life and health insurance, retirement, tuition exchange programs or staff/staff dependent scholarships for employee children and spouses. Compensation will be set on negotiated amount per course.

Adjunct faculty are provided mail boxes for campus correspondence through their respective schools. Part-time faculty are encouraged to participate in

school and faculty meetings and may volunteer to serve on special committees and task forces. Although they may attend faculty meetings and enter into discussion, they do not have a vote. They are normally not eligible to participate in the faculty Professional Development Fund.

Adjunct faculty should acquaint themselves with academic procedures and the college calendar as described in the catalog; contact the Dean's Office and appropriate Associate Dean in case of illness or inability to meet classes; familiarize themselves with library operations; and report grades to the Registrar's Office on time.

Adjunct faculty must include on their course syllabi times when they will be available to meet with students. In the event that regular times are not possible for certain part-time faculty, directions, including off-campus contact information, must be given so that the students may arrange individually scheduled meetings.

Associate Deans are responsible for the annual orientation, supervision, and evaluation of part-time faculty members (an Associate Dean may delegate these responsibilities to the appropriate program coordinator). Both new and returning part-time faculty members should be oriented each year so that they know how their role as a part-time faculty member relates to the priorities and goals of the college and of the school or department. This orientation process should also inform part-time faculty members of current campus and school procedures and expectations. To document the evaluation process, the Associate Dean (or the designated program coordinator) submits the Annual Part-Time Faculty Evaluation Form for each part-time faculty member to the Office of the Academic Dean. For faculty members who teach only during the fall semester, this form should be submitted by January 15. For faculty members who teach both semesters or only during the spring semester, this form should be submitted by May 15.

Standards of Professional and Personal Conduct

Ferrum College faculty contribute significantly to the public image of the College. In the performance of their responsibilities, there are many contacts with students, parents, alumni, and other visitors to campus and consequently, faculty are often the immediate representatives of the college. Tact, dependability, punctuality, pleasing appearance, and a friendly attitude should distinguish Ferrum College faculty.

i. Faculty Organization

General Faculty Sessions

- 1) All full-time members of the teaching faculty, library faculty, and academic resources center faculty, so designated by contract, shall be considered members of the faculty and shall have equal privileges in the

larger body. All other members of the academic community are invited to participate in the sessions but do not hold a vote in deliberations.

- 2) The faculty shall hold regular meetings during the academic year for the purpose of deliberating on matters arising out of committees, faculty schools, or individual concerns. Meetings should serve as a communication tool, recommending and approving body, and a forum for ideas and concerns. Special meetings may be called by the Dean of the College or upon the written request of at least five members of the faculty.
- 3) The Faculty Council chair or a Faculty Council designee shall preside over the body. A quorum, certified by the Dean's assistant, shall be 60 percent of the eligible membership.
- 4) The body shall operate under Roberts Rules of Order.
- 5) All voting faculty are required to attend the meetings of the body. Notice of any action to be taken as well as minutes from the previous faculty meeting should be placed before each faculty member at least two days prior to the meeting. The body can vote to defer action on policies or withhold approval of minutes because of inadequate notice to review them in advance.

j. Committees

Faculty committees

Faculty committees have the responsibility to report their actions to the full faculty. The normal means of communication is for committees to report to their schools through elected representatives. Committees may report to the full faculty through written reports or in the general faculty meeting. Except for the Faculty Development and Affairs and Athletic Committees, these committees elect their own chairs.

College committees are made up of three types:

1) **Academic Committees** - Those which directly serve the academic purpose of the institution. Academic Committees make policy working in concert with the faculty body as a whole.

a) Faculty Council

The Faculty Council, formerly known as the Faculty Development Affairs Committee (FDAC), represents the interests of the faculty and, working together with the Dean, advises the President on matters of faculty concern. The Faculty Council serves as a liaison for communication between the faculty and the administration. In collaboration with the administration, the Academic Council, and faculty members of the Institutional Effectiveness Advisory Committee, the Faculty Council advises in the development and

implementation of college policies and programs affecting faculty. The Council also makes recommendations in the formulation and implementation of faculty policies and procedures in the following areas:

- i) Hiring, retention, promotion, and dismissal procedures.
- ii) Equitable and competitive compensation, including salary and fringe benefits.
- iii) Professional evaluation.
- iv) Credentials and professional development.
- v) Classroom and professional responsibilities.
- vi) Professional ethics.
- vii) Regular review of Faculty Handbook.

