

Gustavus Adolphus College

Saint Peter, Minnesota

Faculty Book

2009-10

Governing Documents (Purple Pages)

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Mission Statement

Gustavus Adolphus College is a church-related, residential liberal arts college firmly rooted in its Swedish and Lutheran heritage.

The College offers students of high aspiration and promise a liberal arts education of recognized excellence provided by faculty who embody the highest standards of teaching and scholarship. The Gustavus curriculum is designed to bring students to mastery of a particular area of study within a general framework that is both interdisciplinary and international in perspective.

The College strives to balance educational tradition with innovation and to foster the development of values as an integral part of intellectual growth. It seeks to promote the open exchange of ideas and the independent pursuit of learning.

The College aspires to be a community of persons from diverse backgrounds who respect and affirm the dignity of all people. It is a community where a mature understanding of the Christian faith and lives of service are nurtured and students are encouraged to work toward a just and peaceful world.

The purpose of a Gustavus education is to help students attain their full potential as persons, to develop in them a capacity and passion for lifelong learning, and to prepare them for fulfilling lives of leadership and service in society.

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Amended and Restated Articles of Incorporation of Gustavus Adolphus College

Article I

Name

The name of this corporation is Gustavus Adolphus College.

Article II

Purpose

This corporation is organized and shall be operated under Minnesota Statutes Chapter 317A exclusively for religious, charitable, literary, educational, and scientific purposes within the meaning of 501(c)(3) and 170(c)(2) of the Internal Revenue Code of 1986 (the "Code"). Within the limitations established by the preceding sentence, this corporation is organized and shall be operated to conduct and maintain an institution of higher education under the auspices of the Gustavus Adolphus College Association of Congregations of the Evangelical Lutheran Church in America and the Evangelical Lutheran Church in America.

Article III

Members

The members of this corporation shall be composed of the members of its Board of Directors.

Article IV

Restrictions

Notwithstanding any other provisions of these Articles, the restrictions enumerated in this Article IV shall govern the activities of this corporation.

This corporation shall not engage in any activity which may not be carried on (a) by an organization which is exempt from federal income taxation under Section 501(a) of the Code by virtue of being described in Section 501(c)(3) of the Code or (b) by an organization contributions to which are deductible under Sections 170(c)(2), 2055(a) and 2522(a) of the Code.

This corporation shall not afford pecuniary gain, incidentally or otherwise, to its members, and no part of the net earnings of this corporation shall inure to the benefit of any private individual.

This corporation shall not, as a substantial part of its activities, attempt to influence legislation by propaganda or otherwise. This corporation shall neither directly nor indirectly participate in or intervene in any political campaign on behalf of, or in opposition to, any candidate for public office, whether by the publishing or distributing of statements or otherwise.

This corporation shall not lend any of its assets to any officer or director of this corporation or guarantee to any other person the payment of a loan by any officer or director of this corporation.

Article V

Duration

The duration of this corporation shall be perpetual.

Article VI**Registered Office**

The registered office of this corporation shall be College Avenue and Seventh Street, Saint Peter, Minnesota.

Article VII**Individual Liability of Members**

The members of this corporation shall not be personally liable for the obligations of the corporation.

Article VIII**Capital Stock**

This corporation shall have no capital stock, and no dues or fees shall be required as a condition of membership.

Article IX**Board of Trustees**

Section 1: The government and management of this corporation shall be vested in its Board of Directors, also known as its Board of Trustees.

Section 2: The number of directors, manner of their election, and ex officio directors, if any, shall be set forth in the By-laws, also known as the Constitution, of this corporation.

Section 3: Any action required or permitted to be taken at a meeting of the Board of Directors or any committee of the Board of Directors may be taken by written action signed by all of the directors or committee members then in office.

Article X**Amendment of Articles**

These Articles of Incorporation may be amended as provided in the Minnesota Non-Profit Corporation Act, Chapter 317A, as amended, provided that no amendment shall be effective until it is approved by the Gustavus Adolphus College Association of Congregations of the Evangelical Lutheran Church in America.

Article XI**Dissolution**

This corporation may be dissolved in accordance with the laws of the State of Minnesota. Upon dissolution of this corporation, any property remaining after the payment of its debts shall be transferred, in such proportions as the Board of Directors of the corporation shall determine, to one or more organizations which are exempt from federal income taxation under Section 501(a)

of the Code by virtue of being described in Section 501(c)(3) of the Code, or to the State of Minnesota or any political subdivision or agency of the State for exclusively public purposes. No provision of these Articles shall be construed to affect the disposition of property held by this corporation upon trust or other condition, and upon dissolution of the corporation, such property shall be transferred in accordance with the trust or condition imposed with respect to it.

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Amended Constitution (By-Laws) Of Gustavus Adolphus College

Saint Peter, Minnesota

ARTICLE I

Relationship to the Evangelical Lutheran Church in America
Section 1. The College acknowledges the intention of the Evangelical Lutheran Church in America, set forth in its Constitution, to strengthen the College spiritually and academically and to provide oversight and financial assistance.

Section 2. The College declares its intention, in pursuing its educational function, to reflect the faith of the Christian Church.

ARTICLE II

Relationship to Gustavus Adolphus College Association of Congregations of the Evangelical Lutheran Church in America

The College acknowledges the intention of Gustavus Adolphus College Association of Congregations of the Evangelical Lutheran Church in America (the "Association"), set forth in its Constitution, to strengthen the College spiritually and academically and to provide oversight and financial assistance.

ARTICLE III

Location

The principal office of the corporation shall be located at the College's administration building at College Avenue and Seventh Street, St. Peter, Minnesota, or at such other place as the Board of Directors shall designate from time to time. The business of the corporation shall be transacted from the principal office, and the records of the corporation shall be kept there.

ARTICLE IV

Members, Meetings of Members

The Articles of Incorporation of this corporation ("Articles") provide that the only voting members of this corporation are the members of the Board of Directors. Consequently, there

shall be no meetings of the voting members of the corporation apart from the annual, regular and special meetings of the Board of Directors of the corporation.

ARTICLE V

The Board of Trustees

Section 1. Authority. The management of the College shall be vested in the Board of Directors, also known as the Board of Trustees (the "Board"). The Board shall be accountable to the Association or its successors for the management of this corporation.

In addition to the powers conferred upon the Board by this Constitution, the Board may exercise all powers of the corporation and perform all lawful acts necessary and proper for the benefit of the College that are not prohibited to it by statute, by the Articles of the corporation, or by this Constitution.

Section 2. Composition and Election. The Board shall be composed of a minimum of thirty-eight (38) directors and a maximum of forty-one (41) directors, as determined by the Board. All directors shall have equal voting rights, other than Emeritus Trustees, who shall have no voting rights.

- a. **Ex officio Directors.** The following shall be ex officio directors of the Board: (1) a Bishop of Region Three (3) of the Evangelical Lutheran Church in America selected by the Board; (2) the President of the College; (3) the President of the Association; (4) a designee of the Executive Director of the Vocation and Education Program Unit of the Evangelical Lutheran Church in America; and (5) a designee of the Board of Directors of the Gustavus Adolphus College Alumni Association.
- b. **Elected Directors.** Elected directors of the Board shall be elected by the Association at its annual meeting as hereinafter provided. The Board shall serve as the nominating committee to the Association for the selection of candidates to serve as elected directors of the Board. The composition of the elected directors of the Board shall be as follows:
 - i. Eighteen (18) elected directors shall be elected as representatives of the Association. To be eligible for election under this Section 2(b)(i), a person at the time of election must be a member of a member congregation of the Association. At least five (5) sitting directors elected under this Section 2(b)(i) (or under the former Section 2(b)(i)) must have been rostered clergy of the Evangelical Lutheran Church in America at the time of election to their current terms. A director elected under this Section 2(b)(i) may complete his or her current term even if he or she ceases to be a member of a member congregation of the Association. However, such a director is not eligible for election to a new term under this Section 2(b)(i).
 - ii. [Intentionally Blank]
 - iii. Fifteen (15) to eighteen (18) elected directors, the exact number to be as determined by the Board, shall be at large directors, nominated by the Board and elected by the Association without contest.
- c. **Emeritus Trustees.** By resolution of the Board, former directors of the Board who have served the College with distinction may be named Emeritus Trustees. Emeritus Trustees shall have the right to attend all meetings of the Board, but they shall not be considered as

sitting directors of the Board nor be considered directors for purposes of a quorum or for any other legal requirement of this Constitution or statute.

Section 3. Term. Elected directors shall be elected for three (3) year terms commencing at the next annual meeting of the Board following election and ending with the call to order of the annual meeting of the Board three calendar years later. The Association and the Board shall conduct elections in such a manner that the number of elected directors elected each year shall be as nearly equal as possible to one-third (1/3) of the total number of elected directors. The number of terms an elected director may serve shall not be limited. An ex officio director shall serve as long as such director holds the office or position specified in this Constitution.

Section 4. Officers of the Board. The officers of the Board shall be a chairperson, a vice chairperson and a secretary, elected by the Board for terms of one year at its annual meeting. The chairperson of the Board ("Chairperson") shall preside at all meetings of the Board and the Executive Committee and shall have such other duties and exercise such other powers as the Board shall from time to time prescribe. The vice chairperson ("Vice Chairperson") shall preside at meetings of the Board if the Chairperson is absent and shall have such other duties and exercise such other powers as the Board shall from time to time prescribe. The secretary to the Board ("Secretary") shall record all proceedings of the meetings of the Board in a book to be kept for that purpose. He or she shall give, or cause to be given, all notices of meetings of the Board and all other notices required by law or by this Constitution. The Secretary shall have such other powers and perform such other duties as the Board shall prescribe from time to time. The terms of officers of the Board and the chairpersons of each committee of the Board shall be limited to no more than three consecutive years in any one office or chair.

Section 5. Vacancies. Vacant elected director seats on the Board may be filled by the Board until the next meeting of the Association, at which time a director shall be elected by the Association to fill out the remainder of the unexpired term of the director whose position was vacant. Vacancies in any office of the Board shall be filled by the Board at the next meeting thereof.

Section 6. Removal of Directors. The Board by a vote of at least two-thirds of all directors with voting rights may remove any elected director. A director intending to seek the removal of an elected director must give written notice to all directors of the intention to do so by personally delivering the notice or mailing it by first class United States mail, postage prepaid, at least fourteen (14) days in advance of the date upon which the matter will be put before the Board for a vote. The notice shall specify any bases upon which removal is being proposed. Before the Board acts on a motion for removal, the director subject to the motion shall be given an opportunity to appear in person before the Board to address any issues relating to the removal motion. The director subject to a removal motion may remain in the meeting during deliberation of the removal motion.

ARTICLE VI

Meetings of the Board of Directors

Section 1. Place of Meetings. The Board may hold its annual, regular and special meetings at

such places, within or without this state, as a majority of the Board may authorize from time to time.

Section 2. Annual Meetings. The annual meeting shall be the first regular meeting of the Board held after May 1 in each calendar year. At each annual meeting, the Board shall elect officers and conduct such other business as may properly come before it.

Section 3. Special Meetings. Special meetings of the Board may be called by: (a) the President of the College, (b) the Chairperson or Vice Chairperson of the Board, or (c) five or more directors of the Board. A person entitled to call a special meeting of the Board may make a written request to the Secretary to call the meeting. The Secretary shall give written notice of the meeting in the manner provided below, and the meeting shall be held between five (5) and sixty (60) days after receipt of the request. If the Secretary fails to give notice of the meeting within three (3) days from the day on which the request was made, the person who requested the meeting may fix the time and place of meeting, and give notice thereof.

Section 4. Notice. Written notice of each regular and special meeting of the Board shall state the time, place and purpose of the meeting. Such notice shall be delivered personally, by First Class mail, or by electronic means (including e-mail). When mailed, notice must be delivered to the US Postal Service not less than five (5) days before the meeting, excluding the day of the meeting, for delivery to each director at his or her address according to the latest available corporate record. Except in case of emergency, notice delivered personally or by electronic means must be delivered not less than three (3) days before the meeting. Any director may waive notice in writing before, at, or after a meeting. The waiver shall be filed with the Secretary, who shall enter it upon the records of the meeting. Appearance at a meeting is deemed a waiver of notice unless the appearance is solely for the purpose of asserting the illegality of the meeting.

Section 5. Voting. At any meeting of the Board, each director present at the meeting shall be entitled to cast one vote on any question coming before the meeting. The presence of a majority of the directors of the Board shall constitute a quorum at any such meeting, but the directors present at any meeting, although less than a quorum, may adjourn the meeting from time to time. Except as otherwise provided in this Constitution, a majority vote of the directors present at any meeting, if there be a quorum, shall be sufficient to transact any business.

Section 6. Action in Writing. Any action that may be taken at a meeting of the Board or any committee designated by the Board or this Constitution may be taken without a meeting when authorized by a written instrument signed by all of the directors, or all of the members of the committee, as the case may be.

Section 7. Meeting by Means of Conference Telephone. Directors, or any committee designated by the Board or this Constitution, may participate in a meeting of the Board or such committee by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this Section shall constitute presence in person at such meeting.

The Executive Committee

There shall be an Executive Committee, composed of the President of the College, the officers of the Board, and such other directors of the Board as the Board may by resolution from time to time determine. The Executive Committee is authorized to the extent set out here to act on the Board's behalf between Board meetings. This authority is limited to taking those actions (i) that the Executive Committee in good faith determines in the interest of the College that it must take between Board meetings or (ii) that the Board has authorized the Executive Committee to take. The Executive Committee shall provide to all directors prior to each Board meeting minutes of all Executive Committee meetings that have taken place since the previous Board meeting, and such minutes shall disclose all actions taken by the Executive Committee. A majority of the members shall constitute a quorum and the Chairperson shall be chairperson of the Executive Committee. Meetings of the Executive Committee may be called by the Chairperson, the Vice Chairperson or by any three members of the Executive Committee, thereof upon three (3) day's notice, which notice may be waived by unanimous consent.

ARTICLE VIII

The Administrative Organization

Section 1. President. The President of the College shall be a member of a congregation of the Evangelical Lutheran Church in America, shall be elected to office by the Board and shall be installed by a bishop of the Evangelical Lutheran Church in America and shall be the Chief Executive Officer of the College, responsible in particular for educational leadership and administrative direction. The President of the College shall serve at the discretion of the Board. The Board from time to time will consider matters relating to the President's relationship with the College ("Presidential Personnel Matters"). Presidential Personnel Matters include, among other things, proposed performance evaluations, proposed compensation and benefit packages and any proposed removal of a President. At some point during the consideration by the Board of any Presidential Personnel Matter, the President shall leave the meeting to give the Board an opportunity for discussion in the President's absence. However, the Board shall not vote or otherwise act on any Presidential Personnel Matter during this period. The President shall be entitled to attend any portion of a Board meeting during which the Board votes or otherwise acts on a Presidential Personnel Matter. Moreover, in advance of any Board vote or other Board action on a Presidential Personnel Matter, the President shall be informed of the substance and bases for the proposed action, and shall be given the opportunity to address the Board and answer any questions relating to it.

Section 2. Officers and Administrators. The Board shall elect all officers of the College. The officer positions are (i) President; (ii) Provost and Vice President for Academic Affairs; (iii) Treasurer and (iv) any other officer positions that the Board may choose to create. All officers aside from the President serve at the President's discretion. The Board or the President acting at the Board's request shall set forth in writing the duties, responsibilities, relationships and authority of each officer. All administrative personnel not elected by the Board shall serve at the discretion of the President, who shall prescribe in writing the duties, responsibilities, relationships and authority of each administrator. The President shall assemble and publish at the time of each annual meeting, and at such other times as changes warrant, an organization chart and a document setting forth all of the prescriptions by the Board and the President, in

regard to each officer and administrator. This document shall be available to the Board, officers, administrators, faculty and students upon request.

ARTICLE IX

Fiscal Year

The fiscal year of this corporation shall begin on the first day of June of each calendar year and end at midnight on May 31 of the following calendar year.

ARTICLE X

The Faculty

Section 1. Composition. The faculty shall consist of professors, associate professors, assistant professors, instructors and professional librarians.

Section 2. Faculty Manual. The rights, responsibilities and duties, authority and privileges of the faculty, together with rules of procedure and organization relating thereto, shall be contained in the Faculty Manual, which shall include the provisions that all members of the faculty are entitled to academic freedom as set forth in the 1940 Statement of Principles on Academic Freedom and Tenure and additions and amendments thereto formulated by the American Association of University Professors.

This manual shall be adopted by the faculty and approved by the Board and shall be published in a form available to the Board, officers, administrators, and students.

Section 3. Tenure. Election of faculty members to tenure shall be by the Board upon nomination by the President. Installation will normally be a function of the Association and a bishop of the Evangelical Lutheran Church in America.

ARTICLE XI

The Students

Section 1. Admission. The College is open to academically qualified students without regard to race, creed, color, sex, age, national origin, or disability.

Section 2. Student Manual. Involvement of students in the academic affairs of the College, together with their rights, and responsibilities for campus life and discipline, shall be stated in the Student Manual approved by the Board and published in a form available to the Board, officers, administrators, faculty, students, parents and others who have a need to know.

ARTICLE XII

Amendments

This Constitution may be amended as provided in the Minnesota Non-Profit Corporation Act, Chapter 317A, and amendments thereof.

7/93; 6/96; 10/01; 4/03; 1/06; 4/06, 3/07, 6/08, 1/09

Articles of Incorporation Of Gustavus Adolphus College Association of Congregations of The Evangelical Lutheran Church Of America

We, the undersigned, for the purpose of forming a corporation under and pursuant to the provisions of Chapter 317 Minnesota Statutes, known as the Minnesota Non-Profit Corporation Act, do hereby associate ourselves together as a body corporate and adopt the following Articles of Incorporation.

Article I

Name

The name of this corporation shall be Gustavus Adolphus College Association of Congregations of the Evangelical Lutheran Church in America.

Article II

Purpose

The purpose for which this corporation is formed and organized is to elect persons to serve on the Board of Trustees of Gustavus Adolphus College; to strengthen Gustavus Adolphus College spiritually and academically; to support the Lutheran tradition of academic freedom; and to provide oversight and whatever financial assistance it may find feasible and appropriate.

Article III

Members

The members of this corporation shall be members of the Board of Trustees of Gustavus Adolphus College and the congregations of the Evangelical Lutheran Church in America that elect membership in the corporation according to the procedures established in the by-laws or constitution of this corporation.

Article IV

Pecuniary Gain

This corporation shall be a non-profit organization and shall not afford pecuniary gain, incidentally or otherwise, to its members.

Article V

Duration

The duration of this corporation shall be perpetual.

Article VI

Registered Office

The registered office of this corporation shall be in the City of St. Peter, in the County of Nicollet and State of Minnesota.

Article VII

Individual Liability of Members

The members of this corporation shall not be personally liable for the obligations of the corporation.

Article VIII

Capital Stock

This corporation shall have no capital stock, and no dues or fees shall be required as a condition of membership.

Article IX

Board of Directors of the Gustavus Adolphus College Association

Section 1: The government and management of this corporation shall be vested in its Board of Directors of at least six and not more than thirty-six (36) members, who shall be elected so that as nearly as possible one-third of their number are elected for three-year terms each year.

Section 2: The number, manner of election, and powers and duties of the Board of Directors shall be set forth in the Constitution of Gustavus Adolphus College Association of Congregations of the Evangelical Lutheran Church in America and amendments thereto.

Section 3: The incorporators of this corporation shall be the first Board of Directors until their successors are elected pursuant to the Constitution of the corporation.

Article X

Officers

The officers of this corporation shall consist of a president, one or more vice-presidents, a secretary, a treasurer and such other officers as the Board of Directors shall provide from time to time. The President shall be a member of the corporation.

Article XI

By-Laws

This corporation may have and adopt by-laws for the purpose of administering and regulating the affairs of the corporation, which by-laws shall for convenience be called and known as "The Constitution" of the corporation.

Article XII

Powers

This corporation shall have and enjoy all the powers granted corporations organized under the

provisions of the Minnesota Non-Profit Corporation Act, and amendments thereof, under which it is now established and governed, including the power to take, hold, and invest trust property.

Article XIII

Incorporators

The names and post office addresses of the incorporators of the corporation are as follows:

Board of Trustees of Gustavus Adolphus College

Clyde E. Allen
10736 James Circle
Bloomington, MN 55431

Warren Beck
4421 West 52nd Street
Edina, MN 55424

Thomas G. Boman
2045 Woodland Avenue
Duluth, MN 55803

Daniel Buendorf
Pastor, First Lutheran Church
703 South Sibley
Litchfield, MN 55355

Edgar M. Carlson
5320 Brookview Avenue
Minneapolis, MN 55424

Ogden P. Confer
Chairman of the Board
Hubbard Milling Company
424 North Front Street
Mankato, MN 56001

James Hansen
R.R. 2
Brookings, SD 57006

Dwight Holcombe
Hok Ridge Farm
11349 219th Avenue, N.W.
Elk River, MN 55330

Ben Johnson
1628 13th Avenue, N.W.
St. Cloud, MN 56301

Carl M. Johnson
Route 3, Box 60
Saint Peter, MN 56082

Edgar F. Johnson
520 Ninth Street, N.E.
Waseca, MN 56093

John S. Kendall
President
Gustavus Adolphus College
Saint Peter, MN 56082

Theodore M. Kunze
603 Ninth Avenue, North
St. James, MN 56081

Harold R. Lohr
Bishop, Red River Valley Synod
Lutheran Church in America
1351 Page Drive, Suite 320
Fargo, ND 58103

Patricia Lund
4814 Lakeview Drive
Minneapolis, MN 55424

Peter Erickson
Deputy Bishop, Minnesota Synod
of the Lutheran Church in America
122 West Franklin, Room 600
Minneapolis, MN 55404

Kim Erickson Cornell
Director of Risk Management
The Pillsbury Company
200 South 6th Street
Minneapolis, MN 55402

Thomas O. Dahlstrand
556 North Prospect Street
Hartville, OH 44632

Richard A. DeRemee
2209 5th Avenue, N.E.
Rochester, MN 55904

Lloyd Engelsma
5208 Dundee Road
Minneapolis, MN 55436

Rev. Dr. Paul A. Gustafson
Box 61
Warroad, MN 56763

Eric J. Gustavson, Jr.
1700 Baywood Shores Drive
Mound, MN 55364

Paul A. Magnuson
Judge
754 Federal Court Building
St. Paul, MN 55101

John Manz
2114 Palace Avenue
St. Paul, MN 55105

Terry R. Morehouse
Minister, Trinity Lutheran Church
111 Sixth Avenue, South
Princeton, MN 55371

Gwendolyn Peyton
1005 Carroll Avenue
St. Paul, MN 55104

Marge Pihl
2605 North Shore Drive
Wayzata, MN 55391

Dennis M. Sobolik
Hallock, MN 56728

Florence Sponberg
Route 2, Box 9
Mankato, MN 56001

Lloyd O. Swanson
249 Interlachen Road
Hopkins, MN 55343

Gretchen Taylor
625 Owatonna Street
Mankato, MN 56001

Sybil L. Wersell
5124 Tifton Drive
Edina, MN 55435

Phyllis M. Young
414 Forest Avenue, North
Fargo, ND 58102

Article XIV

Amendments

These Articles of Incorporation may be amended by the members of the corporation at an annual meeting of the members on a two-thirds majority vote of all members present and voting after the proposed amendment has been first submitted to the members at the preceding annual meeting.

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Constitution (By-Laws) Gustavus Adolphus College Association of Congregations of the Evangelical Lutheran Church in America

Saint Peter, Minnesota

Article I

Members

Section 1 - Membership: Any congregation of the ELCA shall be eligible for membership by electing or appointing delegates to the annual convention of the corporation. Notification of this election or appointment should be sent to the corporation.

Section 2 - Voting Members: The voting members of the corporation shall be the members of the Board of Trustees of Gustavus Adolphus College; the members of the Board of Directors of the Association; the pastor(s) of each member congregation; and one lay delegate per 500 baptized members, or fraction thereof, with one additional delegate for every additional 500 baptized, or greater fraction thereof, of each member congregation.

Section 3 - Annual Meeting: The annual meeting of the voting members of the corporation shall be held on a date determined by the Board of Directors.

Section 4 - Notice of Meeting: Notice of the annual meeting of the voting members shall be given to all members of the corporation not less than 30 days prior to the date of such meeting. Said notice shall be by written notice sent to each member congregation. Notice to a member congregation shall serve as the notice to all pastors and lay delegates from that member congregation.

Section 5 - Quorum: A quorum of the voting members for any annual or special meeting shall consist of no fewer than fifty (50) members.

Section 6 - Special Meeting: The Board of Directors may call a special meeting at any time upon 60 days written notice to all members. Notice to a member congregation shall serve as the notice to all pastors and lay delegates from that member congregation.

Section 7 - Place of Meeting: The annual and any special meetings of the voting members of the corporation shall be held at such place as shall be determined by the Board of Directors.

Section 8 - Proxies: No member at any meeting of the voting members may vote or be represented by proxy.

Article II

Board of Directors

Section 1 - Management: The management of the corporation shall be vested in the Board of Directors composed of nine (9) elected members.

Section 2 - Members: The president of Gustavus Adolphus College and a bishop of the regional unit of the Evangelical Lutheran Church in America in which the College is located shall be members of the Board of Directors. These are ex officio members who serve with the 9 elected members.

Section 3 - Term of Office: Members of the Board of Directors shall hold office from the adjournment of the annual meeting of the corporation at which they are elected until the adjournment of the annual meeting of the corporation the third calendar year thereafter.

Section 4 - Election: One-third of the members of the Board of Directors shall be elected at each annual meeting of the voting members of the corporation.

Section 5 - Nomination: Nominations to the Board of Directors of the Gustavus Adolphus College Association of Congregations shall be made by a nominating committee consisting of five persons: two representatives from the current Board of Directors of the Association and three at-large delegates to the GACAC. Nominations to this committee shall be made by the Board of Directors of the Association with the at-large nominees elected annually by the convention delegates.

Section 6 - Meetings: The Board of Directors shall meet at such times and places as the Board of Directors may designate.

Section 7 - Quorum: A quorum of the Board of Directors for any meeting shall consist of not less than one-third of the Board of Directors.

Section 8 - Vacancies: Vacant elected seats on the Board of Directors may be filled by Board appointment until the next meeting of the Association, at which time a director shall be elected by the Association to fill out the remainder of the unexpired term of the director whose position was vacant. Vacancies in any office of the Board may be filled by the Board at the next meeting thereof.

Section 9 - Operating Rules: The Board of Directors shall adopt such operating rules as in its discretion it deems appropriate to manage the corporation.

Article III

Election of Trustees of Gustavus Adolphus College

Section 1 - Nominating Committee: The Board of Trustees of Gustavus Adolphus College shall constitute the nominating committee to submit names of persons to the general members of the corporation for election to the Board of Trustees of Gustavus Adolphus College. This nominating committee shall seek recommendations for candidates from members of the corporation.

Section 2 - Floor Nominations: Nominations from the floor at annual meetings shall be permitted in all categories of trustees except for those trustees to be elected at large.

Article IV

Officers

Section 1 - Appointment: The Board of Directors shall appoint a president, vice president, treasurer and secretary of the corporation. The secretary of the corporation shall also act as secretary to the Board of Directors. The Board of Directors shall have the authority to create and appoint such other committees or officers as they determine appropriate to manage the affairs of the corporation.

Section 2 - Duties: The president of the corporation shall be the chief executive officer of the corporation. The vice president shall serve in the absence of the president and shall perform such other duties as may be designated by the president. The treasurer of the corporation shall have charge and custody and be responsible for all funds of the corporation. The secretary of the corporation shall keep the minutes of the meeting of the voting members of the corporation and the minutes of the Board of Directors and such other functions as shall be designated by the Board of Directors.

Article V

Amendment

These By-laws may be amended at any annual meeting of the members of this corporation upon a two-thirds vote of all members present and voting.

4/95, 4/07

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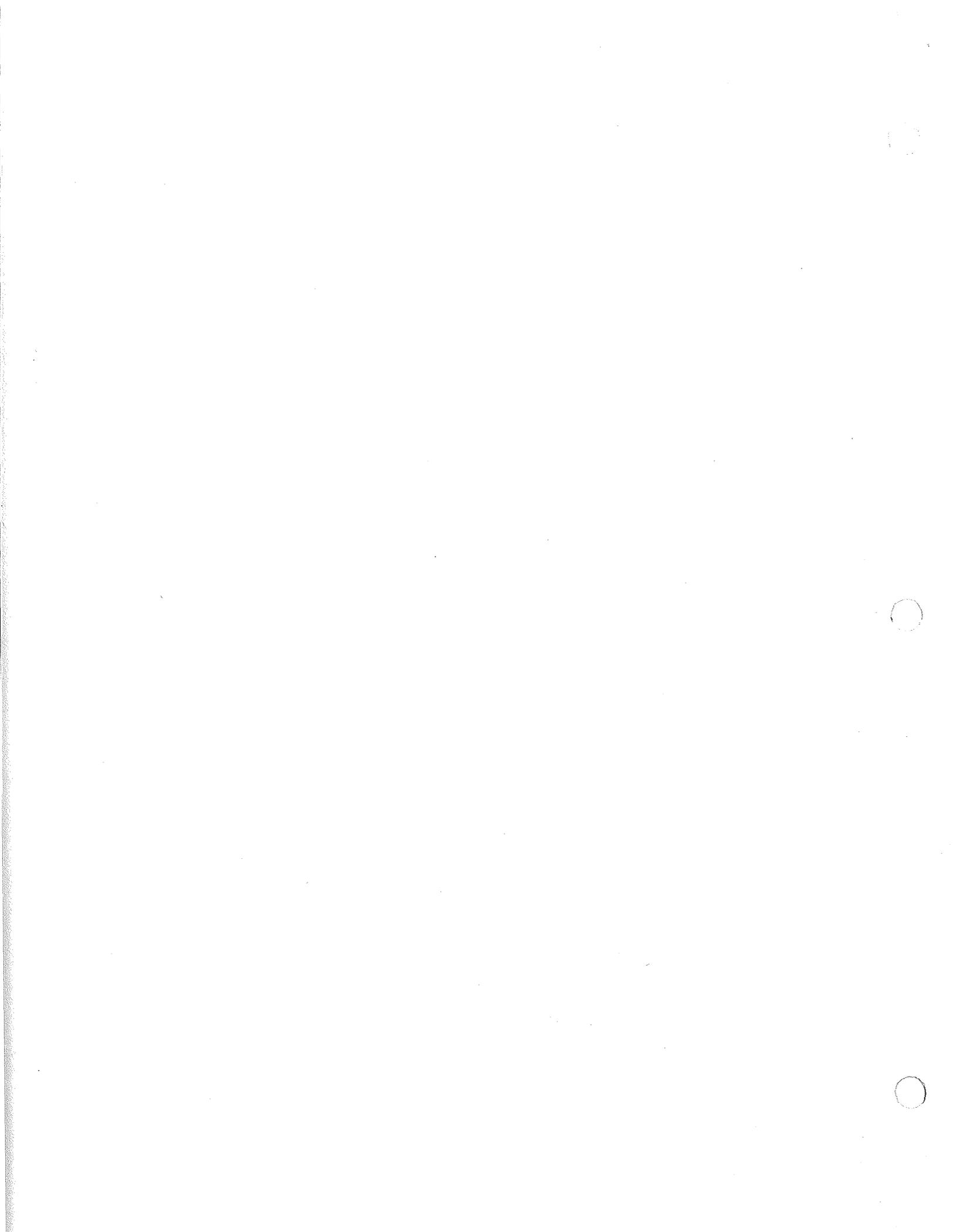
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Faculty Manual (Blue Pages)

2009-10 Academic Year

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1.1.0 Faculty Status and Rank

1.1.1 Faculty Members with Regular Appointment

Faculty members with regular appointments are professors, associate professors, assistant professors, and instructors who are eligible for tenure. Their teaching assignments normally consist of seven courses or the equivalent during an academic year: three courses each regular semester and a January Term assignment; ranked librarians select materials, catalog, and provide readers' services. Such faculty members may also be assigned responsibilities in connection with advising, directing, and supervising independent studies, and if elected or appointed, are expected to serve on department, faculty, or college committees or other special assignments.

1.1.2 Faculty Members with Joint Appointment

A joint appointment divides between two faculty members the rights and responsibilities equivalent to one full-time position, and may be negotiated after consultation with the department or departments involved. Each faculty member sharing a joint appointment is eligible individually for promotion and tenure in accordance with the regular criteria and procedures. A provision may be included in the initial contract that if one member of a joint appointment ceases for any reason to be a member of the faculty, the remaining member may assume the responsibilities of one position at the rank and tenure status of the remaining member. If that provision is not included in the initial contract, the remaining member retains tenure, if tenured, and may negotiate a full-time position by mutual agreement among the remaining member, the department, and the Provost.

1.1.3 Faculty Members with Special Appointment

Special appointments include visiting professor, research professor, artist, composer or writer-in-residence, lecturer, adjunct professor, athletic coach (for whom coaching is more than 50 percent of her/his assignment), field study or internship supervisor, laboratory instructor, replacement for persons on leave, and persons funded by grants or other temporary funds. Teaching and/or other assignments, rank, if appropriate, and provisions regarding notice of renewal or termination will be specified at the time of appointment. Persons on special appointment are permitted but are not expected to accept committee or other assignments. They are not eligible for tenure.

1.1.4 Faculty Members with Part-time Appointment

Part-time faculty members whose teaching or equivalent assignment consists of fewer than four courses during an academic year are appointed at the rank of instructor, except in specific instances for which preparation and/or experience clearly warrant a higher rank, and are compensated on a per-course basis. Part-time faculty whose teaching or equivalent assignment consists of four or more, but less than seven, courses during an academic year will be compensated according to the faculty salary schedule on a pro-rata basis at the instructor or other appropriate rank. Part-time faculty members are permitted but not expected to accept committee or other assignments and to attend convocation and ceremonial occasions. They are not eligible for tenure; provisions regarding notice of renewal or termination will be specified at the time of appointment.

1.1.5 Professors Emeriti

A faculty member who retires from service at Gustavus Adolphus College is eligible for election to the status of professor emeritus and shall, if elected, be so designated irrespective of the rank held at retirement. Election to emeritus status will be by a majority vote of the ballots cast by those holding the rank of professor. This election will be conducted by mail-in ballot before the final faculty meeting of the academic year, with the results to be announced at that meeting.

1.1.6 Faculty/Administration Appointments

1.1.6.1 Appointment of Faculty to Administrative Positions

A faculty member who may be appointed to an administrative position for a stipulated period does not forfeit rank or tenure. If a faculty member on a probationary appointment accepts such an administrative appointment, the time spent in such assignment may be counted toward fulfilling the probationary period prior to tenure. Terms and conditions of such appointment will be stated in writing at the time of appointment.

A faculty member who accepts a continuing, full-time administrative appointment ceases to have rank or tenure, except in those instances where the President, after consultation with the department concerned and with the Faculty Senate, permits such person to retain rank or tenure or both.

1.1.6.2 Appointment of Administrators to Faculty

The President, the Provost, or other senior administrators may be offered tenured faculty status following approval by the designated academic department and the Faculty Senate. Such tenured administrators will have the option of assuming faculty status upon leaving the administration.

1.2.0 Types of Appointment

1.2.1 Term Appointments

Faculty members on special appointment or part-time faculty members will be appointed for terms of one year or other stated periods. Term appointments may be renewable or non-renewable as stipulated at the time of appointment. Persons with term appointments are not eligible for tenure.

1.2.2 Probationary and Tenured Appointments

Faculty members with regular or joint appointments will be on probationary appointments or on appointments with continuous tenure.

1.2.2.1 Probationary Appointments

Probationary appointments may be made for one year, or for other stated periods; a probationary appointment may be renewed, but no such appointment implies a presumption of renewal.

Previous service at Gustavus Adolphus College and other institutions of higher education may be included in the probationary period subject to limitations agreed upon in writing at the time of appointment. If not previously agreed upon in writing, a person with more than three years previous probationary service completed after the terminal degree has been earned will be appointed for a probationary period of not more than four years, even though the person's total probationary period in the academic profession is thereby extended beyond the normal maximum of seven years.

1.2.2.2 Appointments with Continuous Tenure

Appointments with continuous tenure are made after a probationary period of not more than seven years. Time spent on leaves of absence will not be counted as probationary service,

unless the faculty member and the College agree in writing to the contrary at the time the leave is granted. Tenure may be granted earlier, but not later, than the expiration of the probationary period.

2.1.0 Appointment

2.1.1 Qualifications:

To be eligible for appointment to the faculty, a person will be professionally qualified and be sympathetic to the aims and purposes of Gustavus Adolphus College as set forth in the Mission Statement of the College.

2.1.2 Criteria

Professional education is reflected by academic degrees, and by apprenticeship and professional standing as indicated by professional registration, certification or licensure. The appropriate academic degree normally will be the earned doctorate except in the following cases: Arts (Dance, Studio Arts, Theatre) and creative writing: the M.F.A.

Economics and Management: Earned doctorate in an appropriate field; a relevant master's degree plus appropriate professional certification and substantial experience in accounting, management, international management, or finance may be considered in lieu of the doctorate as fulfillment of the requirement.

Library: the master's degree in library science.

Nursing: the master's degree in nursing.

Health and Exercise Science: the earned doctorate in an appropriate field; in appropriate instances two relevant master's degrees may be considered in lieu of the doctorate as fulfillment of the requirement.

2.1.3 Terms and Conditions

Appointment to the faculty will be stated or confirmed in writing by the Provost and a copy of the appointment document will be supplied the faculty member. Normally, appointments begin on September 1. Any subsequent extensions or modifications of any appointment, and any special understandings, will be stated or confirmed in writing and a copy furnished to the faculty member. An appointment to the faculty is not confirmed until a contract is issued and signed by both parties.

2.2.0 Evaluation

All probationary faculty members will be subject to periodic evaluation of their performance.

2.3.0 Retention

Recommendation for retention will be submitted to the Provost by the department concerned through its Chair. Departments in cooperation with the Provost will formalize and make available to all their members the procedure for reaching recommendations regarding retention of untenured persons. The decision to retain or not to retain will be made by the Provost. In addition to merit as a faculty member, enrollment and program needs of the College are proper considerations in deciding whether or not to renew any non-tenured appointment.

2.4.0 Promotion

The academic department normally initiates the recommendation for promotion. Nominations for promotion may also be made by the candidate on his/her own behalf or by faculty colleagues within or outside the department or by the Provost. Promotion will be granted upon recommendation of the Personnel Committee, recommendation of the Provost, and approval by the President and report to the Board of Trustees. Promotion will commence in the following academic year.

Librarians must have the ability to plan, organize and manage in a given area of service. If applicable, the ability to initiate policy and supervise personnel as well as other administrative skills should merit consideration.

The following criteria will be considered in reviewing nominations for promotion to the designated rank.

2.4.1 To Assistant Professor

Promotion to the rank of assistant professor will normally be made effective with the beginning of the first semester after the appropriate terminal degree is conferred. This may be done upon the recommendation of the department with the approval of the Provost without the promotion review process.

2.4.1.1 Criteria

1. The terminal degree of certification in the discipline. (Faculty in the library will have earned a second master's degree.)
2. Competence in subject matter field as reflected in the confidence of professional peers as well as students, colleagues, and administrators.
3. Experience as reflected in the apprenticeship served in college teaching and related activities. Teaching at a level other than college and/or other professional experience may be recognized as legitimate bases for partially satisfying the apprenticeship requirement.

4. Continuing evidence of sympathy with the aims and purposes of Gustavus Adolphus College as stated in the Mission Statement of the College.
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2.4.2 To Associate Professor

The Personnel Committee will assume that all successful candidates for tenure are automatically nominated for promotion to Associate Professor. Those candidates may but need not add material to their files for the committee's deliberations regarding promotion.

2.4.2.1 Criteria

A candidate for promotion to associate professor normally will hold tenure and will obtain an overall superior rating on the criteria for assistant professor and, in addition, the following criteria:

1. Excellence as a teacher as reflected in quality of and enthusiasm for work, effectiveness of methods, interest in subject matter, concern for student learning, effective advising of students within and outside the major and continued academic preparation and improvement.
 2. An emerging pattern of professional activities as reflected, for example, by publications, presentations at scholarly meetings or conferences and, in the arts, by manifestations of creativity demonstrated through exhibits or performances; another example may be involvement in professional and/or public organizations, boards, and commissions related to one's academic fields or college assignments.
 3. An emerging pattern of involvement in the activities of the College.
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2.4.3 To Professor

2.4.3.1 Criteria

In addition to the criteria set forth for assistant professors and for associate professors, the following apply:

1. The continuing excellence and growth as a teacher, as evidenced, for example, by student and peer evaluations, course and program development, or participation in workshops and seminars related to one's field of expertise or teaching.
2. Established record of professional accomplishments as evidenced, for example, by demonstrated research activities in private, public or corporate settings; publications; presentations at scholarly meetings or conferences; (in the arts) exhibits or performances; and leadership in professional and/or public organizations, boards, or commissions related to one's academic field(s) or assignments.
3. An established record of leadership in the governance of the College in the candidate's department, in the faculty and its committees, or in other college positions.

2.5.0 Tenure

Election to appointment with continuous tenure is by the Board of Trustees upon recommendation of the President who will have received a recommendation from the Provost subsequent to an established system of peer review. The recommendation for appointment with continuous tenure is normally initiated by the academic department. Appointments with continuous tenure are not made at the rank of instructor.

2.5.1 Criteria

The candidate for appointment with continuous tenure must demonstrate competence in subject matter field as reflected in the confidence of professional peers as well as students, colleagues, and administrators, must hold the appropriate terminal degree, and must demonstrate experience as reflected in the apprenticeship served in college teaching and related activities. Teaching at a level other than college and/or other professional experience may be recognized as legitimate bases for partially satisfying the apprenticeship requirement. The specific criteria for tenure are as follows:

1. Excellence as a teacher as reflected in quality of and enthusiasm for work, effectiveness of methods, interest in subject matter, concern for student learning, effective advising of students within and outside the major and continued academic preparation and improvement.
2. An emerging pattern of professional activities as reflected, for example, by publications, presentations at scholarly meetings or conferences and, in the arts, by manifestations of creativity demonstrated through exhibits or performances; another example may be involvement in professional and/or public organizations, boards, and commissions related to one's academic fields or college assignments.
3. An emerging pattern of involvement in the activities of the College.
4. Continuing evidence of sympathy with the aims and purposes of Gustavus Adolphus College as stated in the Mission Statement of the College.

2.6.0 Termination

2.6.1 By Faculty

2.6.1.1 Resignation

Following the acceptance of a contract by a non-tenured faculty member or the document containing the ongoing contract provisions for a tenured faculty member, it is expected that the faculty member will fulfill the contract except in cases of hardship or in a situation where the faculty member would otherwise be denied substantial professional advancement or other opportunity.

2.6.1.2 Retirement

The College does not have a mandatory retirement age.

2.6.2 By College

2.6.2.1 Non-renewal of Probationary and Special Appointment

Probationary or special appointments may be made for one year, or for other stated periods; a probationary or special appointment may be renewed, but no such appointment implies a presumption for renewal.

Written notice that a probationary appointment is not to be renewed will be given to the faculty member by the Provost in advance of the expiration of her or his appointment as follows:

- 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.
- Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, then at least six months in advance of its termination.
- At least twelve months before the expiration of an appointment after two or more years of service at the College.