Chair

The Faculty Council chair or a Faculty Council designee presides over meetings of the full faculty. The chair represents the interests and concerns of faculty at meetings with the Dean, the President, and if by invitation, the President's Administrative Council and the Board of Trustees. The Faculty Council chair normally receives release time for his or her Council responsibilities, customarily a release of one three-credit course per semester or the equivalent, unless special circumstances exist.

In February of even numbered years, the Nominating Committee will submit to the faculty the names of two faculty members who would be willing to serve a two-year term as chair of Faculty Council. Additional candidates may be nominated from the floor, and each candidate will be asked to address the faculty on his or her view of the role of the Faculty Council. The faculty will elect the chair by majority vote.

The new chair will attend the spring Board of Trustees meeting with the incumbent, at the invitation of the Board chair, and begin duties in August.

Membership

Each school will elect two representatives to the Faculty Council. It is recommended that schools select representatives for two-year staggered terms.

In the event a current member of Faculty Council is elected as chair, that school would have the option of sending a new representative. If a new representative is selected, the chair of the Faculty Council will

vote only in case of a tie. If an alternate representative is not chosen, the chair will vote as a normal division representative.

The new chair will begin duties in August.

b) Academic Standards

The Academic Standards Committee recommends policies governing grading standards, credit hours and grade point average required for graduation, satisfactory progress and honors, academic probation, suspension, readmission, transfer credit, and attendance to the faculty for approval. .

The Committee also assumes the following responsibilities:

- i) Establishing and revising policy regarding Advanced Placement credit, CLEP credit and other forms of credit by examination.
- ii) Rendering judgment on appeals from students pertaining to academic policy.
- iii) In consultation with the director of admissions and the Vice President and Dean of the College, establishing standards of admission.

Membership

The committee will be comprised of two faculty members elected by each school. These members are elected to two-year terms (staggered by division). Two student representatives, chosen by the SGA, will be invited to serve on the Academic Standards Committee. The two student representatives will not be present when individual student appeals are discussed, and will not have voting power on resolutions. The registrar may be included as an ex-officio member for discussion involving student records. The chair will be elected by Committee members.

c) Student Learning Assessment Committee

The Assessment Committee makes recommendations to the faculty through the School Associate Deans in matters relating to the assessment of student learning at Ferrum College. The regular duties of the Committee include:

- i) Reviewing the Hallmarks of a Ferrum College Graduate
- ii) Reviewing the Ferrum College Student Learning Outcomes
- iii) Reviewing and providing formative feedback on the annual program reviews (by Program Coordinators) and program review documentation

- iv) Reviewing and providing formative feedback on the five-year general education review and general education program assessments
- v) Reviewing the results of Closing-the-Loop sessions from course assessments each semester.

Membership

The Committee will be comprised of two faculty members from each School (on staggered, two-year appointments), one member of the library faculty (appointed by the Director of Stanley Library for two-year terms), and one non-academic affairs member invited by Faculty Council and the Director of Assessment and Institutional Research in consultation with the Dean of the College. At least one member from each school should be a Program Coordinator whose program has recently (within three years) undergone a program review. The Director of Assessment and Institutional Research will serve as an ex-officio member. The non-academic affairs representative will communicate and work with all non-faculty units regarding assessment plans. Up to two students, to be chosen by the Assessment Committee Chair from a slate of five names submitted by the SGA, will be invited to serve on the Assessment Committee in a non-voting, advisory capacity with the understanding that the Committee reserves the right to excuse the student members from sensitive and confidential discussions should the Committee deem it appropriate.