2.6.2.2 Programmatic change/financial exigency

Where termination of an appointment is based upon a bona fide financial exigency as determined by the administration, or discontinuance of a program or department of the College, faculty members affected by such an action will be able to have the issues reviewed according to procedures established by the Faculty Senate. The Senate's review of these issues will be completed within 60 days and forwarded to the Board for its ultimate decision.

In case of discontinuance of a program or department, the faculty member concerned will be given notice as soon as possible, and never less than twelve (12) months' notice, or in lieu thereof he or she will receive a severance salary for twelve (12) months. Before terminating an appointment because of the discontinuance of a program or department, the College will make every effort to place the affected faculty member in another suitable situation within the College. If an appointment is terminated before the end of the period of appointment because of financial exigency, or because of the discontinuance of a program or department, the released faculty member's position will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline such reappointment.

2.6.2.3 Medical Causes

Termination of an appointment for medical reasons before the end of the period of appointment will be based on clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate will be reached after appropriate

consultation and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence. If a faculty member so requests, the termination decision will be reviewed by the Faculty Senate. The final decision shall be made by the Board of Trustees which shall receive both the result of the Faculty Senate deliberations and the recommendation of the President.

2.6.2.4 Dismissal

Dismissal of a faculty member with a tenured appointment or a probationary or term appointment before the end of the specified term may be effected by the College only for adequate cause and will be in accordance with the procedures set forth in the Major Sanction Proceedings section of this manual.

3.1.0 Responsibilities and Duties

The faculty has primary responsibility for curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process. On these matters, the power of review or final decision lodged in the Board of Trustees or delegated by it to the President should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty. It is desirable that the faculty should, following such communication, have opportunity for further consideration and further transmittal of its views to the President or Board. Budgets, personnel limitations, the time element, and the policies of other groups, bodies and agencies having jurisdiction over the institution may limit the realization of faculty advice.

3.1.1 Academic Program Responsibilities

It will be the faculty's responsibility:

- to establish the requirements for the degrees offered, to determine when the requirements have been met, and to recommend to the administration candidates for degrees;
- to prepare and recommend courses of study to the administration;
- to adopt aims and policies with respect to instruction;
- to determine standards, time, and manner of examinations;
- to develop policies regarding admission, promotion, probation, and discipline of students for academic reasons;
- to recommend annually the academic calendar to the administration;
- to promote measures whereby the spiritual, intellectual, and social life of the College may be enriched and ennobled, and the cultural aims of the College may be achieved.

3.1.2 Teaching, Committee, and Ceremonial Responsibilities

A full-time faculty member's teaching responsibility normally consists of seven courses or equivalent during an academic year: three courses or equivalent each semester and one course or equivalent in January term. Additionally, full-time faculty members are expected to accept committee or other special assignments, and to attend convocations and ceremonial occasions, including baccalaureate and commencement.

3.1.3 Responsibilities to Colleagues

Faculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal. The primary responsibility of the faculty for such matters is based upon the fact that its judgment is central to general educational policy. Furthermore, scholars in a particular field or activity have the chief competence for judging the work of their colleagues; in such competence it is implicit that responsibility exists for both adverse and favorable judgments. Likewise, there is the more general competence of experienced faculty personnel committees having a broader [college-wide] charge. Determinations in these matters should first be by faculty action through established procedures, reviewed by the chief academic officers with the concurrence of the Board. The governing board and the President should, on questions of faculty status as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare instances and for compelling reasons which should be stated in detail.

3.1.4 Participation in College Governance

Agencies for faculty participation in the governance of the College will be established at each level where faculty responsibility is present. The faculty participates in College governance in its actions as a total faculty, and through elected representatives on standing or special committees for such purposes as the search for and periodic evaluation of the President and the Provost, the development of the College budget, and the determination of faculty compensation. The faculty may constitute and elect committees as may be needed for the discharge of its responsibilities and duties, and determine the function and membership of such committees.

3.1.5 External Employment

Faculty members may provide compensated services as consultants or in other capacities to persons or agencies outside the College, providing such employment does not interfere with the fulfillment of their commitment to the College. (See Conflict of Interest Policy in All-College Policies Handbook for specific guidelines.)

3.1.6 Sale of Texts or Supplies

Faculty members will not sell texts or supplies to students; all course materials, including texts and handbooks authored by faculty members, will be sold on campus through the college book store or officially approved outlets of the College.

3.2.0 Rights and Privileges

3.2.1 Academic Freedom

All members of the faculty, whether on appointment with continuous tenure or not, are entitled to academic freedom as set forth in the 1940 Statement of Principles on Academic Freedom and Tenure (See Appendix A) and additions and amendments thereto formulated by the American Association of University Professors and incorporated in the Constitution and Bylaws of the College (See Article X, Section 2.)

3.2.2 All-College Policies

Faculty members are afforded rights and protections under the policies found in the college's All-College policies Handbook--such as the Sexual Harassment Policy and the Nondiscrimination Policy. In order to ensure the continued protection of academic freedom, nothing in these policies will supersede a faculty member's rights and protections as outlined in relevant sections of the *Faculty Manual*, especially those governing grievances, tenure, discipline, and dismissal.

3.2.3 Participation in Political Activities

Faculty members, as citizens, are free to engage in political activities. A faculty member's participation in political activities is as an individual, not as a representative of the College, and he/she will not make use of any college position or property; facilities may be available only insofar as they may also be available to non-college participants in political activities.

When necessary, a faculty member may be given an unpaid leave of absence for the duration of an election campaign or for the duration of a term of office of an elective or appointive position, on timely application and for a reasonable period of time. The terms of such leave will be set forth in writing, and the leave will not affect unfavorably the tenure status of a faculty member, except that the time spent on leave need not count as probationary service unless otherwise agreed.

3.2.4 Grievance, Disciplinary, and Appeal Procedures

3.2.4.1 Grievance Procedures

Faculty members who believe that they have been sexually harassed may seek redress under the Sexual Harassment policy, which is found in the All-College Policies Handbook. Faculty members who seek redress for any other grievance may petition the Personnel Committee for appropriate action.

3.2.4.2 Disciplinary Procedures

Disciplinary Procedures may be initiated by the Provost when a faculty member's alleged conduct justifies a minor sanction or is sufficiently grave to merit a major sanction.

If the Provost believes that the alleged conduct of a faculty member justifies the imposition of a minor sanction such as a formal reprimand, the Provost will notify the faculty member of the basis for the proposed sanction and provide her or him with an opportunity to persuade the Provost that the proposed sanction should not be imposed. If the faculty member so requests, a written copy of the charges will be provided before any sanctions are imposed.

Should a satisfactory resolution between the faculty member and the Provost not be reached, or if the faculty member believes that what is termed to be a minor sanction constitutes a major sanction, the faculty member may petition the Personnel Committee for redress as outlined in Section 1.2.4.C.3 of the *Faculty Handbook*.

Major sanctions include the following: reduction in salary for a stated period of time, reduction in rank, suspension from service for a stated period of time, or dismissal. If the Provost believes that the misconduct of a faculty member is sufficiently grave to justify the imposition of a major sanction, the procedures outlined in section 3.2.4.3.2 will govern such a process. If the faculty member so requests, the Provost will provide a copy of the charges in writing.

3.2.4.3 Appeals to the Faculty Senate

Faculty members shall have the right to request a hearing before the Faculty Senate on matters involving (1) reconsideration of grievances adjudicated by the Personnel Committee; (2) the imposition by the Provost of a major sanction; and (3) reconsideration of a tenure decision made by the Personnel Committee, the Provost, and/or the President. Appeals of a tenure decision, or of a promotion decision will be initiated with the Faculty Review Committee (see section 3.2.4.3.3).

3.2.4.3.1 Reconsideration of grievances adjudicated by the Personnel Committee

An intent to appeal a finding by the Personnel Committee regarding a grievance may must be filed to the Faculty Senate within thirty (30) days of the original finding, and the rationale for the appeal will be submitted to the Senate within sixty (60) days of the original finding. The Senate will hold a preliminary hearing to determine if a Grievance Appeal Hearing is warranted, and transmit its findings to the Faculty member filing the petition and to the Personnel Committee. If the Senate determines that a Grievance Appeal Hearing is warranted, the Senate will convene the hearing in a timely manner. There is no requirement for a quorum--rather the appeal of grievances adjudicated by the Personnel Committee will be deliberated by the number of elected members of the Senate who are not recused for conflict of interest. The Provost and the President or their designated representatives may also be present but may not participate in the reconsideration of a decision.

3.2.4.3.1.1 Disposition of a petition regarding grievances adjudicated by the Personnel Committee. Should the Senate, after deliberation of the evidence presented at a Grievance Appeal Hearing, find that the evidence does not warrant a reconsideration of the original Personnel Committee decision, it will promptly notify the Faculty member and the Provost of its findings in writing, providing appropriate rationale. Should the Senate find that a reconsideration of the original decision is warranted, it will promptly remand the case by transmitting its findings in writing to the Personnel Committee with appropriate rationale, and to the Faculty member. The Personnel Committee must rehear the case, but is not bound to concur with the Senate. The Provost and, ultimately, the President will make the final decision after consideration of recommendations from the Senate and/or the Personnel Committee.

3.2.4.3.2 Major Sanction Proceedings

3.2.4.3.2.1 Preliminary considerations

- a. Before major sanction proceedings are initiated against a faculty member with continuous tenure or with a probationary or special appointment before the end of a specified period, discussions between appropriate administrative officers and the faculty member will seek a mutually acceptable resolution. If the parties reach a mutually acceptable resolution, the faculty member will waive the right to a hearing and the process will be concluded. If required by law or by the need to ensure the welfare of students or other members of the Gustavus Adolphus College community, the administration may suspend with pay the faculty member in question or take other appropriate measures pending completion of these proceedings. Before suspending a faculty member, the administration will consult with the Senate concerning the propriety, the length, and the other conditions of suspension.
- b. Informal discussions seeking resolution may be continued, if necessary, by a panel designated equally by the administration, by the faculty member, and by the Faculty Senate. If informal attempts at resolution are not successful, the panel may recommend to the President, without its recommendation being binding upon the President, whether or not major sanction proceedings should be initiated.

3.2.4.3.2.2 Initiating proceedings

Preceding any major sanction, the President or the President's delegate will initiate a major sanction by presenting a statement of the charges in writing, framed with reasonable particularity, to the faculty member and the Faculty Senate. The faculty member against whom the charges have been brought has a right to a hearing before the Faculty Senate. The Senate, in a timely fashion, will initiate the hearing procedures outlined below. Adequate cause for a major sanction will be related, directly and substantially, to the fitness of the faculty member in her or his professional capacity as a teacher and/or researcher. No exercise of academic freedom or other rights as citizens will be cause for a major sanction. The burden of proof that the faculty member is responsible for the conduct as charged and that the sanction proposed is appropriate rests with the College and will be satisfied only by the preponderance of evidence and argument in the record considered as a whole.

3.2.4.3.2.3 Procedures

- a. The faculty member against whom charges have been brought may waive a hearing and/or respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, and denies the charges or asserts that the charges do not constitute adequate cause for a major sanction, the Senate will make its recommendation on the basis of available evidence and argument in the record.
- b. Members of the Faculty Senate disqualified by reason of bias or conflicting interest will be removed from the hearing either by themselves or at the request of either party. Each party will have a maximum of two challenges without stated cause.
- c. Notice of the hearing with specific charges in writing will be served at least twenty (20) days prior to the hearing. The Faculty Senate may, with the consent of the parties concerned, hold joint prehearing meetings with the parties in order to (1) simplify the issues, (2) effect stipulations of facts, (3) provide for the exchange of documentary or other information, and (4) achieve such other appropriate prehearing objectives as will make the hearing fair, effective, and expeditious.
- d. The Faculty Senate in consultation with the President and the faculty member will determine whether the hearing should be open or closed. The Senate and/or the Administration may be represented by legal counsel. The faculty member may be represented by an academic advisor and/or legal counsel of her or his choice during the proceedings. Additionally, a representative of a responsible educational association may attend the proceedings as an observer at the invitation of either party or the Senate.
- e. The Faculty Senate will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the Faculty Senate in securing witnesses and making available documentary and other evidence. In the hearing of charges of incompetence, the testimony will include that of qualified faculty members from this and/or other institutions of higher education. The faculty member and administrative officials will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the Faculty Senate determines that the interests of justice require admission of their statements, the Faculty Senate will identify the witnesses, disclose their statements, and if possible, provide for interrogatories. The Faculty Senate will grant recesses to enable either party to investigate evidence as to which a valid claim of surprise is made.
- f. A verbatim record of the hearing will be taken by the Senate and copies will be made available without cost to both parties.
- g. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers or the Senate will be avoided so far as possible until the proceedings have been completed, including consideration by the Board of Trustees.

3.2.4.3.2.4 Disposition

- a. The Senate will report in writing to the President and to the faculty member its findings and recommendations which will be based solely on the record of the hearing.
- b. The If the Senate concludes that the burden of proof that the faculty member is responsible for the conduct as charged has not been met, it will so recommend to the President, who may accept the recommendation. If the President does not accept the Senate's conclusion, he will state his reasons in writing to the Senate and to the faculty member, and provide an opportunity for response before transmitting the case to the Board of Trustees.
- c. If the Senate concludes that the burden of proof that the faculty member is responsible for the conduct as charged has been met, but that a sanction other than that proposed by the Administration would be more appropriate, it will so recommend, together with supporting reasons.
- d. If the Senate recommends dismissal or other major sanction and the President concurs, the President will, on request of the faculty member, transmit to the Board of Trustees the record of the case. The review by the Board or a committee of the Board will be based on the record of the Faculty Senate's hearings, and it will provide opportunity for argument, oral or written or both, by the principals at the hearing or by their representatives. The decision of the Faculty Senate will either be sustained, or the proceedings returned to the Faculty Senate with specific objections. The Faculty Senate will then reconsider, taking into account the stated objections and receiving new evidence if necessary. The Board of Trustees will make a final decision only after study of the Faculty Senate's reconsideration.
- e. If the appointment is terminated, the faculty member will receive salary or notice in accordance with the following schedule: At least three [3] months, if the final decision is reached by March 1 of the first year of probationary service (or three [3] months prior to the expiration of the first year of probationary service); at least six [6] months, if the decision is reached by December 15 of the second year of probationary service (or after nine [9] months but prior to eighteen [18] months of probationary service); at least one [1] year, if the decision is reached after eighteen [18] months of probationary service or if the faculty member has tenure. This provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct which justified dismissal involved moral turpitude. On the recommendation of the Faculty Senate or the President, the Board of Trustees, in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

3.2.4.3.3 Appeals of decisions regarding tenure or promotion are initiated with the Faculty Review Committee. The charter for this committee can be found in section 3.2.4.3.3.9.

3.2.4.3.3.1 Appeal Rights

The purpose of this policy is to provide appeal rights to faculty members for these specific circumstances; : 1) to a tenure-track faculty member who is denied tenure; or 2) to a tenured faculty member who is denied promotion.

- a. An appeal must be based upon one or more of the grounds for appeal listed below.
- b. The remedy available through this procedure is that some or all of the applicable procedures be reviewed and the College's decision be reconsidered.

3.2.4.3.3.2 Grounds for Appeal

The grounds upon which appeals may be made are the following:

- a. Improper consideration: An appeal may allege that a decision against tenure or promotion was based significantly on improper consideration because the review process involved at least one of the following:
 - 1. violation of academic freedom
 - 2. unlawful discrimination
 - 3. violation of applicable College policies on discrimination.
- b. Improper procedure: An appeal may allege that a decision against tenure or promotion was based significantly on improper procedure. Although the Review Committee does not rehear the case, it determines in instances where improper procedure is alleged whether a department, the Faculty Personnel Committee, the Provost and/or the President followed the procedures stated in the *Faculty Manual*. Proper procedure defined: For the purposes of this policy, proper procedure refers essentially to procedural issues having a bearing on the substance of the decision. The standard of proper procedure would suggest the following kinds of questions:

Was all available evidence bearing on the relevant performance of the candidate sought out and considered?

Was there adequate deliberation over the import of the evidence in the various interviews with the candidate and department, and in subsequent closed committee?

Were irrelevant and improper considerations excluded?

Thus, a finding of improper procedure involves a critique of process and not a substitution of the Review Committee's judgment of the merits for that of the Personnel Committee, the Provost, and/or the President.

- c. The merits of the case: With departmental support, an appeal of a negative decision for tenure may allege that the evidence available at the time of the original decision did establish a clear and convincing case for a positive recommendation. A negative recommendation for promotion cannot be appealed on the merits of the case. An appeal on the merits suggests that an error has been made in not granting the appellant tenure. Since proper procedures have assured tenure candidates of a thorough, conscientious review, the standard for overturning a negative decision for tenure recommendation by the Personnel Committee on the merits must be high. It will not be sufficient for the Review Committee or the Faculty Senate to simply reach a different

conclusion than did the Personnel Committee, the Provost, and/or the President. They must also conclude that the negative decision for tenure recommendation of the Personnel Committee was clearly in error.

3.2.4.3.3 Initiating an Appeal

- a. To initiate an appeal, the faculty member shall deliver a written petition to the Chair of the Personnel Committee, the Chair of the Faculty Review Committee, the Office of the President, and the Office of the Provost. The petition must be delivered within fifty (50) calendar days of receipt of official written notice of the decision. In exceptional cases, the Faculty Review Committee may grant an extension of the deadline.
- b. The petition must state the decision being appealed, the grounds for appeal and a statement of evidence in support of the allegations. The burden of proof in cases alleging improper consideration and/or improper procedure rests upon the appellant to establish a prima facie case. A prima facie case of improper consideration and/or improper procedure has been established if the appellant's petition contains statements alleging facts, which, if they were not contradicted, would reasonably allow the Faculty Review Committee to conclude that the College's decision was based on improper consideration and/or improper procedure as defined above.
- c. For an appeal on the merits of a negative tenure decision, the faculty member's petition must be accompanied by a letter of support from the faculty member's department. The letter must list the voting members of the department were, and report the outcome of a the vote to support the appeal. The departmental letter, along with the appellant's petition, should also offer specific evidence in support of the appeal. A clear and convincing case for error has been established if the appellant's petition, as supported by his/her department, has not been sufficiently challenged or contradicted by the Personnel Committee, the Provost, and/or the President. The Review committee must conclude, not only that it disagrees with the negative decision for tenure recommendation of the Personnel Committee, but that any other reasonable body reviewing the same evidence would likely also disagree.

3.2.4.3.4 Appeal Procedures

- a. Within twenty-one (21) calendar days of receipt of the petition, the Faculty Review Committee members shall meet to determine whether:
 1. the faculty member has alleged a proper basis for appeal;
 2. the appeal was commenced within the deadline;
 3. the appellant has established a prima facie case for improper consideration and/or improper procedure; or
 4. the faculty member has established a clear and convincing case for error in a negative tenure recommendation.

The Committee will establish its own procedures for this preliminary meeting.

In the case of an appeal on the merits the Faculty Review Committee shall request a response to the appellant's petition from those parties involved in the negative decision for tenure, including the Personnel Committee, the Provost, and/or the President. The response letters from these parties shall be sent to the Faculty Review Committee within fourteen (14) calendar days after a copy of the petition has been provided to those parties. The response letters shall be available to Committee members prior to the Committee's preliminary hearing.

- b. If the Faculty Review Committee determines that proper grounds for an appeal have not been alleged, or that an appeal has not been timely commenced, or that a prima facie case has not been established for improper consideration and/or improper procedure, or that a clear and convincing case for error in a negative tenure decision has not been made, it shall so notify the appellant, the Provost, and the President, and no further action shall be taken in review of the appeal.
- c. If the Faculty Review Committee determines that proper grounds have been alleged, and that the appeal is timely, and that a prima facie case for improper consideration and/or improper procedure has been established, the Committee shall next determine how best to conduct its review of the appeal. Depending on the circumstances of each particular case, the Committee may request both parties to state their positions in writing, and make a determination based upon these submissions, or the Committee may choose to hold a hearing. Either the appellant or the respondent may also request a hearing.

In the case of an appeal on the merits, if the Faculty Review Committee determines that proper grounds have been alleged, and that the appeal is timely, and that a clear and convincing case for error in a negative tenure decision has been made, it will report this decision to the Provost and the Chair of the Faculty Senate as specified in section 3.2.4.3.3.5.d.

- d. If the Faculty Review Committee determines that a hearing is warranted, in the case of an appeal of improper consideration and/or improper procedure, the following procedures will govern such a hearing. It is imperative that the procedures of the Committee assure due process while at the same time are pursued sensibly and in good faith. The hearing shall take place within fourteen (14) calendar days after the Committee's preliminary meeting.
 1. The appellant shall have the right to have present an advisor chosen from among the College's faculty or administration. The advisor shall not be a member of the Provost's office or a member of the Personnel Committee that voted on the decision being appealed. The decision being appealed will determine whether the Chair of the Personnel Committee, the Provost, or the President shall be the respondent. The respondent shall also have the right to have an advisor selected from the faculty or administration of the College. The role of the advisors is to listen to the proceedings, offer advice to the advisee, take notes and provide personal support to the advisee. Although the appellant and the respondent should be the primary speakers, advisors may speak and answer questions if the Faculty Review Committee feels doing so is

appropriate and can be done fairly. Hearings of the Committee are open only to the appellant, the respondent, the Provost, the advisors to the parties, and other persons invited by the Committee.