Chair

The Assessment Committee Chair is elected at the beginning of each academic year from the membership of the Committee. The Assessment Committee Chair (or another designee from the Committee) may also serve on any special committees or task forces related to assessment or accreditation (e.g., Quality Enhancement Plan or Reaffirmation.)

d) Athletics Committee

This Committee is responsible for evaluating the programs and policies of the college regarding intercollegiate athletics. Specific areas of concern include the following:

- i) Coordination of scheduling with all other college activities.
- ii) Review of budget.
- iii) Determination of guidelines for use of athletic facilities. Review of recruiting procedures.

vi) Advising director of athletics on any other matter of common interest.

vii) Monitoring of academic success of athletes.

Membership

The committee will be comprised of one representative elected by each school. The committee shall also include one staff representative from each of the departments appointed by the appropriate vice president, one representative from SGA, and one student representative from each class. The chair of this committee, appointed by the President to serve a three-year term, shall automatically serve as the college faculty athletic representative to the National College Athletic Association.

Responsibilities of the Faculty Representative to the National College Athletic Association:

The faculty athletic representative shall be a full time member of the college faculty who does not hold coaching or administrative duties in the department of athletics. This individual shall be selected by the President to serve a three year term. The duties of the faculty athletic representative shall be:

- Informing the President regarding current status and issues affecting the athletic program.
- With the academic adviser and registrar, monitoring progress of athletes towards graduation.
- Conducting research at the direction of the President.
- Assisting the registrar in certifying athletic eligibility.
- Acting as the college representative to the Faculty Athletic Representative's Association of the National Athletic Association conferences with which the college is currently affiliated.
- Chairing the college Athletic Committee, voting only in the event of a tie.
- Informing the faculty concerning matters affecting classroom performance of athletes. Working with the athletic director regarding appeals, eligibility and the NCAA logistics.

e) Curriculum Committee

The Curriculum Committee makes recommendations regarding the content of the curriculum in relation to institutional purposes and goals. Members of this committee will engage in curriculum planning and development and evaluate existing and potential programs. The committee has responsibility for general education program

development and assessment. Curriculum Committee approval must be sought for the following.

Items requiring the approval of the Curriculum Committee and the full faculty:

- i) New or substantially revised course offerings.
- ii) New programs of study.
- iii) Changes to Liberal Arts Core Requirements.
- iv) Revisions to academic programs (majors and minors).
- v) Dropping academic programs.

Items requiring only the approval of the Curriculum Committee:

- i) New topics to be offered through special topics courses.
- ii) Courses to be designated as writing or speaking intensive.
- iii) Changes to course or program catalog descriptions that are editorial in nature or simple clarifications that do not affect the substance of the courses or programs.
- iv) Dropping courses that have not been offered in the previous four years.

Matters of academic policies and procedures as enumerated above will be reviewed. Deliberations of this group will be recorded in minutes. Matters decided in this group will be referred to academic departments, committees, or faculty for action as deemed appropriate.

Membership

The Curriculum Committee will be comprised of the Dean (or designee) and two faculty members selected from each school, from different programs within the school. The chair will be chosen by the committee members from the membership of the Curriculum Committee. The registrar will serve as an ex-officio member. Two students, to be chosen by the Curriculum Committee Chair from a slate of five names submitted by the SGA, will be invited to serve on the Curriculum Committee in a non-voting, advisory capacity, with the understanding that the committee reserves the right to excuse the student members from particular discussions should the committee deem it appropriate.

f) Faculty Grievance

This committee serves to promote the orderly resolution of problems which may arise in the work environment. It will handle grievances which are work-related problems or conditions which a faculty member believes to be unfair, inequitable, or discriminatory or a

hindrance to the individual's job performance. This committee will not handle policy decisions which should be carried through the normal governance channels. It will review whether the appropriate procedures and policies were followed in making a particular decision. It will follow grievance procedures as outlined in the *Faculty Handbook*.

Membership

This Committee will be comprised of six faculty members elected on a rotating basis. At the first faculty meeting of each year, two faculty members will be elected to serve a three year term. One alternate, who will also serve a three-year term, will be elected at the same meeting each year. No more than two members of any school may serve at the same time. Every hearing panel will include five committee members. Each panel will elect its own chair.

g) Library Committee

The Library Committee serves in an advisory capacity to the Library Director. The duties include:

- i) Serving as a liaison between the library staff, the faculty, and the student body.
- ii) Developing policies and procedures for the use of library facilities and resources in cooperation with the Library Director.
- iii) Working with the Library Director, the Dean, and the faculty in developing the library budget.
- iv) Working closely with the Library Director on the allocation of the book budget.
- v) Working closely with the Library Director on the acquisitions and weeding policies.
- vi) Distributing and reviewing the library's annual student assessment questionnaire at the end of the academic year.
- vii) Planning for future automation and computerization needs in consultation with the Library Director, the library staff, the faculty, the students, and the administration.

Membership

The Committee will be comprised of one representative elected from each school, the Library Director, ex-officio, and two students named by the Dean. The chair will be elected by Committee members and may not be the Library Director.

h) Nominating Committee

The Nominating Committee will take office upon election and will choose nominees for all committee positions to be elected by the faculty (with the exception of Faculty Council Chair) in time for elections at the opening faculty meeting the following August.

Membership

The Committee will consist of five members serving staggered two-year terms. The Nominating Committee will choose its own chairperson.

At the first faculty meeting of the spring semester, open slots will be filled by nominations from the floor.

i) Service Learning Committee

The Service Learning Committee is responsible for facilitating and evaluating programs and policies of the college related to service learning. Specific areas of responsibility include:

- i) Serving as a liaison between the college administration, faculty, students, and community partners involved in service learning.
- ii) Developing policies and procedures for college related service learning activities.
- iii) Working with the college administration, faculty, and students to develop funding strategies and budgets for campus-wide service learning.
- iv) Assisting faculty, students, and partner communities in developing assessment tools to evaluate the success of service learning activities.
- v) Completing a yearly assessment of campus-wide service learning experiences.
- vi) Facilitating the scheduling of service learning programming for faculty, students, and community partners.
- vii) Serving as the advisory board for the Bonner Scholars Program.

Membership

The Committee will be comprised of one representative elected from each school, the Director of Service Learning, the Bonner Program Coordinator, the Director of Student Leadership and Engagement, four students to be named by the President of the college, a member of the athletic department, and two representatives from community partner organizations. The President, Dean of the college, and the Director of Grants and Special Projects, and the Dean of Student Affairs will serve as ex-officio members of the Committee. The Committee will select its chair.

j) Student Affairs Committee

The Student Affairs Committee shall serve as an advisory committee to the Vice-President for Student Affairs and Enrollment, review policies on all aspects of student life, investigate means of enhancing student life, and make recommendations to appropriate persons or bodies. This committee works in close cooperation with the student affairs staff and the student government association. Specifically, the committee serves as a forum for discussion of student concerns, review all proposed major policy changes in the area of student life and makes recommendations to the Vice-President for Student Affairs and Enrollment and/or the President.

Membership

This committee will be comprised of four elected faculty members (one of whom shall be elected by the committee membership to serve as chair), the Vice-President for Student Affairs and Enrollment, the Director of Residence Life and four students. Each year two faculty are elected in a faculty meeting for two-year terms. At least one of the four faculty representatives must be tenured. The student membership shall include the SGA President, one residence hall student staff member (elected from among the staff), one day student (elected from among that constituency), and one senator (elected by the senate). Except as stipulated, students may not hold official elected positions within the SGA.

k) Teacher Education Committee

The Teacher Education Committee is responsible for:

- i) Carrying out catalog requirements prescribed by the Teacher Education Committee.
- ii) Continuing assessment of the education program and the progress of individual students.
- iii) Maintaining contacts with local and state public school officials.
- iv) Recommending education program policy to all academic divisions.
- v) Providing direction to the education program and enhancing communication between the committee and the college community.