2. The Faculty Review Committee may obtain information from whatever sources it deems necessary. If either the appellant or respondent believes that information from witnesses or other documentary evidence would be helpful in clarifying, but not supplanting, the existing tenure/promotion file, either or both may so inform the Committee. The Committee should provide the opportunity for such clarification, but also maintains the right to limit all additional material. The Committee is entitled to access to the appellant's tenure or promotion file used in making the original decision.
3. The Faculty Review Committee shall have discretion to determine the manner and order in which it will take evidence. It may question all persons involved in the hearing. Neither the appellant nor the respondent, nor either of their advisors, if any, may question witnesses without the consent of the Committee. Rules of evidence and other rules and procedures applicable to a court of law need not apply.
4. All hearings and deliberations of the Faculty Review Committee shall be conducted confidentially. All participants are bound to keep confidential the evidence and testimony presented or reviewed in hearings and deliberations. This provision is not intended to limit the ability of the appellant or the College to communicate freely with attorneys, governmental agencies, or as otherwise allowed or required by law.

3.2.4.3.3.5 Disposition of Faculty Review Committee Appeals

- a. In the case of alleged improper consideration and/or improper procedure, the Faculty Review Committee is charged with studying the merits of the appeal and reporting its findings to the President within fourteen (14) calendar days of the Committee's preliminary meeting or hearing, whichever is later hearings.
- b. In the case of alleged improper consideration and/or improper procedure, the Faculty Review Committee shall not substitute its judgment on the merits of the decision for that of the Faculty Personnel Committee, Provost, or the President as to the faculty member's suitability for tenure or promotion, but instead shall limit its findings of fact to the following:
 1. If the Faculty Review Committee finds improper consideration or improper procedure on the part of the Provost or the Personnel Committee, the Faculty Review Committee shall recommend to the President that some or all of the applicable procedure shall be reviewed and that the decision shall be reconsidered. The Committee shall prepare a report explaining why the Committee arrived at its findings and identifying which procedures shall be reviewed or repeated and by whom. The President shall provide copies of the Committee's report to the appellant, the Provost, and to the members of the Faculty Personnel Committee. The findings and contents of the report shall otherwise remain confidential.

2. If the Committee finds improper consideration or improper procedure on the part of the President alone, the Committee report shall recommend to the President that the President's decision be reconsidered. The report of the Committee shall explain why the Committee arrived at its findings. The President shall provide copies of the Committee's report to the Chair of the Board of Trustees, the Provost and to the members of the Faculty Personnel Committee. The findings and contents of the report shall otherwise remain confidential.
- c. Within ten (10) calendar days of receipt of the Faculty Review Committee Report of improper consideration or improper procedure, the President will either reverse the decision without further consideration or direct that some or all of the applicable procedures be reviewed as identified in the Committee's report. The directive for reconsideration shall include specific instructions for individuals or committees. Within twenty-one (21) calendar days of receipt of instructions to do so from the President, the Personnel Committee and/or the Provost shall review procedures, reconsider their recommendation, and report in writing to the President. Within ten (10) calendar days of receipt of all required responses for reconsideration from individuals and committees, the President will either reverse the original negative tenure decision or let stand the decision and notify the appellant, the Provost, and the Faculty Personnel Committee. If the President decides to reverse the original negative tenure decision, positive recommendations for tenure or promotion will be forwarded to the Board of Trustees for final action. If the President decides to let stand the original decision, this decision of the President cannot be appealed further under this Appeals procedure. The President's notification to reverse or let stand the original decision should include an explanation for the decision.
- d. In the case of an appeal on the merits, if the Faculty Review Committee determines that a clear and convincing case for error in a negative tenure decision has been made, it will report this decision to the Provost, the President, the appellant, the Chair of the Personnel Committee, and the Chair of the Faculty Senate within fourteen (14) calendar days of the Committee's preliminary meeting. The Faculty Senate will then convene a hearing of the appeal based on the procedures outlined in section 3.2.4.3.3.6. The Faculty Review Committee shall report in writing explaining why the Committee arrived at its findings and identifying specific evidence it believes was not properly interpreted. The Faculty Senate chair and Personnel Committee chair can share the report with their respective membership. The findings and contents of the report shall otherwise remain confidential.

3.2.4.3.3.6 Faculty Senate Tenure Appeal Procedures

It is imperative that the procedures of the Faculty Senate assure due process while at the same time are pursued sensibly and in good faith.

- a. In the event a hearing is held, the appellant shall have the right to have present an advisor chosen from among the College's faculty or administration. The advisor shall not be a member of the Provost's office, the Faculty Senate hearing the appeal, or a member of the Personnel Committee that voted on the decision being appealed. The decision being appealed will determine whether the Chair of the Faculty Personnel Committee, the Provost or the President shall be the respondent. The role of the advisors is to listen to the proceedings, offer advice to

the advisee, take notes and provide personal support to the advisee. Although the appellant and the respondent should be the primary speakers, advisors may speak and answer questions if the Senate feels doing so is appropriate and can be done fairly. Hearings of the Faculty Senate are open only to the appellant, the respondent, the Provost, the advisors to the parties, and other persons invited by the Senate.

- b. The Faculty Senate may obtain information from whatever sources it deems necessary. If either the appellant or respondent believes that information from witnesses or other documentary evidence would be helpful in clarifying, but not supplanting, the existing tenure file, either or both may so inform the Senate. The Senate should provide the opportunity for such clarification, but also maintains the right to limit all additional material. The Senate is entitled to access to the appellant's tenure file used in making the original decision.
- c. The Faculty Senate shall have discretion to determine the manner and order in which it shall take evidence. It may question all persons involved in the hearing. Neither the appellant nor the respondent, nor either of their advisors, if any, may question witnesses without the consent of the Senate. Rules of evidence and other rules and procedures applicable to a court of law need not apply.
- d. All hearings and deliberations of the Faculty Senate shall be conducted confidentially. All participants are bound to keep confidential the evidence and testimony presented or reviewed in hearings and deliberations. This provision is not intended to limit the ability of the appellant or the College to communicate freely with attorneys, governmental agencies or as otherwise allowed or required by law.

3.2.4.3.3.7 Disposition of Faculty Senate Tenure Appeals

The Faculty Senate is charged with conducting a hearing on the appeal, and reporting its findings to the President within twenty-one (21) calendar days of notification from the Faculty Review Committee.

- a. If, in the Faculty Senate's judgment, there is not clear and convincing evidence to overturn the recommendations of the Personnel Committee or the Provost, or the decision of the President, it will report this finding in writing to the President, the Provost, the appellant, and to the chair of the Faculty Personnel Committee. The report should specifically address the findings of the Faculty Review Committee, and why the Senate was not persuaded that the original negative tenure decision was in error. The findings and contents of the report shall otherwise remain confidential.
- b. If, in the Faculty Senate's judgment, the evidence is clear and convincing that the Personnel Committee, the Provost, or the President has erred on the merits of a properly appealed tenure case, the Faculty Senate shall recommend to the President that the decision be reversed. The Faculty Senate shall report in writing explaining why the Senate arrived at its findings and identifying specific evidence that it believes was not properly interpreted. This report shall go to the President, the Provost, the appellant, and the chair of the Faculty Personnel Committee (who may share it with members of the Personnel Committee). The findings and contents of the report shall otherwise remain confidential. Within fourteen (14) calendar days of receipt of a

Faculty Senate recommendation to reverse a negative tenure decision, the Personnel Committee and/or the Provost will provide a written rebuttal to the President, explaining why they believe that the Faculty Senate is in error regarding the merits of the case.

Within ten (10) calendar days of receipt of all required responses for reconsideration from individuals and committees, the President will either reverse the original negative tenure decision or let stand the decision and notify the appellant, the Provost, the Faculty Personnel Committee, and the Faculty Senate. If the President decides to reverse the original negative tenure decision, positive recommendations for tenure or promotion will be forwarded to the Board of Trustees for final action. If the President decides to let stand the original decision, this decision of the President cannot be appealed further under this Appeals procedure.

The President's notification to reverse or let stand the original decision should include an explanation for the decision.

3.2.4.3.8 Appeals to the Board of Trustees

- a. After all of the appeals processes outlined above has have been completed, and if the Faculty Senate and/or the Faculty Review Committee has found that the President alone made improper considerations or used improper procedure that likely affected the decision, and if the President decides not to reverse the original negative decision on tenure, the appellant may appeal the decision of the President to the Board of Trustees by writing to the Chair of the Board.
- b. After the Board has completed its review, the Board will either reverse the decision or let stand the original decision and the Board Chair will notify the appellant, the President, the Provost and the members of the Faculty Personnel Committee.
- c. The Board Chair's notification to reverse or let stand the original decision should include an explanation for the decision.

3.2.4.3.9 Charter of the Faculty Review Committee

1. Charge:
The Faculty Review Committee receives petitions, investigates, conducts hearings, and makes recommendations on appeals of decisions of tenure and promotion made by the Faculty Personnel Committee, the Provost or the President.
2. 2. Committee staffing:
 - a. Three tenured faculty members designated as regular members at the time of their elections. No two members can be from the same department.
 - b. Two tenured faculty members, also from different departments, designated as alternates at the time of election.
 - c. All members of the committee shall have been members of the faculty for at least five academic years.

- d. No member of the committee may be an administrative officer.
 - e. No member may serve concurrently on the Faculty Personnel Committee or the Faculty Senate.
3. Terms of Office, Nominations, and elections:
- a. The term of office is three years. The terms shall be staggered.
 - b. When it is necessary to fill a position on or replace permanently a member of the committee, the Faculty Senate shall present nominations according to regular Faculty election rules, with additional nominations from the floor of the Faculty, providing all meet the requirements stated in 2. above.
4. Procedures:
- a. The committee shall elect a chair from among its regular members.
 - b. Members shall excuse themselves, or the chair may excuse a member, from consideration of those cases where the member's impartiality could be questioned by the appellant, the Provost, the President or the Chair of the Faculty Personnel Committee. Such cases may include, but are not limited to, those that present a clear conflict of interest, or those in which the committee member may be called upon to offer testimony. The individuals raising questions of impartiality must address their concern to the committee chair at the time the appeal is initiated.
 - c. If a regular member is excused from the consideration of a case, an alternate, if not also excused, will serve for the consideration of that case.
 - d. If the chair is excused, the remaining members will elect a chair for the consideration of that case.
 - e. Three members constitute a quorum. An alternate should attend all meetings, but not participate until and unless needed as a replacement.
 - f. In the event that a quorum cannot be reached because of excuses, the elected members of the Faculty Senate shall elect sufficient replacements for the excused members to reach a quorum. These replacements shall serve only for the particular appeal and must meet the requirements for membership in 2. above.

3.2.5 Compensation

3.2.5.1 Contracts

Contracts between all faculty members and the College will set forth in writing the commitments of each party. Contracts for renewed appointments and appointment letters for faculty with tenure will be offered not later than April 15 unless notification and explanation has been made to the Faculty Senate and, except for appointments with tenure, will be returned not later than thirty (30) days after being

tendered. Contracts not signed and returned within thirty (30) days will be regarded to have been refused and to have expired.

3.2.5.2 Salary

Salary for all faculty members except part-time faculty members who teach fewer than four courses or equivalent per year normally will be in accordance with a published salary schedule (See Appendix B).

- 3.2.5.3 Fringe Benefits

Fringe benefits for all faculty members except part-time faculty members who teach fewer than four courses or equivalent per year, normally will be in accordance with a published fringe benefit schedule (See Appendix B). The fringe benefits schedule is an indication of intention only and carries no contractual commitment beyond the contract year.

In addition to Social Security, Worker's Compensation, and Economic Security (unemployment) benefits, eligible faculty members receive the following fringe benefits:

- (1) 403(b) Tax sheltered plan (retirement)
 - (2) Short term salary continuation plan
 - (3) Long-term disability income insurance
 - (4) Comprehensive health insurance
 - (5) Dental insurance
 - (6) Term life insurance
 - (7) Accidental death and dismemberment insurance
 - (8) Flexible benefit plan dollars
 - (9) Tuition benefits plan
 - (10) Medical reimbursement account
 - (11) Dependent care reimbursement account
- A summary of eligibility requirements, costs (College and employee portion), and benefit features are outlined in the current Flexible Benefit Enrollment Booklet or Summary Plan Descriptions distributed by the Department of Human Resources. Additionally, all eligible faculty members may receive the following benefits in accordance with the stipulations specified for each:
 - (1) Leaves of absence
 - (2) Professional travel and mileage allowance
- Specific provisions of the salary and fringe benefits schedules are subject to annual review by the appropriate faculty committees, the administration, and the Board of Trustees.

3.2.6 Faculty Development and Leaves

3.2.6.1 Faculty Development

Faculty may participate in the faculty development programs in accordance with the stipulations of each of those exchanges, leaves, grants, seminars, and workshops.

3.2.6.2 Leaves of Absence

- 3.2.6.2.1 Compensated Academic Leaves

- A. Sabbatical Leaves for Regular Professional Development

Procedures regarding leaves of absence are outlined in the *Faculty Handbook*.

Regular professional development is a normal part of an academic career. The College affirms the teacher-scholar model of professional development as a way of valuing all legitimate professional development activities that contribute to a vital and healthy academic community. Since a sabbatical leave is a major investment in the faculty member's professional future, the individual, the relevant department, the Provost and the Faculty Development Committee will work together to devise a plan that is mutually beneficial to the individual and to the College.

Faculty who intend to apply for a sabbatical leave as part of their professional development must provide a coherent, well-planned proposal to the Faculty Development Committee for evaluation. The committee will review leave proposals and will forward its recommendation to the Provost and the College. The college will fund all proposals recommended to it by the Committee, if possible. In cases where funding is insufficient, a recommended leave may be delayed one year after the Dean has consulted with the individual and the department.

- B. January Term Leaves of Absence

Faculty who are granted January Term leaves are expected to engage in research, course preparation, professional reading, professional writing, or personal enrichment.

- 3.2.6.2.2 Other Leaves

- A. Leaves for Graduate Study

Leaves of absence without salary from the College may be granted for graduate study toward an advanced degree and are negotiated with the Provost after consultation with the department concerned.

- B. Parental Leave

The College recognizes the important role of both parents in the arrival of a new child. The College's Parental Leave policy is found in the All-College Policies document.

- C. Family and Medical Leave

The College's Family and Medical Leave policy is found in the All-College Policies document.

- D. Leaves for Other Reasons

Leaves of absence for public service, exchange professorships, medical or other reasons may be negotiated with the Provost. Leaves of absence do not supersede, extend or otherwise alter the terminal limit of an employment contract between the employee and the College.

4.1.0 Procedures for Amending the Faculty Manual are as follows:

1. (Any proposed amendment to the Faculty Manual (except for Appendix B as explained below), whether from Faculty or Board of Trustees, will be submitted in writing to the faculty at least ten (10) days prior to the faculty meeting at which it is to be considered. The written notice will indicate the date of the faculty meeting at which the proposal will be submitted. A favorable majority vote by the faculty is required to adopt the amendment and recommend it to the Board of Trustees.

In Appendix B, the Faculty Salary Schedule and the details and provisions of sections 1 through 6 of Fringe Benefits may be amended annually by the Board of Trustees or its designees in consultation with the Faculty Senate or its designees and administration.

2. The recommended amendment will be considered by the Board of Trustees at its October meeting provided that members of the Board receive copies of the amendment at least ten (10) days prior to the date of the meeting, with final action at the subsequent January meeting. Approval by the Faculty and the Board of Trustees is required for an amendment to be adopted.
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Appendix A

AAUP 1940 Statement of Principles on Academic Freedom and Tenure

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic Freedom

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

Academic Tenure

- a. After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, [NOTE: Gustavus Adolphus College does not have a mandatory retirement age. See Faculty Manual 2.6.1.2 or under extraordinary circumstances because of financial exigencies. In the interpretation of this principle it is understood that the following represents acceptable academic practice:
 1. The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.
 2. Beginning with appointment to the rank of full-time instructor or a higher rank, the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that the new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.
 3. During the probationary period a teacher should have the academic freedom that all other members of the faculty have.
 4. Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in

dispute, the accused teacher should be informed before the hearing in writing of the charges and should have the opportunity to be heard in his or her own defense by all bodies that pass judgment upon the case. The teacher should be permitted to be accompanied by an advisor of his or her own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from the teacher's own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution.

5. Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

Appendix B

Faculty Compensation

- Faculty Salary Report
- Faculty Salary and Compensation Notes
- Faculty Emeriti Privileges

2006-07 Faculty Salary Report

Compensation is composed of salary and fringe benefits. The faculty salary schedule and fringe benefits may be amended annually and are effective upon the approval of the appropriate faculty committee, administration, and the Board of Trustees. The table below shows the ranges and averages for nine-month step-system faculty salaries (plus flex dollars) for 2006-2007 at the College. Note that this may include some faculty salaries not reported to AAUP. Full-time, continuing faculty on non-tenure-track appointments were given raises of 4.2%.

Rank	Count	Mean	Median	Minimum	Maximum
Assistant	31	\$54,381	\$53,540	\$49,123	\$64,892
Associate	61	\$60,522	\$57,416	\$51,894	\$65,739
Professor	62	\$75,370	\$75,229	\$63,588	\$82,560

Contract offers and appointment letters are received by faculty annually not later than April 15 unless notification and explanation has been made to the Faculty Senate . Faculty members on continuous tenure are not required to respond; letters of acceptance from other members of the faculty should be returned to the Dean of the College not later than 30 days after the date of issuance. The salary

schedule is reviewed annually. The salary schedule is an indication of intention only and carries no contractual commitment beyond the contract year.

Administrative discretion allows for special abilities or conditions relating to a specific person or position; this type of differentiation rests on one or more of the following conditions:

1. Demonstrated excellence in teaching
2. Relation of the position to the total program of the College
3. Professional recognition beyond the campus
4. Continued academic preparations and improvement
5. Competitive market conditions
6. Other

The pay period for faculty and staff is monthly. Salary checks are issued on the first day of each month following the month of work. Yearly salaries are paid in nine or twelve installments at the option of the payee.

Faculty Salary and Compensation Notes

The Compensation Subcommittee

The members of the Compensation subcommittee are appointed by the Faculty Senate and serve as the representatives of faculty interests in the discussion of salary and fringe benefits with the administration, and as liaison between the administration and the Faculty Senate in such matters. The subcommittee meets periodically throughout the academic year to discuss these issues. The Dean of the Faculty is generally in attendance when issues involving that office are discussed, including issues of salary. Despite the fact that the Dean is usually involved in the discussions, it has become traditional for the committee to make recommendations through the Faculty Senate to the administration concerning salary increases and changes to the system.

Tenure-Track Faculty Salary System at Gustavus Adolphus College

Tenure-track and tenured faculty members at Gustavus are placed on a salary-step system. The main goals of the system are:

1. to provide internal equity by increasing each faculty member's annual salary based upon length of service to the College; and
2. to provide external equity throughout each faculty member's career by setting the salary steps at a level commensurate with the AAUP#1 ranking for Type IIB (4-year baccalaureate) institutions.

Details of the system

- There are 30 steps. Steps #1-17 are for assistant professors and associate professors; steps #18-30 are only for professors.

- Salaries at each step are determined annually by setting steps #3, #14, and #27 (which represent the average salary step for each of the three ranks) equal to the coming year's projected AAUP #1 salary for assistant professors, associate professors and professors respectively, and then interpolating/extrapolating linearly to form 30 steps.

- Each faculty member will move up one step each year with three exceptions:

1. Professors reaching step #30 will remain there, and no additional steps will be added.
2. Assistant/associate professors reaching step #17 will not advance to step #18 until they received promotion to professor.
3. In the year their rank changes to professor, faculty members move to step 18.
- New faculty hired into tenure-track positions will be paid their negotiated salary and will normally be assigned to step #1 for their first year. However, at the discretion of the Dean of the Faculty, a new faculty member may be placed on a higher step to reflect hiring at advanced rank, prior experience at another institution, or in rare cases market-value variation across disciplines.

Financial Contingency

In any year, if the salary pool budgeted for the following year is insufficient to pay all faculty members at the calculated steps, the following procedure will be implemented:

1. Calculate the (AAUP#1) steps as usual, and determine what each person should have received next year (normally moving up one step).
2. For each person, calculate the difference between his/her current year's salary and what he/she should have been paid next year.
3. Give everyone a raise in base salary for the next year which is the same fraction of this difference.

Current State and History

Step Targets for 2006-07 are contained in the table below. *The Target Salary does NOT include the \$2484 in flex dollars.*

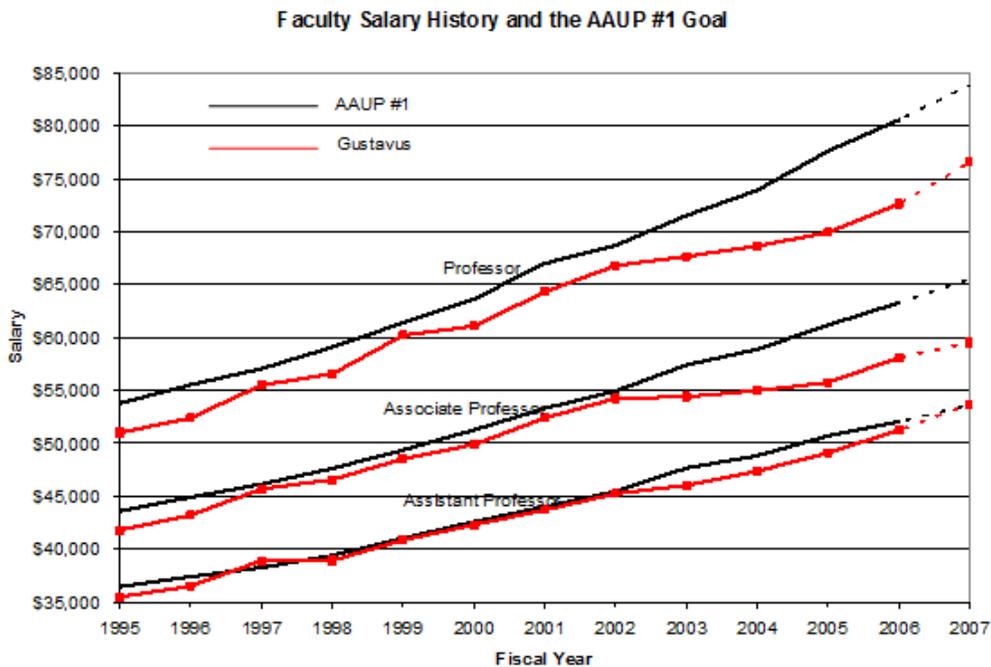
This year, faculty members on the step system will receive a base salary that moves them 38% of the way from their 2005-06 base salary to their 2006-07 target.