Membership

Due to the nature of the Teacher Education Committee's responsibilities, members normally make long-term commitments to this effort. While each academic school may not have a representative,

a member of the Education Committee will be specifically charged with maintaining communication with each un-represented school and representing that school's concerns to the committee. There shall be at least six members on the committee, no more than 1/3 of whom shall be from the Education Program. Each shall serve a three-year term, with the option of reappointment. The Dean of the College shall appoint Teacher Education Committee members upon the recommendation of the Teacher Education Committee.

l) School Tenure Committee

Purpose

The purpose of this Committee will be to:

- i) Assist the Associate Dean in the Mid-Tenure Review Procedure (see Step 3 of that document).
- ii) Offer an independent evaluation of a tenure candidate.
- iii) Assist in the Faculty Emeritus Status procedure.

Membership

At the first meeting of each school year, the faculty within each school will select a School Tenure Committee composed of tenured Associate and Full Professors who will serve for that academic year. These members should, to whatever extent is possible, be representative of the candidate's discipline or related disciplines. The size of the Committee will be determined by each school.

m) Tenure, Promotion, and Honorary Status Committee

This committee is advisory to the President of the College and functions confidentially in these four areas: Tenure, Promotion, Emeritus Status, and Honorary Degree.

Tenure

This committee meets to make recommendations to the President of the college concerning candidates for tenure.

Duties

- i) Review documents for each tenure candidate whose name has been submitted to the Chair of the Committee by the Vice President for Academic Affairs and Dean of the College.

- ii) Assure that the candidate's dossier is complete based on the guidelines defined in the Tenure Review Guidelines.
- iii) Communicate with the candidate as needed.
- iv) Write a letter of recommendation to the President that summarizes the Committee's discussion and decision.

Promotion

This Committee makes recommendations to the President of the College regarding candidates for promotion.

Duties

- i) Review eligibility of the candidate
- ii) Review documents for each candidate whose letter of request has been submitted to the Chair of the Committee by November 1 of the current academic year.
- iii) Assure that the candidate's application is complete based on the guidelines defined in the Promotion Procedure.
- iv) Communicate with the candidate as needed.
- v) Write a letter of recommendation to the President that summarizes the Committee's discussion and decision.

Emeritus Status

This Committee makes recommendations to the President of the College regarding candidates for emeritus status.

Duties

- i) Assure that a candidate is qualified according to the Faculty Emeritus Status policy.
- ii) Review any documentation provided for the candidate.
- iii) Upon approval by this Committee, present the candidate's name to the faculty at the first faculty meeting of the spring semester for confirmation.
- iv) Upon confirmation by the faculty, the Committee Chair will write a letter of recommendation to the President.

Honorary Degrees

Duties

This Committee makes recommendations to the President of the College regarding candidates for honorary degrees.

- i) Review the nominations submitted.
- ii) Seek additional supporting information when necessary.

- iii) Upon approval by this Committee, present the candidate's name to the faculty for confirmation at the first faculty meeting of the spring semester.
- iv) Upon confirmation by the faculty, the Committee Chair will write a letter of recommendation to the President.

Membership

Each school will appoint two tenured faculty members who hold the rank of associate professor or professor. It is recommended that members will serve two-year terms. The chair will be elected by the committee.

2) Administrative Committees

From time to time, the senior administrators of the college will establish administrative and advisory committees and boards to meet the needs of the college. Membership requirements will be defined at the time of formation. Committees and boards under these headings are published on a campus committee roster and are subject to be changed or dissolved at any time.

a) Institutional Effectiveness Advisory Council (IEAC)

The Institutional Effectiveness Council will:

- i) Serve as an advisory council to the President.
- ii) Serve as important review council in the process of aligning the planning, assessment and budgeting processes of the College with the trustee adopted vision, mission and goals..
- iii) Assess the college's institutional effectiveness through the lens of mission and strategic plan (e.g., use of reports, surveys, Student Learning Outcomes, and other relevant sources).
- iv) Provide input into and assure the fidelity of campus-wide initiatives to the long range strategic plan of the college.
- v) Assist the college by providing feedback, seeking information (inclusively across all groups) via email, surveys, open forums, focus groups, etc.
- vi) Review the completed one and five year administrative unit plans (from each Vice President and the President), associated assessment data (once programs are implemented), and associated requests for resources. The unit plans will align with the college's strategic plan as well as the operational needs of the college. The Council will review and provide input to the President regarding initiatives that, in their view, have the highest priority related to the college's strategic plan for both the nearer and longer terms.

- vii) Serve as communication liaisons to academic schools, administrative units, and student government, notifying each of those initiatives that have been approved for implementation and provided budgetary support.
- viii) Conduct an annual review and develop an annual report of the Institutional Effectiveness Process, reporting on progress and recommending improvements in the process, if any.
- ix) Every five years, review and provide input into mission and vision statements.
- x) Advise the President on other matters related to resource allocations, as requested.

Membership

The Council shall consist of the President, all Vice Presidents, and the Chief Information Officer, four faculty members (three elected by the faculty, one appointed by the President), two staff members (appointed by the President), and two upper-class student representatives (selected by the SGA). The Council will meet on a monthly basis throughout the year, with additional meetings called as necessary. The officer in charge of Institutional Effectiveness shall convene and chair the meeting.

Terms of Office

The President, the Vice Presidents and the Chief Information Officer will serve throughout their terms of office. The faculty and staff serve staggered three-year terms. Student terms are determined by class year (i.e., a student selected his/her senior year would serve one year; a student elected his/her junior year would serve two years).

b) Information Services Advisory Committee (ISAC)

The Committee will:

- i) Serve as an advisory committee to the Chief Information Officer (CIO).
- ii) Make recommendations concerning all phases of technology use at Ferrum College. These recommendations will go to the CIO who will review all recommended expenditures of funds in the technology area and make appropriate recommendations to the Administrative Council.
- iii) Notify academic divisions and administrative units of committee recommendations and to notify academic and administrative units of those objectives which have been approved and/or given budgetary support.

- iv) Consider the future direction of technology at Ferrum, and make recommendations that support the mission and vision of the College.
- v) Appoint the following Sub-Committees:
 - The Procurement Sub-Committee has the responsibility for recommending purchases of all technology hardware and software and evaluating any newly suggested initiatives with respect to the institution's current long-range plan.
 - The Philosophy and Policy Sub-Committee is charged with monitoring current computer user policies, recommending new policies as needed, and examining the overall philosophy for technology at Ferrum College, both in academic and administrative areas.

Membership

The Committee will have representation from the faculty, professional staff, and students, as follows: The Chief Information Officer, the Director of Computer Services, three faculty members (one from each of the three schools), the Director of the Stanley Library, four professional staff members (one from Student Affairs, one from Business, one from Institutional Advancement, and one from Enrollment and Admissions), the Director of Instructional Design and Technology, and one student recommended by the Student Government Association. The Committee will meet on a monthly basis throughout the academic year. Additional meetings may be called as needed. The Chief Information Officer shall chair the Committee or appoint one of the members of the Committee to serve as Chair.

Terms of Office: The Chief Information Officer serves throughout his/her term of office. The faculty and staff serve three-year terms. Students serve two-year terms except when elected in their senior year in which case they would serve for one year.

3) Special Committees

To enhance communication within the college community, task forces, and other such groups (including ad-hoc committees) will be formed for particular, short-term purposes, and will report to the President, Academic Dean, or appropriate Standing Committee. Within two weeks of their initial meeting, if not provided at its formation, all such committees will formulate in writing their specific charge and indicate to whom they are responsible/or to whom they are to make recommendations.

4) Advisory and Regulatory Boards - Academic

a) **Communications Board**

This Board sets policy for the campus media organizations, and serves as an advisory Board to the Dean of the College and the Administrative Council.

Membership and Chair

Its chair is appointed by the President, and its membership includes the faculty advisers to the Iron Blade, the Chrysalis, WFFC, and the student editors or manager; two at-large faculty members appointed by the Dean in consultation with the chair; and two at-large student members appointed by the SGA. The Communications Board reports to the Vice President and Dean of the college.