AAUP targets are calculated as projections of the AAUP #1 (80th percentile) salaries, using the national figures published in Academe.*

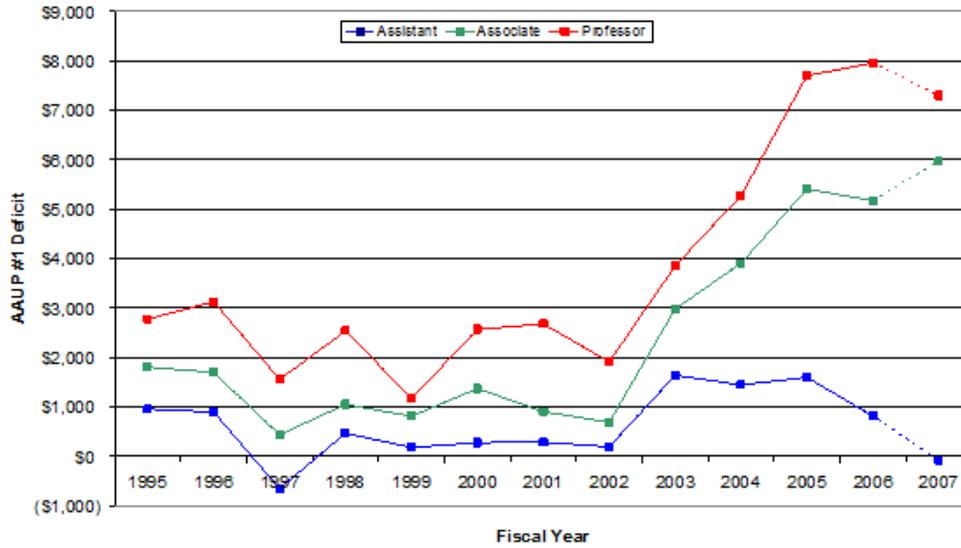
Our 2006-07 AAUP targets are as follows:

Step	Target	Step	Target	Step	Target
1	\$49,922	11	\$60,159	21	\$73,514
2	\$50,945	12	\$61,183	22	\$74,984
3	\$51,969	13	\$62,207	23	\$76,453
4	\$52,993	14	\$63,230	24	\$77,922
5	\$54,107	15	\$64,699	25	\$79,391
6	\$55,040	16	\$66,169	26	\$80,860
7	\$56,064	17	\$67,638	27	\$82,329
8	\$57,088	18	\$69,107	28	\$83,798
9	\$58,112	19	\$70,576	29	\$85,268
10	\$59,135	20	\$72,045	30	\$86,737

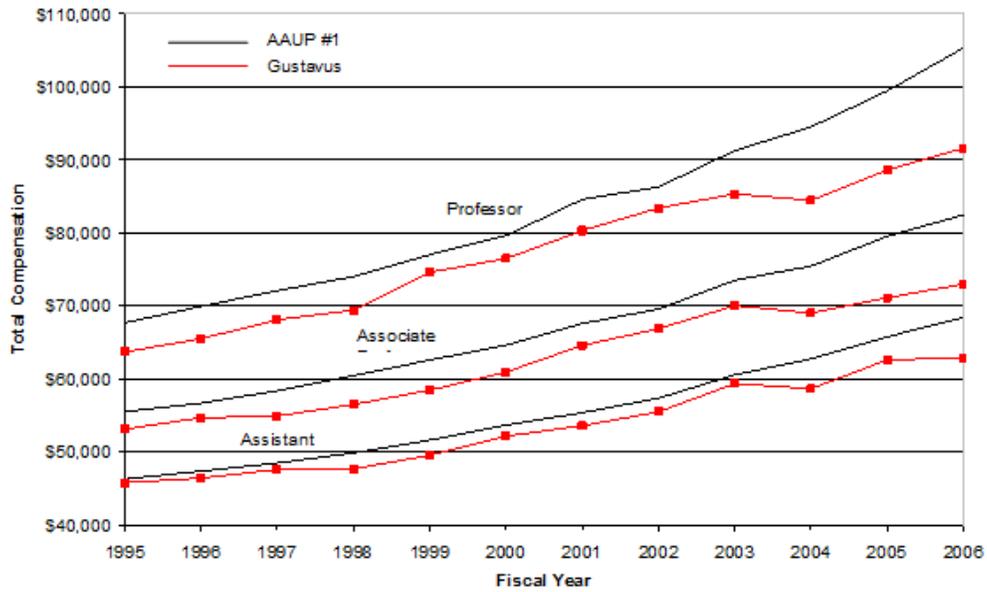
The following charts show the history of salaries and compensation at Gustavus in comparison to the College's adopted goal of achieving AAUP #1 (i.e. the 80th percentile for Category IB institutions nationwide). In the salary graphs, the dashed lines for Fiscal Year 2007 represent projections.



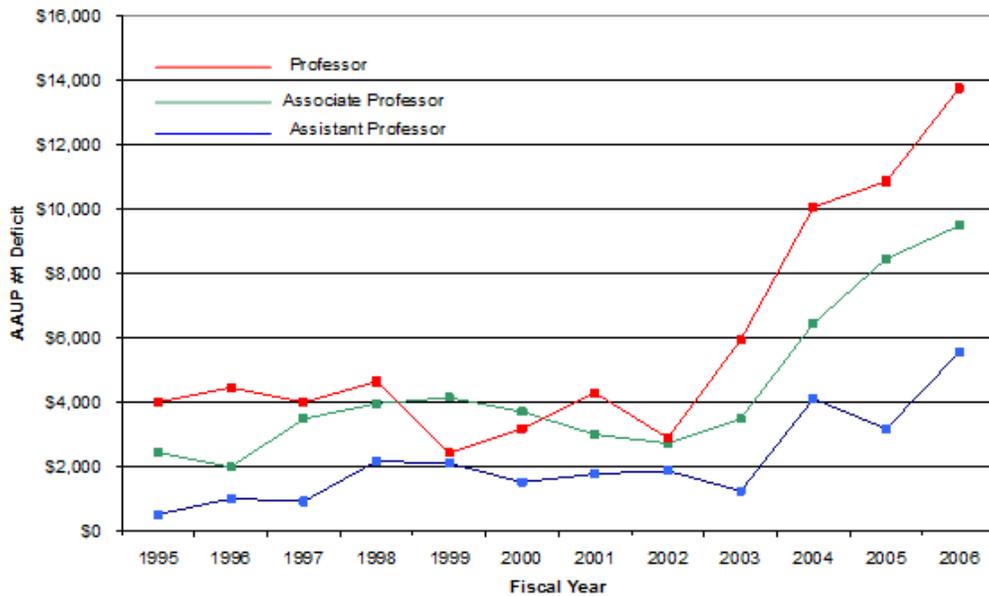
Faculty Salary Deficit from AAUP #1 Goals



Faculty Compensation History and the AAUP #1 Goal



Faculty Compensation Deficit from AAUP #1 Goals



Faculty Emeriti Privileges

Privileges of faculty emeriti shall include:

1. continuation of hospitalization and medical insurance benefits to the same extent as those benefits are accorded all faculty members;
2. provision for office space at the College where possible;
3. participation in all public academic events such as commencement exercises;
4. library privileges and use of athletic facilities;
5. faculty identification cards for admission to all college events such as plays, concerts, recitals, and athletic contests; and
6. complimentary subscriptions to college publications.

Faculty Handbook (Yellow Pages)

I. Faculty Organization and Policies

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- 1.1.1.2 Quorum, Privilege of the Floor, Voting
- 1.1.1.3 Rules of Procedure
- 1.1.1.4 Records

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1.1.3 Departments

- 1.1.3.1 Responsibilities
- 1.1.3.2 Department Chairs
 - 1.1.3.2.1 Responsibilities
 - 1.1.3.2.2 Authority
 - 1.1.3.2.3 Appointment and Term
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1.2.2 Faculty Senate

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- B. Membership
- C. Meetings
- D. Officers
- E. Subcommittees
 - 1. Compensation Committee

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1.2.4 Curriculum Committee

- A. Functions
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- B. Membership
- C. Subcommittee
 - 1. Instructional Infrastructure Advisory Committee (IIAC)

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1.2.7 Program Assessment and Development Committee

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 - 2. Grievances
 - 3. Files, Records and Reports
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The Personnel Committee Third year Review Subcommittee

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 - 1.2.10.2 Academic Probations Committee

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 - A. ARTS: The Arts
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 - D. HIPHI: Historical and Philosophical Studies
 - E. MATHL: Mathematical and Logical Reasoning
 - F. NASP: Natural Science Perspective
 - G. SOSCI: Human Behavior and Social Institutions
 - H. FIT/ACT: Lifelong Fitness
 - I. NWEST: Non-Western Cultures Requirement
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- 3.0 Amendments to the Faculty Handbook

The Faculty Handbook is a summary of the organization, policies, and procedures involved with internal faculty governance. It is not part of the employment contract between the College and the Faculty. Items in this section require approval of only the Faculty.

I. Faculty Organization and Policies

1.0 Faculty Organization

1.1 General Faculty Organization

1.1.1 Faculty Meetings

1.1.1.1 Call for Meetings. Faculty meetings shall be convened at least once each semester at a time and place determined by the faculty. Meetings may be called on three days notice by the President or the President's designated representative, by the Provost, by the Faculty Senate, or by the written request of ten faculty members. The President or his designated representative shall preside at faculty meetings. All faculty members are expected to attend.

1.1.1.2 Quorum, Privilege of the Floor, Voting. A quorum shall consist of at least seventy-five (75) full-time faculty members.

All full-time faculty members have the privilege of the floor and the right to vote. Members sharing a joint appointment shall each be counted for determining a quorum and in voting.

Part-time faculty members shall have the privilege of the floor.

1.1.1.3 Rules of Procedure. Faculty meetings shall be conducted in accordance with Robert's Rules of Order, Newly Revised.

1.1.1.4 Records. The faculty shall elect a secretary who shall keep proper records of meetings of the faculty. The faculty secretary shall be elected for a term of three years and may be reelected to successive terms.

1.1.2 Divisions of the College

1.1.2.1 Divisional Organization

Divisions of the College shall consist of the following departments:

- Division of Education: Elementary and Secondary Education, Health and Exercise Science, Library, Nursing.
 - Division of Fine Arts: Art and Art History, Music, Communication Studies, Theatre and Dance.
 - Division of Humanities: Classics, Greek and Latin, English, History, Modern Languages, Literatures, and Cultures, Philosophy, Religion, Scandinavian Studies.
 - Division of Natural Sciences and Mathematics: Biology, Chemistry, Geology, Mathematics and Computer Science, Physics.
 - Division of Social Sciences: Economics and Management, Geography, Political Science, Psychology, Sociology and Anthropology.
-

1.1.3 Departments

The departments profess their disciplines and seek to further the aims and purposes of the College.

1.1.3.1 Responsibilities

Each department shall promote and encourage a high standard of teaching, scholarship and research, and academic achievement.

Subject to the approval of the faculty and the administration, each department is responsible for its course offerings, its major requirements, and the determination of the size of individual class sections.

Each department shall participate in the making of recommendations for appointments to its staff, in the internal evaluations of its probationary appointees, and in making recommendations for retention, promotion, and appointments with continuous tenure where members of its staff are concerned.

1.1.3.2 Department Chairs

The department chair serves as the principal liaison between the department and the rest of the college. The department chair is typically a full-time faculty member who serves in this additional capacity by appointment of the Provost. This appointment carries responsibilities for departmental leadership and management, and for liaison to administrative offices, faculty groups, and students. The authority of the chair derives from the mutual confidence expressed by his/her recommendation by election of the department faculty and by the appointment of the Provost. The chair's appointment is recognized by access to a department chair fund and/or released time for administrative duties. The department chair fund is a line item in departmental budgets that is intended to be a professional expense account for department chairs. Making these funds available to departmental chairs is an acknowledgement of the alternative responsibilities undertaken by these persons on behalf of their department and the College. Professional travel, purchases of books, other materials, or equipment useful to the department or to the individual in her/his capacity as chair are examples of legitimate uses for these funds. The rules concerning taxation of the account are consistent with other disbursements of the College. Payments to employees will be treated as taxable compensation, unless the disbursement is for the reimbursement of a College-related expense. With respect to capital purchases (e.g., equipment, books, etc.), the property must be owned by the College in order for the transaction to be treated as non-taxable.

All department chairs share a common set of responsibilities to their colleagues, administrative staff, and students. In addition, the position description for the chair of each department carries specific responsibilities and conditions that may be unique to that department and which constitute a part of the chair's and College's contractual agreement for the position. Each department is responsible for developing and following a collegial model of internal governance, consistent with the *Faculty Handbook* and *Manual* and with all applicable laws and regulations.

- 1.1.3.2.1 Responsibilities of the Department Chair

The department chair serves as the principal interface between his/her department and administrative offices, other departments, outside agencies and organizations, vendors of goods and services, other academic institutions and employers, and students. In his/her role in the leadership and management of the department's affairs, the chair carries principal responsibility for carrying out or delegating the following tasks:

1. Facilitating the academic and pre-professional programs of the department
2. Promoting the academic quality of the department and discipline
3. Conducting searches for faculty positions
4. Evaluating faculty
5. Mentoring junior faculty
6. Supervising and evaluating support staff
7. Developing the departmental budget request
8. Monitoring the departmental budget
9. Submitting department course schedules to Registrar
10. Submitting January Term course schedule to that office
11. Managing the program for faculty leaves
12. Managing the work-study program within the department

13. Supervising departmental assistants
14. Processing paperwork for various committees and offices (January term proposals, area proposals, course proposals, etc.)
15. Following regulations and guidelines from all manner of sources
16. Managing external grants, special programs and development projects
17. Conducting periodic departmental reviews
18. Managing specialized facilities, laboratories, equipment
19. Organizing and presiding at department meetings
20. Encouraging faculty professional development
21. Providing liaison, information, and evaluations to administrative offices
22. Providing liaison and information to faculty committees, *ad hoc* committees, accrediting organizations, and other groups
23. Providing liaison to other departments
24. Representing the department at the meetings of the department chairs
25. Responding to student petitions, degree applications, complaints, requests, etc.
26. Providing student letters of recommendations, post-graduate assistance

The dual role of the chair includes both administrative and departmental leadership functions. The chair functions as a member of the academic administration when acting on behalf of the College in carrying out assigned management responsibilities such as recruiting, supervising, and evaluating faculty and staff. The chair functions as a first among equals when acting on behalf of his/her department in carrying out internal management and liaison responsibilities such as allocating resources, submitting course schedules, managing facilities, and communicating department views.

In order to carry out these responsibilities on behalf of the department and college, the chair will be kept informed by all administrators, committees, and other groups and individuals who share responsibilities for the efficient management of the college's programs. Those offices, groups and individuals requesting the department chair's assistance need to be mindful of the fact that the chair is a member of the faculty with his/her own teaching, research, professional responsibilities and other commitments. Academic departments have very limited support staffs and typically operate on the academic calendar.

- 1.1.3.2.2 Authority of the Department Chair

The department chair has the primary responsibility for communicating the department's views to the college community and college community concerns to the department. Because the chair acts on behalf of the department, the chair must distinguish between personal views and those that reflect the consensus of the department. In consultation with departmental members, the department chair has the primary responsibility and authority for:

1. Formulating and communicating recommendations for hiring, tenure, promotion, retention, and evaluation of faculty and departmental support staff
2. Establishing departmental budget priorities and allocations
3. Recommending teaching assignments to the ~~Dean~~ Provost and regulating faculty workloads
4. Recommending leaves and special assignments to the ~~Dean~~ Provost
5. Developing and articulating departmental goals

- 1.1.3.2.3 Appointment and Term of the Department Chair

The department chair is appointed by the upon recommendation of the department faculty. The recommendation of the department for the appointment or reappointment of a chair is determined by a majority vote in an election conducted by the Provost or the Provost's representative. A majority vote will constitute the recommendation of the department. In those cases in which a recommendation reflecting departmental consensus cannot be achieved, the Provost will make an offer of appointment to a member of the faculty, who will serve under the description of the position for that department.

The term of the chair is normally three years and chairs may be reelected for successive terms. The meeting of the department to elect the chair should be held during the last year of the current appointment. The Director of the Library carries an appointment directly from the Provost, and also serves as chair of the professional librarians. The Chairs of the Department of Education and the Department of Nursing have specialized administrative responsibilities that extend beyond those listed above.

The Provost carries a special obligation to encourage effective and independent leadership of departments through the chairs, while at the same time maintaining a sensitivity to the needs of all faculty. In those unusual cases in which the department chair is clearly unwilling or unable to represent a department and manage its affairs in a professional manner, or where conflicts within a department have become irreconcilable, the Provost may appoint a new chair or make other arrangements for the temporary management of the department's affairs.

- 1.1.3.2.4 The Collective Role of the Department Chairs

The department chairs acting as a committee of the whole will advise the Provost on matters affecting the academic programs of the college. The department chairs shall have the status of a standing committee of the faculty for purposes of bringing motions and reporting to the faculty at faculty meetings following consultation with other faculty committees where appropriate.

1.2 Faculty Committees

The faculty shall elect the following standing committees:

- Faculty Senate.
- Faculty Review Committee.
- Curriculum Committee.
- Academic Operations Committee.
- International and Domestic Programs Committee.
- Program Assessment and Development Committee.
- Faculty Development Committee.
- Personnel Committee.
 - Third Year Review Subcommittee.

Except as otherwise provided, election to standing committees shall be held by mail ballot as described in section 1.2.1 from nominations submitted by the Faculty Senate. Additional nominations may be made from the floor at a faculty meeting. Faculty members shall be given the opportunity to state preferences for committee assignments, and, insofar as possible, the Faculty Senate shall honor such preferences in nominating for committees.

The Academic Affairs Coordinating Council shall also have the status of a standing committee.

1.2.1 Mail Ballot Procedures:

Faculty who have been nominated for committees are introduced at the appropriate faculty

meeting. Additional nominations may be made from the floor. As soon as possible after the faculty meeting at which the nominations are presented, ballots are mailed out to all full time faculty members.

Ballots must be returned to the faculty secretary within a predetermined period of time, normally one week. The faculty secretary and/or her/his designees authenticate and count the returned ballots and determine the results of the election based on a majority of votes cast.

Every precaution is taken to ensure the secrecy of the ballots while still being able to guarantee the authenticity. Each ballot will be encoded with a random number. The number will be checked off of the master list when the ballot is returned. Ballots which are missing the encoding will be discarded. If more than one ballot with the same encoding is returned, all ballots with that random number will be discarded.

The results of the election will be reported by e-mail and at the next faculty meeting. If there is not an election, a runoff ballot will be prepared and mailed out as soon as possible.

In cases where there is only one person on the ballot, the Faculty may decide to elect that person at the Faculty meeting, without having a mail-in ballot.

When a faculty member goes on a leave of absence or is otherwise off campus for at least a semester, that person's position on any faculty committee will be declared vacant and another faculty member will be elected or appointed (whichever is normal for the position) for the remainder of that term. If there is less than a year remaining in a multiple-year term, the replacement should normally be chosen for a full term plus the remainder.

While all faculty are expected to share in committee service, continuous service is not expected, as such service will naturally be cyclical throughout a career. With the understanding that the primary role of a Gustavus Adolphus College faculty member is that of a teacher-scholar, reasonable exemptions from committee service will be granted by the Provost. Such requests should be submitted with rationale to the Provost.

1.2.2 Faculty Senate

A. Functions

1. To serve as liaison between faculty and administration.
2. To serve as the primary long-range academic planning body for the faculty.
3. To coordinate faculty responsibilities and activities as carried out through the various committees. These duties include, but are not limited to, the following:
 - a. To nominate at-large candidates for the Curriculum Committee, the Academic Operations Committee, the International and Domestic Programs Committee, the Program Assessment and Development Committee, the Personnel Committee, the Faculty Development Committee, the Third Year Review Subcommittee, and the Faculty Review Committee.
 - b. To appoint faculty to the Faculty Committee on Student Life, the Compensation Committee, the Budget Committee, the Honor Board (Section 2.2.12), the Grade Appeals Board (Section 2.2.11), the Faculty Committee for Achievement Recognition and the Special Faculty Assignments except for the Faculty Secretary.
4. To recommend candidates for honorary degrees to the President and the Board. The Vice Chair of the Senate shall be designated to evaluate proposals for honorary degrees as they are submitted, consult with appropriate members of the academic community, and make recommendations to the Senate.
5. To serve as the review committee

- a. in those situations where programmatic changes due to financial exigency are identified by the administration as specified in the *Faculty Manual* Section 2.6.2.2.
 - b. if requested, for situations where appointments have been terminated for medical causes (See *Faculty Manual* Section 2.6.2.3).
6. To serve as an appeals committee as specified in *Faculty Manual* Section 3.2.4.3.1.
 7. To act on behalf of the faculty in matters such as faculty may direct.
 8. To originate proposals and recommendations as it may deem advisable.
 9. To have primary responsibility for updating of the *Faculty Manual* and *Faculty Handbook*. Following the end of each academic year, the outgoing chairperson of the Faculty Senate and the outgoing Faculty Secretary shall have responsibility for final editing.