Duties and Purpose

To oversee operations of the four campus media groups.

b) **Community Judicial Board**

This board adjudicates violations of college standards (other than academic infractions) and residence hall policies serious enough that suspension or expulsion might be the penalty.

Membership

This board is comprised of three faculty members elected by the faculty for three-year staggered terms; three student members selected by the Student Government Association; the Dean of Student Affairs, who is a non-voting member and acts as the administrator in charge. The chair will be the faculty representative serving the one-year term.

c) **Honor Board**

The Honor Board administers the honor code for the academic department.

Membership

The Honor Board is comprised of five faculty members elected for staggered three-year terms and five student representatives are selected by the Student Government Association. A chair will be elected by the board.

d) **Integrated Programming Board**

Purpose

- i) To plan, coordinate and administer extra-curricular and co-curricular programming open to the general public as well as the campus community.
- ii) To consider program needs and requests from all areas of the campus community and to develop an annual schedule of programs

that is balanced and reasonable in its effort to fulfill established programming needs.

- iii) To consider ways in which campus programming can enhance campus themes, special events, current concerns and curricular programs to incorporate such programming into the year's schedule as well as possible.
- iv) To coordinate with other programming bodies in an effort to eliminate the duplication and repetition of similar programs.
- v) To seek out and research programming possibilities to meet established needs.
- vi) To assess campus programming with a view toward improving campus presentations.

Scope

The Integrated Programming Board is responsible for programming for the campus community that is also open to the general public. Such programs are to be announced both on and off campus. All programming not sponsored by Student Activities or by offices of the college administration must be reviewed by the board for approval. The IPB is not responsible for programs sponsored by the Student Activities Office and/or Residence Life. Representatives from student activities, athletics, and the administration are on the IPB in order to facilitate planning and scheduling and to minimize conflicts between dates and kinds of programs.

Responsibilities

- i) To solicit and consider programming needs and ideas from chosen representatives of all areas of the campus.
- ii) To advise people with programming ideas of ways to accomplish their goals.
- iii) To forecast special programming needs.
- iv) To produce, manage and control a master schedule of programming.
- v) All programming open to the campus and the general public must be granted approval by the IPB except for the following:
 - Regular annual programs and events normally set by the Administrative Council (e.g., Commencement activities, Admissions Programs, Family Day, Homecoming, Folklife Festival, Board of Trustees meeting, building dedications, President's Christmas Open House, Hanging of the Green, Chapel services, etc.)

- Intercollegiate athletic events. (Because these schedules are often set well in advance of IPB scheduling for the coming year, it is impractical for the IPB to approve the scheduling of each athletic event. Nevertheless, it is expected that athletic schedules will be planned by coaches and the Athletic Director to complement, not conflict with IPB programs as much as possible. The Athletic Department must keep the IPB informed as game contracts are signed.)
 - Programs sponsored by the Office of Student Leadership and Engagement and/or residence life.
- vi) To work with the Vice-President for Student Affairs and the Director of Public Relations to improve community awareness of Ferrum programs open to the general public.
- vii) To make budget recommendations to the Administrative Council to support IPB programming and to keep the administration informed of programming needs and plans.
- viii) To publish a calendar of programs in advance of each semester in cooperation with the Director of Public Relations.

Membership

The Integrated Programming Board will be comprised of the History, Political Science and the Arts Chair, *Revise: What is this position now?* two faculty members serving staggered two-year terms who are elected by the entire faculty, a representative from the Athletic Department, the Director of the Student Leadership and Engagement Office, a representative from the Office of Institutional Advancement, the Director of Public Relations, a representative from Admissions, the Chaplain, the SGA Vice-President for Student Activities, Chair of Inter-club Council and four students appointed by the Student Government Association. The Board Chair shall be selected from the faculty members appointed or elected to it. The Dean of the college, the Vice-President for Student Services, and a representative from the President's Office will serve as ex-officio members.

e) **Institutional Review Board (IRB)**

(Please refer to the *Ferrum College Human Participants Policy Manual* posted on the ANGEL website for more specific and detailed information.)

Purpose

The purpose of the Institutional Review Board is to set forth the basic ethical principles underlying the acceptable conduct of research involving human participants. These principles include:

- i) *Respect for persons* -- recognition of the personal dignity and autonomy of individuals, and special protection of those persons

with diminished autonomy. This principle underlies the need to obtain informed consent.

- ii) *Beneficence* – an obligation to protect persons from harm by maximizing anticipated benefits and minimizing possible risks of harm. This principle underlies the need to engage in a risk/benefit analysis and to minimize risks.
- iii) *Justice* – the benefits and burdens of research must be distributed fairly. This principle requires that participants be fairly selected.

Duties and Purview

- i) An IRB shall review and have authority to approve, require modifications in (to secure approval), or disapprove all research activities covered by this policy.
- ii) An IRB shall notify investigators and the institution in writing of its decision to approve or disapprove the proposed research activity or of modifications required to secure IRB approval of the research activity. If the IRB decides to disapprove a research activity, it shall include in its written notification a statement of the reasons for its decision and give the investigator an opportunity to respond in person or in writing.
- iii) An IRB shall conduct continuing review of research covered by this policy at intervals appropriate to the degree of risk, but not less than once per year, and shall have authority to observe or have a third party observe the consent process and the research.

Procedures for Review by the IRB

- i) The IRB will meet monthly to review all submitted proposals.
- ii) These proposals will be evaluated according to the guidelines in the Human Participants Research Proposal Evaluation Form. (Refer to ***Ferrum College Human Participants Policy Manual***, posted on the ANGEL website.)
- iii) The chairperson of the IRB will report the IRB's findings to the primary investigator and to the institution.
- iv) If the IRB approves a research proposal, the primary investigator will receive an approval letter (Refer to ***Ferrum College Human Participants Policy Manual***, posted on the ANGEL website) which includes the following:
 - The expectation of the IRB that any changes in the research protocol will be reported to the IRB.
 - The actions that the IRB will take if the primary investigator or any investigator is in non-compliance with IRB requirements.
 - The frequency with which the continuing review of the

research will take place (usually yearly).

- v) If the IRB rejects a research proposal, the rejection letter ((Refer to ***Ferrum College Human Participants Policy Manual***, posted on the ANGEL website) will include changes that must be made in the research protocol to meet with IRB approval.
- vi) The IRB will keep detailed records of all activities.

Membership

- i) Each IRB shall have at least five members, with varying backgrounds to promote complete and adequate review of research activities commonly conducted by the Institution. The IRB shall be sufficiently qualified through the experience and expertise of its members, and the diversity of the members, including consideration of race, gender, and cultural backgrounds and sensitivity to such issues as community attitudes, to promote respect for its advice and counsel in safeguarding the rights and welfare of human subjects. In addition to possessing the professional competence necessary to review specific research activities, the IRB shall be able to ascertain the acceptability of proposed research in terms of institutional commitments and regulations, applicable law, and standards of professional conduct and practice. The IRB shall therefore include persons knowledgeable in these areas. If an IRB regularly reviews research that involves a vulnerable category of subjects, such as children, prisoners, pregnant women, or handicapped or mentally disabled persons, consideration shall be given to the inclusion of one or more individuals who are knowledgeable about and experienced in working with these subjects.
- ii) Every nondiscriminatory effort will be made to ensure that no IRB consists entirely of men or entirely of women, including the institution's consideration of qualified persons of both sexes, so long as no selection is made to the IRB on the basis of gender. No IRB may consist entirely of members of one profession.
- iii) Each IRB shall include at least one member whose primary concerns are in scientific areas and at least one member whose primary concerns are in nonscientific areas.
- iv) Each IRB shall include at least one member who is not otherwise affiliated with the institution and who is not part of the immediate family of a person who is affiliated with the institution.
- v) No IRB may have a member participate in the IRB's initial or continuing review of any project in which the member has a conflicting interest, except to provide information requested by the IRB.

- vi) An IRB may, in its discretion, invite individuals with competence in special areas to assist in the review of issues which require expertise beyond or in addition to that available on the IRB. These individuals may not vote with the IRB.