B. Membership

1. Elected: Each division shall be represented by one member; seven members shall be elected at-large; they shall hold at least the rank of assistant professor. Elected members shall have held at least half-time positions on this faculty (as distinct from administrative duties) and shall be at least in their second year of service at the time of nomination. Elected members serve for three-year terms.
2. Members of the Faculty Senate are ineligible for immediate re-election. Any senator elected to fill out less than half of an unexpired term will be allowed to immediately succeed her/himself for one full term, if so elected.
3. Nomination and Election
 - a. The Senate divisional representative will act as convening officer for her or his division.
 - b. Each division shall nominate and elect its divisional representative.
 - c. Nominations for at-large positions shall be advanced to the faculty by the Faculty Senate. Additional nominations may be made from the floor of the faculty meeting.
 - d. The faculty shall elect the at-large representatives.
 - e. Election shall precede the general elections to committees.
4. Ex officio: President, ~~Provost~~, Faculty Secretary.

C. Meetings

1. The Faculty Secretary shall convene the new Senate in the spring for the purpose of electing a chair. The chair of the Senate shall call the first meeting in the fall of each year not later than the second week of classes. Thereafter the Senate shall set the time and place of its own meetings.
2. Special meetings of the Senate may be called, with sufficient notice, by any of the following: the Chair of the Senate, two members of the Senate, three non-Senate faculty members, the President of the College or the Provost.

D. Officers

1. The Chair of the Senate shall be an elected member (chosen at the final meeting in the spring), shall serve for one year, and shall keep the faculty regularly informed of the proceedings of the Senate.
2. The Secretary of the Faculty shall be Secretary of the Senate.

E. Subcommittees

1. ~~Compensation Committee~~

- A. Functions: To serve as the representative of faculty interests in the discussion of salary and fringe benefits with the administration and as liaison between the administration and the Faculty Senate in such matters.
 - B. Membership: Four members, appointed by the Senate for four-year terms. Appointments shall be staggered, so that one new member shall be appointed each year. Consideration shall be given to rank, gender, marital status, knowledge of financial operations of the college, etc. in the selection of appointees, with the intent of representing a broad range of interests within the faculty. Faculty membership on the College Budget Committee shall be selected by the Senate from this subcommittee.
-

1.2.3 Faculty Review Committee (See Section 3.2.4.3.3.9 of the Faculty Manual)

1.2.4 Curriculum Committee

A. Functions

1. To serve as the primary curricular planning body for the faculty, and to recommend curricular plans to the faculty.
2. To recommend to the faculty policies and programs which affect the college in general and whatever other curricular policies and programs it may regard as appropriate for faculty action.
3. To review and recommend to the faculty curricular policies and programs which are interdepartmental.
4. To review and recommend to the faculty departmental programs, major programs, other degree programs and graduation requirements.
5. To report to the faculty new semester and January Term courses, graduate credit courses, General Education Area approvals, Writing Course approvals, and First Term Seminars.

B. Membership

1. Elected: Each division shall elect one representative and two additional members shall be elected at-large. Members shall be elected to three-year terms with two to be elected in even years, three in odd years.
2. Students: Three students shall be elected by the Student Senate; not all students shall be of the same class year. The Student Senate may choose the length of term for representatives (at least one year).
3. Ex officio: ~~Provost or designee~~, Registrar, Director of the Library, Director of General Education, Director of Curriculum-II, Director of International Education, Director of Writing Program, Director of First Term Seminars, Director of January Term. With the exception of the Provost or designee, ex officio members are non-voting members.

C. Subcommittee

1. Course Approval Subcommittee (CAS)

A. Functions

1. To recommend to the Curriculum Committee new semester and January Term courses, graduate credit courses, General Education area approvals, Writing Course approvals, and First Term Seminars.

B. Membership

1. Curriculum Committee: Each academic year an elected faculty member of the Curriculum Committee shall be elected by the Curriculum Committee to serve as chair of the CAS.
2. Elected: Each division shall elect one representative. Members shall be elected to staggered three-year terms.
3. Students: One student of at least sophomore standing shall be elected by the Student Senate. The Student Senate may choose the length of term for its representative (at least one academic year).
4. Ex officio: Curriculum Committee chair, Provost or designee, Registrar, Director of General Education, Director of Curriculum II, Director of Writing Program, Director of First Term Seminar, Director of January Term. With the exception of the Provost, ex officio members are non-voting members.

C. Procedures

1. The Course Approval Subcommittee shall follow the established Course Approval Policy (Faculty Handbook, section 2.2.1) in carrying out its functions.

1.2.5 Academic Operations Committee

A. Functions

1. To review and recommend procedures for registration, scheduling classes, advising of students, making up calendars and catalogs, and other academic operations.
2. To review and recommend policies concerning the Library, internship program, and instructional infrastructure.
3. To review and recommend policies and procedures regarding admissions, enrollment, and financial aid.
4. To review and recommend policies regarding grading, recognition for academic achievement (including Dean's List and President's List, Honors Day, Latin honors, and commencement), the Honor Code, academic probation, and eligibility for extracurricular activities.
5. To review and recommend candidates for graduation.
6. To conduct appropriate continuing self-study of academic policies and programs.

B. Membership

1. Five faculty members elected at-large for staggered three-year terms, with three to be elected in even years and two in odd years.
2. Two students, not all of the same class year, selected by the Student Senate, which may specify the length of term (at least one year).
3. Non-voting ex officio: Provost or designee, Dean of Students or designee, Registrar, Chair of the Library, Director of Athletics, and Director of Internships.

C. Subcommittee

1. Instructional Infrastructure Advisory Committee (IIAC)

A. Functions:

1. To review and recommend policies and create strategic plans related to curricular, departmental, student, faculty, and other academic usage of information technology.
2. To advise the Budget Committee on long and short-term implications related to academic information technology budgeting issues.
3. To review and recommend requests beyond those funded through departmental or other funds for information technology hardware and software for faculty, academic departments, classrooms, and teaching labs to the Provost and the Director of Instructional/Media Services.
4. To assist Gustavus Technology Services (especially Instructional/Media Services) in the planning and implementation of information technology initiatives when they relate to academic infrastructure.
5. To promote communication among the faculty, GTS, and the Library.

B. Membership:

1. One current member of the Academic Operations Committee, elected by the AOC.
2. One faculty representative selected by each of the five divisions of the College. These will be nominated and elected by each division and will serve staggered three-year terms.
3. The voting members will elect a committee chair.
4. Ex officio: ~~Provost or designee~~, Director of Instructional/Media Services, Library Chair. Ex Officio members do not vote except as deemed necessary by faculty members of the committee.

1.2.6 International and Domestic Programs Committee

A. Functions

1. To work with administrative offices and other faculty committees to support the College's mission of fostering an international perspective within the Gustavus community.
2. To review and make recommendations as appropriate regarding off-campus study issues such as geographic representation, disciplinary and interdisciplinary representation, budgeting, liability and transportation.
3. To review and recommend policies for the IDPC Program Manual for Gustavus Adolphus College.
4. To consider proposals for off-campus domestic and international programs and courses. Particular attention will be paid to their conformance to the Off-Campus Studies Policy Manual. Recommended proposals will be sent to the Curriculum Committee for curricular approval.
5. To consider and approve repeat off-campus January Term course proposals.
6. To review and make recommendations in support of the mission of the Office of International Education including: evaluation and assessment of existing off-campus study courses and programs offered both by Gustavus and other institutions; study of the feasibility and initiation of new off-campus study courses and programs of the College; promotion of off-campus study among students and faculty; advising and assistance regarding recruitment, admission and support of international students; recruitment of visiting international scholars in cooperation with academic departments and programs.

7. To consider and recommend field directors for Gustavus term programs such as the Term in Germany and Term in India.
8. To hear appeals of decisions made by the Office of International Education.

B. Membership

1. Nine faculty members elected for three-year terms, five elected by divisions and three elected at-large, with staggered terms, plus one faculty member appointed by and from the Curriculum Committee.
2. Two students selected by the Student Senate. It is strongly recommended that at least one student have previous experience on a Gustavus off-campus study program, and, ideally, that each student be willing to serve a two-year term.
3. Non-voting ex officio: ~~Provost or designee~~, Director of January Term, Director of International Education, Director of Multicultural Programs, Chair of the Department of Education or designee, Chair of the Department of Nursing or designee.

1.2.7 Program Assessment and Development Committee

A. Functions

1. To assist departments and programs with the development and implementation of assessment plans and strategies.
2. To assist and advise departments and programs on issues related to department or program reviews.

B. Membership

1. Three faculty members elected at-large for staggered three-year terms, with one to be elected in even years and two in odd years.
2. Two students, not all of the same class year, selected by the Student Senate, which may specify the length of term (at least one year).
3. Non-voting ex officio: ~~Provost or designee~~, and the Director of Institutional Research.

1.2.8 Faculty Development Committee

A. Functions

1. To encourage professional development by promoting planning and opportunities for growth throughout each stage of a faculty member's career. The committee shall report to the faculty on all matters pertaining to faculty development in the college. The committee should work cooperatively with the Provost and the Office of Institutional Advancement in the formulation and development of all proposals dealing with faculty development.
2. To support all forms of faculty development, including research, scholarship, and creativity; to support the development and broadening of scholarly and pedagogical competencies; and to encourage the publication, propagation, and exhibition of concrete results.
3. To advise the Provost on establishing priorities regarding faculty requests for leaves of absence and other opportunities for faculty development.
4. To evaluate faculty applications for sabbatical leaves and grants from the Research, Scholarship, and Creativity Funds and to advise the Provost concerning which should be funded. The committee will establish its own voting procedure for evaluating such requests.
5. To review each year the relationship between goals for faculty development and the budget, and to make recommendations to the Provost for all funding of faculty development,

including current line item budget figures for sabbatical leaves and for the Research, Scholarship, and Creativity Fund.

B. Membership

1. Elected: Seven faculty members elected by the faculty at-large. Staggered terms of three years will provide continuity for the efforts of the committee.
2. Ex officio: President of the College, ~~the Provost~~, *Director of the Kowball Center*.

C. Research, Scholarship, and Creativity Fund

1. Purpose

- a. This fund is restricted to the support of faculty development in the areas of research, scholarship and creativity.
- b. Course improvement projects will not be considered. Expenses for such projects should be covered by departmental budgets or other sources.
- c. All proposals should be aimed toward the production of some tangible result, e.g., the publication of an article, chapter, or book; or an exhibit of works of arts. Private, personal creativity projects will not be considered.

2. Eligibility

- a. All full-time faculty members of Gustavus Adolphus College (including those on sabbaticals and joint contracts) are eligible to make application to the fund.
- b. Funds will be released only to faculty employed full-time (including those on sabbaticals and on joint contracts) during the grant period.
- c. Applications involving both faculty and students will be considered if submitted by a faculty member.
- d. Applicants whose previous grant reports are past due will not be eligible to apply.

3. Limits of Funding

- a. The maximum grant amounts and rates for stipends and expenses for any single project will be determined and published by the committee.
- b. The maximum funding period will be one fiscal year, beginning June 1, following the application.
- c. Lower priority will be given to:
 1. Those who have received Research, Scholarship, and Creativity funding in the past two years;
 2. Those who are requesting money for extensions or continuations of projects previously funded from the Research, Scholarship, and Creativity Fund;
 3. Those who have not demonstrated completion of projects previously funded from the Research, Scholarship, and Creativity Fund.
- d. Any equipment purchased with money from the Research, Scholarship, and Creativity Fund becomes the property of the College. Funding will not normally be granted for the purchase of computer equipment.
- e. Travel may be funded provided that it is absolutely necessary for the proposed research, and provided that it cannot be funded from any other College source.
- f. A stipend will normally be awarded to persons submitting successful summer proposals.

- g. If a different source of funding clearly seems more appropriate for a given project, the Committee may recommend that the faculty member seek funding from that source.
 - h. In accepting support from the Research, Scholarship, and Creativity Fund, the faculty member assumes the obligation of submitting a final report on his or her project to the Provost.
 - i. Funds can only be used for the proposed project discussed in the Research, Scholarship, and Creativity grant application. Unspent funds will remain with the Research, Scholarship, and Creativity Fund.
4. Submission of Applications: Current information on deadlines, format, and application procedures for Research, Scholarship, and Creativity funds are available in the white pages at: section 1.2.2.
- D. Presidential Faculty/Student Collaboration and Publication Grants
1. Purpose: The purpose of this grant is to stimulate and support faculty/student collaborative activity and publication.
 2. Eligibility: The eligibility requirements for Presidential Faculty/Student Collaboration and Publication Grants are the same as the eligibility requirements for Research, Scholarship, and Creativity grants.
 3. Limits of Funding: Funding limits may vary from year to year. See white pages (<http://gustavus.edu/facultybook/generalinformation/>) section 1.2.7.
 4. Submission of Applications: Current information on deadlines, format and application procedures for the Presidential Faculty/Student Collaboration and Publication Grants are available in the white pages (<http://gustavus.edu/facultybook/generalinformation/>) section 1.2.7
- E. Sabbatical Leave
- Policies and procedures for sabbatical leave application and criteria can be found in section 2.1.5.1.1 of this Handbook.
- F. Conflict of Interest Policy
1. Committee members will abide by the College's policy on conflict of interest. For details see the All-College Policies handbook: <http://gustavus.edu/facultybook/allcollegepolicies/>
 2. A committee member will not vote on proposals submitted by herself/himself. A committee member may vote on a proposal submitted by a member of her/his department unless doing so would be a violation of the College's policy on conflict of interest. For details see the All-College Policies handbook: <http://gustavus.edu/facultybook/allcollegepolicies/>
 3. Except in cases described in 2) above, the chair of the committee will vote on proposals.
 4. Applicants may consult with Faculty Development Committee members with any questions they have as they prepare their application without violating the conflict of interest policy.
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1.2.9 Faculty Personnel Committee

A. Functions

1. To make recommendations to the administration regarding promotions and tenure.
2. To deal with grievances and appeals in accordance with procedures set forth in the *Faculty Manual*.

B. Membership

1. Nine elected members shall serve three-year terms, three members to be elected each year. Members elected for three-year terms shall be ineligible for immediate re-election; members elected for less than one-half an unexpired term are eligible for re-election to succeed themselves. Tenured status shall be required for membership. No member shall serve on the committee during the academic year in which he or she is considered for promotion.
2. The committee shall elect a Chair and a Secretary from within its membership and each of these officers shall serve for one year. The first organizational meeting shall be convened by the previous year's chair or secretary.
3. Non-voting ex officio: President, Provost.

C. Procedures

1. Advancement to Tenure and Promotion

- a. **Initiation of Tenure Process:** The tenure process is initiated after consultation between the Provost and the potential candidate for tenure, based on agreement reached between the Provost and the candidate at the time of hire or in subsequent renegotiation. In any event, the length of the probationary period, prior to a candidate being nominated for tenure, shall not exceed the time stipulated in AAUP guidelines. If it is deemed necessary, the candidate's department or the Personnel Committee may also initiate tenure proceedings. The Provost provides the list of tenure candidates to the Personnel Committee chair in the fall semester one year prior to the tenure review.
- b. **Nominations for Promotion:** The academic department normally initiates the recommendation for promotion. Nominations for promotion may also be made by the candidate on his/her own behalf or by faculty colleagues within or outside the department or by the Provost.
- c. **Participation of Interdisciplinary Program Faculty:** A candidate who is up for review may indicate to the Provost a desire for input by faculty members from interdisciplinary programs with which the candidate is involved. The candidate, in consultation with the Provost and Chair of Personnel, can specify whether letters from interdisciplinary program members are sufficient, or whether the candidate wishes the Personnel Committee to conduct an interview with members of the interdisciplinary program (as they will also do with the candidate's home department). If letters from interdisciplinary program members are sufficient, the letter writer must identify that he or she is writing as a member of a specific interdisciplinary program, and the Provost's Office will establish a separate file for these letters (as is currently done for "solicited," "unsolicited," and "department" letters). If a formal interview is requested, it is expected that the interdisciplinary program will establish procedures for identifying a committee of the whole, which will serve as the liaison to the Personnel Committee.
- d. **Collecting Materials**
 1. The candidate must submit a complete resume, a written statement which presents evidence in support of each criterion for retention and promotion listed in the *Faculty Manual*, a copy of each course syllabus (including January Term) for the past three years, one copy of publications, and any other information the candidate deems relevant.
 2. The Provost ensures that the third year evaluation letter has been added to the file of each candidate for tenure and promotion to associate professor.
 3. The Committee invites evaluations from faculty (especially all departmental colleagues and, if appropriate, interdisciplinary program colleagues (see item

1.2.9.C.1.c),) students, and administrators by public announcement. To the extent possible, all letters should address the candidate's qualifications for each of the criteria for tenure or promotion stated in the *Faculty Manual*.

4. Candidates are asked to have four current letters submitted into their files, two from College colleagues outside their department and two from professional colleagues outside the College.
5. All letters on behalf of candidates for tenure or promotion should be sent to the Provost. The Provost's office will number and log all letters as they are received and add them to the candidate's file.
6. At least two members of the committee interview the candidate; and at least two members of the committee observe classes of each candidate according to a schedule agreed to by the candidate. At least two members of the committee will interview the candidate's departmental colleagues. If appropriate, at least two members of the committee will interview representatives from interdisciplinary programs with which the candidate is involved (see item 1.2.9.C.1.c). During evaluation for tenure and for promotion to the rank of full professor, the entire committee meets with each candidate. The Personnel Committee will also administer evaluations of teaching to students in classes of candidates during the two semesters preceding their evaluation. All teaching evaluations shall be administered according to a schedule agreed to by the candidate

e. Deliberations and Voting

1. The Personnel Committee member shall not participate in the deliberation or vote on the promotion or tenure of departmental colleagues.
2. In accordance with AAUP recommendations, the Personnel Committee reaffirms its character and function as an at-large committee of the faculty which systematically collects information from sources additional to those normally utilized by the departments and which represents interests beyond those necessarily considered by the departments. At the same time, the committee recognizes the special abilities of departments and/or departmental colleagues to evaluate the scholarly contributions of faculty members. The committee, therefore, gives great weight to departmental recommendations.
3. Discussion within the Committee will focus on the criteria for tenure or promotion as specified in the *Faculty Manual* and the evidence presented that the candidate meets these criteria. Appropriate evidence includes written materials in the candidate's file as well as observations by Committee members based on interviews with the candidates and the department and classroom visits, and interview with interdisciplinary program members when appropriate (see item 1.2.9.C.1.c.). At the conclusion of Committee deliberations, the voting members of the Committee will indicate their votes (yes or no) orally and will state the reasons for such.

f. Reports

1. The Committee chair will produce a summary document which tallies the votes of the members and outlines the reasons for the Committee recommendation and will present the document to the Provost in a timely manner.

2. The Provost will include his or her recommendation and present both recommendations to the President in a timely manner. The decision to recommend tenure ultimately rests with the President.
3. After the President's decision is made, the Provost will convey this decision to the candidate. Upon receiving a written request from the candidate, the Provost will share both the Committee's and the Provost's recommendations and rationales with the candidate. The President will forward tenure decisions to the Board of Trustees for final review and approval.

2. Grievances

A faculty member who has a grievance in any matter other than discrimination or sexual harassment may petition the Personnel Committee for redress.

The petition will set forth in detail the nature of the grievance and will state against whom the grievance is directed. It will contain factual data or other material which the petitioner deems pertinent to the case. The Personnel Committee will determine whether the petition warrants a complete inquiry or whether the petition should be dismissed.

If the Personnel Committee decides that the case merits full consideration, it will first attempt informally to resolve the matter to the satisfaction of all parties directly involved.

If the grievance is not resolved informally, the committee will continue its investigation, including conducting hearings, if appropriate; its findings and recommendations for disposition will be reported to the parties immediately involved, and with their concurrence, then to the faculty and the administration.

3. Files, Records and Reports

- a. Personnel Committee files shall be open, i.e., all materials about a faculty member collected by the Committee shall be available to that person.
- b. The committee keeps on record notes of its meetings and official communications.
- c. Materials submitted by the candidate for tenure and promotion remain the property of the College. The Provost, at his or her discretion, may return items to the candidate.

D. Subcommittees

1. The Personnel Committee Third year Review Subcommittee (PC3-sub)

A. Functions

1. To conduct the third year review for all tenure track faculty according to the established criteria in the *Faculty Manual*.

B. Membership

1. Six tenured faculty members shall be elected at large to staggered three-year terms. The subcommittee will meet annually with the Personnel Committee to discuss criteria for tenure and the processes for doing both tenure and third year review. The chair of the subcommittee shall be elected by the current subcommittee members.

C. Procedures

1. The Personnel Committee Third year Review Subcommittee will provide evaluations of faculty members in their third year at Gustavus Adolphus College in the following manner:
 - a. During the third year of each probationary appointment, the Personnel Committee Third Year Review Subcommittee appoints a review committee for each candidate. The Chair of the Personnel Committee Third Year Review Subcommittee and the Provost, in consultation with the chair of the candidate's department, nominate the membership of the review committee to

the Personnel Committee Third Year Review Committee. Normally, the committee consists of one tenured member of the candidate's department, one tenured member of another department (preferably one whose area of expertise relates to the candidate's), and a member of the Personnel Committee Third Year Review Subcommittee who will serve as chair. If the candidate's department has no tenured member, another tenured member of the faculty will be selected. The faculty members of the review committee must be acceptable to the candidate.

- b. A candidate who is being reviewed may indicate to the Provost a desire for input by faculty members from interdisciplinary programs with which the candidate is involved. The candidate, in consultation with the Provost and the Chair of the Personnel Committee Third Year Review Subcommittee, may request that a faculty member from the interdisciplinary program with which the candidate is most involved also serve on the review committee.
- c. The purpose of the review committee is to evaluate the candidate's current professional development, to support and encourage activities that will lead to further professional development, and to suggest changes that will lead to better performance.
- d. The review committee retains the services of an external evaluator in the same discipline as the faculty member under review. The external evaluator must be mutually acceptable to the candidate, the department, and the Provost, and may not have had previous close professional or personal association with the faculty member under review. The committee chair will make the arrangements for the external evaluator. The external evaluator submits a written summary report to the Provost.
- e. The candidate submits a complete resume, a written statement that presents evidence in support of each criterion for retention and promotion listed in the *Faculty Manual*, a copy of each course syllabus (including January term) taught at Gustavus, one copy of publications or other appropriate evidence of scholarly work, and any other information that the candidate deems relevant. The review committee's evaluation will be based on the above materials, the results of interviews with the candidate, class visitations, letters of evaluation from departmental colleagues, the report of the external evaluator, and teaching evaluations administered by a representative from the Personnel Committee Third Year Review Subcommittee to students enrolled in the candidate's classes during the two semesters preceding their review. All teaching evaluations shall be administered according to a schedule agreed to by the candidate.
- f. The review committee meets three times
 1. The first meeting is for organizational purposes.
 2. At the second meeting, the committee reviews the collected materials, including the report of the external evaluator, and discusses the applicant's strengths and weaknesses. The committee chair then drafts a preliminary letter summarizing the committee's assessment and recommendations and sends the letter to the candidate.
 3. At the third meeting, the committee discusses the summary with the candidate. If necessary, the committee chair revises the letter of assessment and recommendations. The committee chair then sends the final letter to the candidate, with copies to the department chair and to the Provost, who includes the letter in the candidate's permanent

personnel file. The Provost then invites the candidate to a discussion of the summary and its implications for the candidate's professional development.

1.2.10 Academic Affairs Coordinating Council

A. Functions

1. To oversee and coordinate academic program initiatives.
2. To collect and distribute information regarding innovative practices at other institutions, and to initiate proposals appropriate to the College's academic renewal.
3. To conduct appropriate continuing self-study of academic policies and programs.
4. To recommend such policies and programs to the faculty, as it deems possible.

B. Membership

1. Chairs of the following committees: Curriculum Committee, Academic Operations Committee, International and Domestic Programs Committee, Program Assessment and Development Committee, Faculty Development Committee, Faculty Committee on Student Life, and Faculty Senate. These members shall serve for one year and may be reelected by the respective committees.
2. One representative of the Department Chairs, selected by that body for one year and eligible for reelection.
3. Non-voting ex officio - President, Provost or designee, Dean of Students or designee.

1.2.10.1 Academic Petitions Committee

A. Functions

1. To review requests for exceptions to academic policies such as the following:
 - o College-wide graduation requirements.
 - o Changes in registration beyond established deadlines.
2. To report its actions to the Provost and the Dean of Students.

B. Membership

1. Two faculty members selected by the Academic Affairs Coordinating Council.
2. Ex officio: Provost or Designee, Registrar. Ex officio members are voting members.

1.2.10.2 Academic Probations Committee

A. Functions

1. To review the academic progress of students and to ascertain that minimum standards are being met as outlined in the College catalog.
2. To report its actions to the Provost and the Dean of Students.

B. Membership

1. Three faculty members selected by the Academic Affairs Coordinating Council.
2. Ex officio: Provost (to serve as chair), Dean of Students or designee, Registrar, Advising Center Director, Counseling Center Director, Chaplains, Director of Admissions, Special

Assistant to the President for Diversity. Ex officio members do not vote except as deemed necessary by the faculty members of the committee.

1.2.11 Special Faculty Assignments

1.2.11.1 Elected by Faculty

A. Faculty Secretary

1. Duties:

- a. To keep and maintain proper records of meetings of the Faculty and the Faculty Senate.
- b. To have responsibility for annually updating *Faculty Manual* and *Faculty Handbook* in accordance with established procedures for amendments to such documents.

2. Election: To be elected for a three-year term. May be reelected to successive terms.

1.2.11.2 Appointed by Faculty Senate

A. Faculty Marshals

1. Duties: The Faculty Marshals are responsible for the logistics of all academic processions involving faculty and/or students. These include, but are not limited to, Commencement, Honors Day, Opening Convocations, inaugural events, and honorary degree ceremonies. Faculty Marshals shall be included in planning for ceremonies at which there is an academic procession. The Faculty Marshals may make suggestions regarding proper decorum for public ceremonies.

2. Appointment: A Marshal and an Assistant Marshal shall be appointed for three-year terms. Each may be reappointed to successive terms.

B. Chair of the Lecture Series

1. Duties: To plan and implement a diverse program of lectures and convocations in consultation with an *ad hoc* Lecture Series Committee and the Fine Arts Coordinator.

2. Appointment: The Chair of the Lecture Series shall be appointed to serve a three-year term. The Chair of the Lecture Series may be reappointed to successive terms.

C. Chair of the Artist Series

1. Duties: To plan and implement a diverse program of concerts and performances in consultation with an *ad hoc* Artist Series Committee and the Fine Arts Coordinator.

2. Appointment: The Chair of the Artist Series shall be appointed to serve a three-year term. The Chair of the Artist Series may be reappointed to successive terms.

D. Representative to the Minnesota Intercollegiate Athletic Conference (MIAC)

1. Duties: The Faculty Athletic Representative is the voting representative of the College at meetings of the MIAC. The Faculty Athletic Representative is responsible to the MIAC and the NCAA for eligibility certification of all students participating in varsity athletics.

2. Appointment: The Representative to the Minnesota Intercollegiate Athletic Conference shall be appointed for a three-year term. The Representative may be reappointed to successive terms.

E. Faculty Representative(s) to Board of Trustees (BOT) Committees

1. Members of the Faculty Senate are invited by the Board of Trustees to attend plenary and committee meetings. The Senate will appoint its members to attend specific committee

meetings as representatives of the Faculty. Normally, two senators will be designated for each Board subcommittee.

F. Honor Board

Three faculty representatives, nominated by the Academic Operations Committee and appointed by the Senate. See *Handbook* Section 2.2.12.

G. Grade Appeals Board

Five faculty representatives, one from each Division, nominated by the Academic Operations Committee and appointed to staggered three-year terms by the Senate. See *Handbook* Section 2.2.11.

H. Faculty Committee for Achievement Recognition

1. Duties: Working with existing groups such as the Provost's Office, the Faculty Development Committee, the Web Advisory Committee, members of this committee will be responsible for creating and evaluating college-wide venues (e.g. Honors Day, College web pages) where student and faculty academic accomplishments can be shared with the entire Gustavus community. This committee will also serve to solicit and develop descriptions of noteworthy student and faculty achievements so that they can be shared in college publications and other college-wide venues.
2. Appointment: Three full-time faculty members, to serve staggered terms of three years, appointed by the Faculty Senate.

I. Faculty Committee on Student Life

1. Functions:

- a. Originate, review, and recommend policy concerning those aspects of student life that relate to the educational process.
- b. Review and make recommendations on the effect of co-curricular and extracurricular programs (e.g., athletics, music, publications) on the educational programs and progress of students.
- c. Serve in an advisory capacity to the Dean of Students on aspects of student life and college student life policy.
- d. Serve as liaison to the faculty regarding student life policy and issues.
- e. Designate faculty members to serve on the campus Judicial Board.

2. Membership:

- a. Appointment: Four members of the faculty appointed by the Faculty Senate, to serve staggered terms of three years (on a three-year cycle, one member will be replaced each of two years and two members will be replaced the third year).
- b. Non-voting ex officio: President or designee, Provost or designee, the Dean of Students or designee.
- c. Students: Three students, not all of the same class year, designated by the Student Senate, which may specify the length of term (at least one year).

3. Subcommittees

a. College Media Board

A. Functions:

1. Appoint/dismiss the chief editor(s) or manager(s) of each institutionally financed Student Media Organization.
2. Serve as resource for institutionally financed Student Media Organizations.
3. Originate and recommend to the Faculty Committee on Student Life as needed, policies and procedures to implement the Gustavus Adolphus College Policy on Student Media Organizations.

B. Membership

1. Elected/appointed annually:
 - 1 student chosen by the Student Senate
 - 3 student representatives of college media organizations chosen by the Faculty Committee on Student Life from a pool consisting of one nominee from each organization
 - 2 advisors to college media organizations chosen by the Faculty Committee on Student Life
 - 1 faculty member chosen by the Faculty Committee on Student Life
2. Ex Officio: Director of Student Activities or designee

2.0 Faculty Policies and Procedures

2.1 Personnel Policies

2.1.1 Appointment to Faculty

2.1.1.1 Tenure-Track Positions

- A. A position is authorized by the Provost after consultation with the appropriate faculty committee. That authorization will include information about rank and appointment status.
- B. Upon receipt of written authorization, a department should organize a search. The search is normally organized by the department chair in consultation with other members of the department. A Search and Screen Committee should be formed by the department chair in consultation with the Provost. The Provost or designee will assign a diversity representative to serve on the Search and Screen Committee. National listing of the position should be made in placement bulletins and other relevant publications. A full description of search procedures may be found in the Administrative Guidelines for Academic Department Chairs.

2.1.1.2 Fixed-Term Positions

- A. A position is authorized by the Provost after consultation with the department. That authorization will include information about rank, appointment status, and length of term.
 - B. Upon receipt of written authorization, a department should organize a search. The search is normally organized by the department chair in consultation with other members of the department. A Search and Screen Committee should be formed by the department chair in consultation with the Provost. For positions of one-year or longer, the Provost or designee will assign a diversity representative to serve on the Search and Screen Committee. Strategy for posting of the position will be determined in consultation with the Provost or designee. A full description of search procedures may be found in the Administrative Guidelines for Academic Department Chairs.
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2.1.2 Faculty Mentoring Program

A New Faculty Mentoring Program is conducted for all newly appointed faculty by the Provost's Office. The program includes a day long Orientation before the opening of classes and regular sessions during the ensuing year which introduce new faculty to such topics as the general education program, international education, advising, successful pedagogical techniques, diversity issues, and the role of the church-related college.

Special sessions on faculty development opportunities, faculty evaluation, and the tenure process, as well as an individual meeting with the Provost after the first year evaluation, are made available for those faculty with a tenure track appointment.

2.1.3 Review and Support of Tenure-track, Special Appointment and Part-time Faculty

2.1.3.1 Guidelines for Departmental Review and Support of Tenure-track (Probationary) Personnel

Departments are obligated to establish regular procedures to regularly review their tenure-track faculty members. While one purpose of this review is to provide professional advice to faculty members, such an evaluation also serves the departments and Provost as a basis for making decisions regarding the reappointment of tenure-track personnel. These faculty members need to be reviewed annually by departments except in the third year of appointment when the Third Year Review Subcommittee conducts a review.

- A. Normally the chair of the department will be responsible for the evaluation process. (When the chair of the department is to be evaluated, the Provost will designate a committee chair.) The committee should consist of at least two other tenured faculty members, appointed with the approval of the individual. Preferably one member should be from outside the individual's department.
- B. The evaluation should include class visits and/or interviews, review of course content (syllabi or course materials), and student feedback. The review committee should consider scholarly achievements, service, and professional goals.
- C. The review committee should function as follows:
 1. After the period of evaluation, a formal meeting of the committee should be held to discuss the individual and to prepare an evaluation.
 2. The committee will communicate the results of this evaluation to the candidate in writing.
 3. Means should be provided for the individual being evaluated to respond to the evaluation.
 4. It is required that this review be completed by February 20 for first-year faculty, November 15 for second-year faculty, and by April 1 for fifth-year faculty. During the fourth year (instead of a departmental review), the faculty member, department chair, and the chair of faculty member's third year review committee will meet to discuss progress.
- D. A decision for reappointment is made by the Provost based upon the recommendation of the department chair and tenured members of the department. The evaluation of the annual review committee would be taken into consideration in making this recommendation. The Provost and department chair may assist the faculty member to formulate development goals, performance objectives, and career plans.
- E. Unless the department sees the need for an evaluation earlier in the fall, an individual in the third year will normally undergo only the third-year review by the Third Year Review Subcommittee.

2.1.3.2 Guidelines for Departmental Review and Support of Continuing Special Appointment and Part-time Faculty

Faculty on continuing special appointment and part-time contracts will be reviewed annually.

- A. Normally the chair of the department will be responsible for the evaluation using a process developed by the department.
 - B. The evaluation should include class visits and/or interviews, review of course content (syllabi or course materials), and student feedback.
 1. The department chair will communicate the results of the evaluation to the candidate in writing.
 2. Means should be provided for the individual being evaluated to respond to the evaluation.
 3. It is required that the reviews be completed by March 1, or as approved by the Provost.
 - C. A decision of reappointment is made by the Provost based upon the recommendation of the department chair. The annual evaluation would be taken into consideration in making this recommendation. The Provost and the department chair may assist the faculty member to formulate development goals, performance objectives and career plans.
 - D. As a professional courtesy, departments should offer to include visiting faculty in the annual review process.
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2.1.4 Faculty Personnel Files

The stipulations set forth below address various considerations. From time to time the Administration receives unsolicited comments on faculty members' academic performances or personal activities. Also, evaluations of faculty members' performance of their responsibilities are requested in the process of granting promotions and tenure. The Provost and department chairs have responsibility for counseling with faculty members and helping them to understand the expected performance of responsibilities.

The administration and faculty have responsibility for protecting the academic freedom of the individual faculty member and of the collective faculty. A further responsibility is to avoid unnecessary embarrassment to the faculty and to the College.

- A. When the College receives any unsolicited accusatory or derogatory statements regarding a faculty member, the appropriate administrator will:
 1. disregard and destroy the material, or
 2. return the statement to its author
 - a. with no acknowledgment or comment, or
 - b. with an explanation that the College has its own adequate methods for assessing the fitness of faculty personnel, and, as a matter of policy, does not accept statements from extra-institutional sources or from intra-institutional sources not functioning in their officially defined capacities, or
 3. inform the sender of the letter that the letter can be retained by the institution and placed in the faculty member's file only if the faculty member is informed of the identity of the sender and furnished with a copy of the letter, so that the faculty member may, if he wishes, reply or defend herself or himself against any charges, accusations or criticisms, and take any other action which he may deem necessary to protect his reputation and interests. Such materials shall be removed from the faculty member's file and destroyed upon resolution of the matter referred to in the letter or letters.

4. In no case will the College maintain secret files on any faculty member or file away communications, which are received from anonymous sources or for which confidentiality is requested, without notifying the faculty member in question and furnishing her or him with a complete copy of the statements received.
- B. Credentials presented at original employment at the College shall be retained permanently.
 - C. It is the responsibility of the Provost and Department Chairs to advise and counsel individual faculty members concerning the evaluations which have been submitted.
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2.1.5 Leaves of Absence

2.1.5.1 Compensated Academic Leaves

2.1.5.1.1 Sabbatical Leaves for Regular Professional Development

Regular professional development is a normal part of an academic career. The college affirms the teacher-scholar model of professional development as a way of valuing all legitimate professional development activities that contribute to a vital and healthy academic community. Since a sabbatical leave is a major investment in the faculty member's professional future, the individual, the relevant department, the Provost and the Faculty Development Committee will work together to devise a plan that is mutually beneficial to the individual and to the College.

Faculty who intend to apply for a sabbatical leave as part of their professional development must provide a coherent, well-planned proposal to the Faculty Development Committee for evaluation. The committee will review leave proposals and will forward its recommendations to the Provost. The college will fund all proposals recommended to it by the committee, if possible. In cases where funding is insufficient, a recommended leave may be delayed one year after the Provost has consulted with the individual and the department.

A. Duration of Sabbatical Leaves

1. Full year leave of absence means two regular semesters and the intervening or one continuous January Term.
2. One semester and January Term leave may begin or conclude with the contiguous January Term.
3. One semester leave of absence does not include the January Term preceding or following the leave.
4. Leaves of absence of other duration for public service, etc., may be negotiated with the Provost.

B. Eligibility for Sabbatical Leaves

1. All full-time tenured and non-tenured members of the faculty are eligible to apply for leaves of absence; holders of joint appointments are eligible jointly or individually. Compensated semester or full year sabbatical leaves will not be granted until a faculty has been awarded tenure.
 - a. Eligibility for compensated leaves of absence follows at least six academic years of service since appointment or the last compensated leave of absence. Credit for prior service at another institution at time of appointment will be counted.
 - b. Departments may establish their own criteria for order of eligibility for leaves.

C. Application Procedures for Sabbatical Leaves

1. The sabbatical application process begins two years in advance of the expected leave.

- a. Eight copies of sabbatical leave proposals must be submitted to the Faculty Development Office no later than March 1 for consideration of leaves that would commence following the next academic year. For example, if one wished to go on leave during the 2010-11 academic year, proposals must be submitted by March 1 of 2009.
Prior to submission of this proposal, the faculty member and the relevant department chair will insure that the faculty member's leave plans mesh with the department's overall leave timetable.
Following the March 1 deadline, the Faculty Development Committee will review the leave proposal and will forward its recommendation to the Provost.
 - b. No later than May 15 of the year of application, the Provost will advise the faculty member, the department chair, and the Faculty Development Committee of the status of the leave proposal. The leave plan will be approved, approved subject to tenure, denied or delayed for one year. If denied, the Provost will advise the faculty member on changes that would strengthen future leave plans.
 - c. Requests for sabbatical leaves that do not fall within this schedule may be handled by negotiation between the Provost and the chair of the department.
2. Guidelines for the Preparation of a Sabbatical Leave Plan
- a. In general, all professional development activities of a teacher-scholar will be considered legitimate reasons for a sabbatical leave. These include scholarly research leading to publication of books and articles, artistic activities leading to exhibitions or performances, professional retraining and revitalization (e.g. language study, course work to bring a faculty member up-to-date in an area of specialization, or scholarly reading leading to new research or teaching interests), and internships at institutions that foster professional growth. The College will consider any other activities that can be demonstrated to have value for a faculty member's professional development.
It is expected that the faculty member, the department, and the department chair will work together to formulate a leave plan that will strengthen and enrich the professional development of the faculty member.
 - b. A complete leave proposal will include:
 1. Cover Sheet
 - a. The name, rank, and department of the faculty member.
 - b. Indication of the number of years of full-time service at the College
 - c. Period of leave requested, i.e. full-year, semester plus January term, or one semester.
 - d. Where applicable, the dates of the last compensated leave, whether from Gustavus or another college or university, and a brief description of the results.
 2. Detailed description of the proposed sabbatical leave which addresses the following:
 - a. For scholarly and artistic activities:
 1. Preparation leading up to the sabbatical
 2. Description of proposed projects and activities
 3. Relation of proposed projects to previous research or artistic work by self and/or others
 4. Expected outcomes and future activities related to the leave
 5. Value of projects to the individual and the academic community

6. Plans for a public presentation of leave results (departmental seminar, Faculty Forum, recital, art show, article in faculty newsletter, etc.)
- b. For professional retraining and revitalization
 1. Demonstration of need for retraining and revitalization
 2. Description of proposed projects and activities
 3. Discussion of the preparation for leave activities (this could include internships or workshops completed, letters of support or confirmation concerning proposed projects, schedules or calendars of proposed activities, bibliographies of relevant work, etc.)
 4. Expected outcomes and future activities related to the leave
 5. Value of projects to the individual and the academic community
 6. Plans for a public presentation of leave results (departmental seminar, Faculty Forum, recital, art show, article in faculty newsletter, etc.)

3. Supporting Documentation

- a. A letter from the chair of the department to the Provost. This letter should include the department's endorsement of the leave plan, and a statement of the department's plans to support the ongoing professional needs of the faculty member (including allocation of departmental resources, assignment of teaching load, and preparation of new courses).
- b. Where applicable, letters confirming arrangements for off-campus leaves.

2.1.5.1.2 Criteria for Evaluation of Sabbatical Leave Plans

- A. Sabbatical Leave Plans will be evaluated according to their potential impact on the professional development of the individual faculty member. They will not be weighted according to the amount of time requested or the leave location. Leave plans will be evaluated on the basis of whether the faculty member has presented a coherent, well-planned proposal that addresses the guidelines outlined in the previous section.
- B. Outside fellowships won by faculty will not affect the Faculty Development Committee's evaluation of a sabbatical leave plan.
- C. The number of years of continuous service at the College may be considered by the Provost should total funding for the College's leave program be insufficient to fund all recommended leaves.

2.1.5.1.3 Compensation, Rank, Tenure, and Benefits While on Leave

- A. Those on full academic year leave will receive two-thirds of projected full base salary.
Those on one semester or one semester and January term leave will receive full projected base salary.
The faculty member may apply to the Provost for funds to cover travel expenses and to cover special economic needs while on leave.
- B. The Provost and the Office of Institutional Advancement will assist the faculty member in preparing applications or in making special presentations to foundations which may be able to provide financial assistance to the faculty member while on leave.
- C. During the sabbatical leave, all rights and benefits pertaining to rank, tenure, salary increment, retirement, insurance, tuition remission, and other benefits already acquired are retained.
- D. In the case of no-salaried leaves of absence, all benefits are negotiated between the faculty member and the Provost.

2.1.5.1.4 Final Report

Within 30 days of resuming responsibilities at the College, the faculty member is asked to submit a written report to the Provost summarizing the activities and outcomes of the sabbatical leave.

2.1.5.1.5 Faculty Replacement During Leaves of Absence

The issue of sabbatical replacements is separated from the issue of a faculty member's eligibility for a leave. Replacements will be arranged between the department and the Provost. Generally speaking, small departments and programs will be more likely to have full faculty replacement since it would be more difficult for other members of a small department or program to cover for the colleague on leave. Faculty taking year leaves will be more likely to be replaced than those taking half-year leaves. It is the responsibility of the department and the Provost to consider the most cost-effective ways of handling leaves in balance with the college's program needs.

2.1.5.2 January Term Leaves of Absence

- A. Each academic year a number of January Term leaves are granted to faculty. Faculty who take January Term leaves are expected to engage in research, course preparation, professional reading, professional writing, or personal enrichment.
 - 1. Expectations: Full-time tenured and tenure-track faculty members are expected to teach two of every three January Terms, taking into consideration regular sabbatical leaves as well as January Term leaves.
 - 2. Eligibility: Normally, a full-time faculty member in a tenured or tenure-track position is eligible for a January Term leave after two January Term courses have been taught since their last January Leave. New tenure-track faculty may be granted a January Term leave in their first year at Gustavus.
 - 3. Selection Procedure: In planning for each January Term, the January Term Director will notify each department chair of those faculty eligible for a January Term leave. Regular January Term leaves will be adjusted by the department in order to take into consideration various program needs. Departmental and all-college curricular program needs take precedence over the concept of a regular January Term leave.
 - B. Compensation for January Term leaves includes regular salary and benefits, but no extra pay.
 - C. January Term leaves do not impair eligibility for full year or half year leaves, but if a faculty member receives a January Term leave as part of a half- or full-year leave, it will count as that person's regular January Term leave.
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2.1.6 Procedural Standards in the Renewal or Non-renewal of Faculty Appointments

In matters of renewal or non-renewal of faculty appointments, the faculty will follow the procedures outlined in the AAUP "Statement of Procedural Standards in the Renewal or Non-renewal of Faculty Appointments" (1989).

2.1.7 Statement on Faculty Appointment and Family Relationship

In matters of faculty appointment and family relationship, the faculty accepts the principles outlined in the AAUP "Statement on Faculty Appointment and Family Relationship" (1971).

2.1.8 Statement on Professional Ethics

In matters of professional ethics, the faculty accepts the principles outlined in the AAUP "Statement on Professional Ethics" (1987).

2.2 Academic Policies

2.2.1 Course Approval Policy

All proposals for courses to be offered as part of the curriculum of the college (including proposals for designation as general education and writing courses) will be submitted to the Course Approval Subcommittee, which will recommend approval to the Curriculum Committee. The Curriculum Committee will have final approval of all courses, area and writing designations recommended by the Course Approval Subcommittee.

Closing dates for submitting course proposals to the Course Approval Subcommittee will be provided to department chairs no later than the beginning of the academic year.

Courses approved by the Curriculum Committee will enter the curriculum of the college. They need not be resubmitted unless there is a substantial change in the name, focus, or content of the course.

Approval Procedure

- A. By the announced deadline, the proposing department chair will send to the Provost or designee's office one electronic copy of the course proposal form, addressing the appropriate criteria for new courses, January Term courses, First Term Seminars, area and writing designations. The form can be obtained from the Provost or designee's office.
- B. Upon its receipt, the Provost or designee's office will send the proposal to the full subcommittee, including the appropriate program director(s) (FTS, Writing, J-Term, and General Education). Copies of pending proposals are available to all faculty through the Provost or designee's office.
- C. The program director(s) will review the proposal, contacting the department chair or course instructor(s) for possible clarification or revision, if necessary. The program director(s) will recommend approving or rejecting their specific part of the proposal to the full subcommittee.
- D. The Course Approval Subcommittee reviews and discusses all proposals at its meetings. The faculty member submitting the proposal and/or a departmental representative may be present when the Course Approval Subcommittee discusses the faculty member's proposal.
- E. At the appropriate meeting, the Course Approval Subcommittee will take one of the following actions:
 1. Approve the course, area, or writing designation and forward this recommendation to the Curriculum Committee.
 2. Approve the course, area, or writing designation contingent upon specific revision. In this case the proposal is returned to the appropriate program director for discussion with the department chair or instructor. The Course Approval Subcommittee will then forward its recommendation for approval to the Curriculum Committee.
 3. Forward the proposal to the Curriculum Committee for consideration and a final decision. This action would be taken when:
 - a. The course proposal is closely related to program revisions submitted by a department, such that approval of the new course should be contingent on approval of the program revisions; or
 - b. The course proposal reflects a new curricular precedent or other change that falls under the functions of the Curriculum Committee, such that approval of the new

course should be contingent on Curriculum Committee approval of the curricular precedent or change.

4. Reject the course, area, or writing designation and return it to the department chair or instructor via the appropriate program director for revision/resubmission.
 - F. All courses, area and writing designations recommended for approval by the Course Approval Subcommittee will be forwarded to the Curriculum Committee. The Curriculum Committee will vote on approval and all courses approved by the Curriculum Committee will be reported to the faculty at its next regularly scheduled meeting. The Curriculum Committee will notify each department affected by the committee's decision.
 - G. A course proposal may be withdrawn at any point in the process
 - H. Course approval will be based on the criteria in section 2.2.2 of the Faculty Handbook.
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2.2.2 Requirements and Criteria for General Education Courses

First Term Seminar: As part of their first semester course schedule, Curriculum I students entering Gustavus Adolphus College as first-year students enroll in one course designated FTS-100: First-Term Seminar. The FTS is a small, discussion-based course that introduces students to skills and habits central to the liberal arts: critical thinking, writing, speaking, and recognizing and exploring questions of values. The FTS professor will serve as the first year academic advisor. Each FTS carries a WRITI (writing) designation; FTS courses do not carry a general education core area designation. A full list and description of FTS offerings is published for entering students before registration.

Completion of a non-English language requirement: Curriculum I students will pass the beginning sequence in a non-English foreign language (the first two courses constitute the beginning sequence in all such languages) or will demonstrate equivalent proficiency.

General Education Core: Each Curriculum I student must complete a total of nine general education courses, including at least one course from each of the following nine areas. General education courses may be offered at any level. Courses can fulfill more than one general education requirement. No more than two courses from the same department may be counted.

Liberal Arts Perspective

A Liberal Arts Perspective course teaches the principles of a particular domain of study, provides its context, questions the values of that domain, and builds bridges towards other disciplines.

A. The Arts (ARTS)

Through modes of expression such as painting, sculpture, music, dance, theatre, and film, artists clarify, intensify, dramatize, and interpret the world in all of its physical, social, and spiritual aspects. Courses meeting this requirement in the visual and performing arts develop a more comprehensive understanding of the creative process and foster a lifetime involvement with the arts. These experiences enable students to recognize and value the integral role that the arts play in society; such experiences enable students to express themselves and their ideas in creative ways.

Courses in this area will:

1. promote understanding of the interaction among the arts, culture, and society;
2. develop analytical, interpretive, or evaluative skills appropriate to the study, performance, and/or creation of at least one of the visual and performing arts;
3. develop intellectual and experiential awareness of the form and content of at least one of the visual and performing arts;

4. promote awareness of the interrelationship between artist and audience;
5. foster the development of personal expression and creativity;
6. develop meaningful standards by which to evaluate, interpret, and/or create works of art; and
7. develop an understanding of the creative process.

B. Biblical and Theological Studies (THEOL)

The requirement of one regular semester course in the Christian tradition is a curricular expression of the College's long-standing commitment, articulated in the Mission Statement, to foster in its students a "mature understanding of the Christian faith." Included in such a mature understanding is a careful consideration of the role of religion in human life.

A course meeting this requirement explores the importance of understanding religion as part of a liberal arts education. It does so through a biblical and theological study of the Christian tradition. The study is both critically self-conscious and constructive. It also includes a critical interpretation of biblical texts.

These courses seek neither to inculcate the Christian religion nor to dismiss it. Rather, such courses help students develop a critical understanding and appreciation of the Christian tradition as an important entity in itself, and as an important element in world cultures.

Courses in this area meet the following criteria:

1. The course will be in the Christian tradition, construed to embrace, in its several variations, the developing body of communal belief, thought and action that has served to identify the church of Jesus Christ from its beginnings to the present.
2. The course will be both critically self-conscious and constructive.
 - a. The course will be critically self-conscious, requiring specific attention to the methods used to analyze particular facets of the Christian tradition and presenting the Christian tradition not as an object that a student must accept or reject, but as an empirical and normative historical totality that a student can come to understand.
 - b. The course will be constructive, i.e., critical analysis is to be complemented by the endeavor to present coherently, as a challenging and fruitful religious option, an ecumenical understanding of the Christian tradition.
3. The course will:
 - a. give students an elementary cognitive grasp of some of the historical, contemporary and emerging future expressions of the Christian faith;
 - b. expose students to critical textual interpretations of the Bible, including the historical context in which it was written;
 - c. help students learn to think religiously and theologically, i.e., to recognize the religious and theological dimensions of cultural, political, and intellectual issues;
 - d. introduce students to the nature of religious language and symbolism and the critical interpretations of religious claims; and
 - e. encourage students to think critically about their own religious convictions.

C. Literary and Rhetorical Studies (LARS)

The purpose of the Literary and Rhetorical Studies requirement is to help students revel in the beauty and power of the word; understand and enjoy the life of the mind as embodied in books and formal oral communication; and place themselves within the human community of story-tellers, poets, orators, essayists, playwrights, satirists, and critics.

Courses in this area will:

1. introduce students to the history and specific conventions of one or more literary and rhetorical genres;
2. teach the rudiments of formal and critical analysis as well as close reading;
3. consider the historical and cultural circumstances in which texts are produced and received;
4. help students to formulate questions about texts and raise issues of meaning and value; and
5. provide a context for appreciation of oral and written rhetorical and literary discourses and/or give students opportunities to develop personal expression and creativity.

D. Historical and Philosophical Studies (HIPHI)

Philosophy investigates the nature of reality, knowledge, and values. History analyzes past events and constructs narratives that seek to explain those events. Thus, courses in Historical and Philosophical Studies critically interpret records of and reflections on human thought, action, and values across time and place and among diverse cultures and peoples.

Courses in this area promote understanding of human thought in the context of historical developments, and historical developments in the context of their relation to questions of meaning and value. Historical and philosophical inquiries require that we ask fundamental questions about the construction and creation of knowledge, the roles of objectivity and subjectivity in the search for truth, and the relationship of human agency to theories of historical causation. Philosophers undertake their inquiries with awareness of the historical context in which ideas develop. Historians consider the intellectual milieu in which past events unfold and are interpreted.

Courses in this area will:

1. promote understanding of human thought and historical events across time and place and among diverse cultures and peoples;
2. promote understanding of human thought and historical developments in the context of the construction of meaning and value;
3. pose fundamental questions about the creation and construction of knowledge;
4. inquire into notions of and assumptions about truth in philosophy and history as well as in other academic disciplines; and
5. prepare students to formulate their own questions and undertake their own investigations into philosophical and historical studies.

E. Mathematical and Logical Reasoning (MATHL)

Courses in Mathematical and Logical Reasoning introduce the student to the methods and applications of deductive reasoning. As such, they focus on underlying axioms, theorems, and methods of proof. Considerable emphasis is placed on the application of these ideas to the natural and social sciences. They also place some emphasis as appropriate on the history of the discipline, its philosophical assumptions, the strengths and limitations of its methods, its relation to other disciplines, and its relation to social and ethical problems. Students are required to take one course in Mathematical and Logical Reasoning.

Courses in this area will provide students with:

1. knowledge of the language of mathematics and logic;
2. familiarity with mathematical, logical, algorithmic, or statistical methods;
3. knowledge of the practical applications of axiomatic systems and of mathematical or computer modeling; and
4. appreciation of the role of the deductive sciences in the history of ideas, and of their impact on science, technology, and society.

F. Natural Science Perspective (NASP)

Liberal Arts Perspective courses in Natural Science introduce the student to the mechanics of natural and life processes, and the quantitative basis for understanding these processes. As such, they focus on the evidence, theories, and methods of the natural sciences and place them in a historical context. They also place some emphasis on the strengths and limitations of the methods employed, the philosophical assumptions, the boundaries and connections with other disciplines, and relationships to social, ethical, and political problems.

Courses in this area will provide students with:

1. knowledge of factual information about some aspect of the natural world;
2. knowledge of the concepts, principles, and theories that scientists use to organize and explain those facts;
3. familiarity with the application of scientific concepts and principles to the solution of problems;
4. acquaintance with the historical development and philosophical implications of the scientific concepts; and
5. sensitivity to the ethical and social impact of science and technology.

All courses include a laboratory component to ensure direct experience with naturally occurring phenomena; the laboratory component teaches techniques and methods that scientists use to gather evidence and test hypotheses. The laboratory component will include some elements of observation, collection and analysis of data, and/or other methods of experimentation that involve direct contact with some aspect of the natural world.

G. Human Behavior and Social Institutions (SOSCI)

Courses in Human Behavior and Social Institutions seek to enable students to acquire the knowledge and skills necessary to understand fundamental social institutions and social characteristics of human beings. Courses in this area should systematically address the regularities and variations of human behavior at individual and group levels, including the contexts in which behavior occurs, using perspectives and methods normally attributable to the social and behavioral sciences.

Courses in this area will address the following:

1. theories, principles, and concepts used by the social and behavioral sciences to organize and to explain information about human behavior and social institutions;
2. historical development of a particular social and behavioral science, including where appropriate alternative current and historical theories within the discipline;
3. methods of collecting and presenting information in the social and behavioral science; and
4. social and ethical issues concerning human behavior.

H. Lifelong Fitness (FIT and ACT)

Students must complete both the Personal Fitness (FIT) requirement (.5 course) and the Lifetime Activity (ACT) requirement (.5 course equivalent).

The Personal Fitness requirement (FIT) encourages exploration of personal values and enables students to recognize and appreciate the importance of lifelong fitness. Students learn how to set appropriate goals to improve fitness, engage in regular aerobic exercise, and acquire knowledge regarding health promotion, disease prevention, and relaxation.

FIT courses (.5 course) will:

1. include a pre and post cardio-respiratory endurance assessment or alternative form of assessment that is appropriate to the activity;

2. meet a minimum of three days per week providing activities designed to elevate and maintain heart rate in the target zone for at least 20 minutes per class period;
3. provide instruction on exercise prescription including frequency, intensity, and duration;
4. teach a safe and effective warm up and cool down;
5. include additional information on topics related to health promotion and disease prevention; and
6. assess knowledge of the principles of fitness and hypokinetic disease.

The Lifetime Activity requirement (ACT) encourages students to select courses across a range of activity areas based on personal interest. Courses engage students in activity designed to increase muscular strength and flexibility, improve psychomotor skills, and explore the connection between mind and body. Each course emphasizes appreciation of lifetime activity, health promotion, and reduction of risk behavior.

ACT courses (.125-.25 per class) will:

1. meet a minimum of two days per week;
2. include a component of physical activity;
3. include a skill or performance assessment appropriate to the course; and
4. accomplish the objectives listed in the description.

I. Non-Western Cultures Requirement (NWEST)

The nature of contemporary world events makes an understanding of non-western and global perspectives a necessary component of any good liberal arts education. It is increasingly necessary for people involved in business, politics, economic development, religious interaction, and everyday life to function across traditional linguistic and cultural boundaries. We are an increasingly shrinking and diverse world and that means that such goals as justice, dignity, peaceful co-existence and cooperation demand both our attention and increased skills and knowledge. Through the Non-Western Cultures requirement, the college seeks to guide students toward the competent use of epistemological models, analytic tools, and interactive/participative opportunities that form the basis for intercultural and cross-cultural perspectives and understandings. "Non-Western" includes both indigenous and non-indigenous immigrant communities residing in otherwise Western European cultures. Courses fulfilling the NWEST requirement will enable students to recognize difference in a pluralistic way while encouraging an appreciation of the importance of difference in common and cultural life.

This requirement may be fulfilled either by taking a NWEST course or by completing an appropriate study abroad experience.

NWEST courses will:

1. focus predominantly on Non-Western material, i.e., material outside Western European cultures;
2. provide students with an understanding of cultures, societies, religious worldviews and/or political/economic systems outside of the familiar western context;
3. pay attention to the importance of shared beliefs, values, customs, behaviors, and artifacts in the understanding of cultures/societies, as well as the importance of perceived threats to these factors; and
4. provide the student with the tools or opportunity to gain access to an understanding of others' cultures from within the context of those cultures. To meet this goal, the teaching and learning experience in courses which are designated NWEST will include access to some material (written, oral or visual) produced from within the culture/s being studied.

Study Abroad Experience:

1. To meet the NWEST requirement, study abroad must be a semester or yearlong program centered in a Non-Western country.
2. Study abroad will provide students with the opportunity to participate in an intensive exploration of, and experience in, another culture through classroom study and daily living.
3. All students who study in non-English speaking countries must study the language of the host country while abroad.

Courses taken abroad may be considered to meet other General Education requirements on a course-by-course basis.

2.2.3 Assessment Plan for General Education (Curriculum I)

Rationale

The mission of the college is to provide all students with a liberal arts education. It is at the very core of what we do. The General Education portion of the curriculum is an important way we ensure that all Gustavus students receive a broad liberal arts education.

Recognizing the variety and diversity of student needs and choices, we have chosen to build the General Education requirements in such a way to make certain that all students have a serious exposure to what we call "liberal arts perspectives" rather than developing a set of specific outcomes or knowledge and skill sets to be acquired.

Focusing on "courses" rather than "skills" places a challenge on how we approach assessment of the General Education program. In order to ascertain that the general education requirements as well as the criteria for courses fulfilling the requirements are providing students with a serious exposure in an effective and efficient manner, and to keep alive the ongoing conversation about the role of General Education in the Gustavus curriculum, we propose that:

Course designations not be permanent, but be renewed on a rotating schedule;

Responses be gathered from students and faculty to inform periodic review of specific course criteria, leading to approval/reapproval of individual course designations;

A review of the whole Curriculum I-Liberal Arts Perspectives program follows each complete cycle of area reviews.

A. Process

Each area of the Curriculum I-Liberal Arts Perspectives will be reviewed separately, one or two areas per year.

Year 1 -

The Program Assessment and Development Committee (PADC), in consultation with the chair of the Curriculum Committee and the Director of General Education, will appoint a three-person committee to review each Area(s) being assessed. At least one of the three will be from outside the division or departments most responsible for delivery of the particular Area(s).

This Area review committee will:

1. Study the Area criteria and work with the Director of General Education, the PADC, and the Institutional Research officer to develop questions to be included with the annual Senior Survey that solicits response from students relative to their experience with the particular Area under review.
2. Ask faculty to submit representative samples of course work which they feel demonstrate how students have been exposed to a particular Area in their course. Examples of this work might include lecture notes, test questions, descriptions of class activities, research papers, lab reports, creative projects or student portfolios.

3. Invite faculty who teach area courses to participate in a focus group meeting with the review committee.
4. Solicit faculty comments regarding the Area criteria.

Year 2 -

The Area committee will

1. Review the data collected.
2. Recommend any proposed Area changes to the Curriculum Committee.

Once the faculty has approved any Area changes, all courses desiring to carry that Area designation must be resubmitted to the Area Committee, which will forward its recommendation to the Director of General Education and then on to the Curriculum Committee. For this round, course proposals must also include course syllabi that describe how the Area is addressed in the course. No previous Area designations will persist beyond this point in the process.

The Area Committee will submit a written report of its work to be kept on file by the Curriculum Committee, with copies to the Director of General Education.

The review of Areas will begin in the spring of 2009, when this year's FY students will be seniors, and hence mostly have completed their General Education coursework.

Each year, another Area (or two) will begin the process. The number of Areas reviewed each year will depend on the number of courses that hold that Area designation.

A larger committee composed of three members from the Curriculum Committee and four members at-large, will review the entire Curriculum I - Liberal Arts Perspectives program once all Areas have accomplished the individual reviews. The purpose of this larger review is to analyze what has been learned from the Area review cycle and to consider whether there are any essential changes that should be made to the General Education program.

Note: This assessment plan focuses only on the nine Area requirements and does not include the writing requirement, non-English language, First Term Seminar, Curriculum II, or any other graduation requirements. The Curriculum Committee recommends that these programs, which have missions complementary to but unique from Curriculum I, have separate assessment plans.

B. Timeline

The review of the general education areas could be accomplished using the following rotation and timeline:

Year Area

(2005) (First class matriculates, will graduate in 2009)

2008-09 ARTS - THEOL

2009-10 LARS

2010-11 MATHL - NWEST

2011-12 SOSCI - NASP

2012-13 FIT/ACT - HIPHI

2013-14 GENERAL EDUCATION REVIEW

2014-15 General Education Review Contd.

2015-16 ARTS - THEOL

2016-17 LARS

2017-18 MATHL - NWEST

2018-19 SOSCI - NASP

2019-20 FIT/ACT - HIPHI

2020-21 GENERAL EDUCATION REVIEW

2.2.4 Requirements and Criteria for Courses Satisfying the Writing Requirement (WRITI and WRITD)

Liberally educated students should write well and use writing both to discover and construct new knowledge and to communicate their ideas to others. Writing is a complex activity; it is a form of creative expression and critical engagement that serves practical and intellectual purposes. Since writing shapes the views of others, courses that focus on writing should help students understand the effects of their own written language. All courses that fulfill the writing requirement at Gustavus emphasize basic rhetorical principles, or the issues that guide our choices when we write to move or persuade others. Such issues include purpose, audience, context, style, and form.

Gustavus requires students to complete THREE designated writing requirement courses from at least two different departments in order to graduate. One of these courses must be taken in the first year (normally in the First Term Seminar or Curriculum II). At least one designated writing course must be taken as part of a student's major, and at least one must be Level II or higher.

Students fulfill this writing requirement by taking two types of courses, WRITING INTENSIVE (WRITI) and WRITING IN THE DISCIPLINES (WRITD). A central goal for all WRITI and WRITD courses is to ensure that students learn to become good choice-makers as writers, considering issues of purpose, audience, context, style, and form. All WRITI and WRITD courses must provide opportunities for students to revise their work and receive the feedback of their instructors and their peers, preferably before the work is evaluated by the instructor. In addition, all WRITI and WRITD courses can be supported by the use of a handbook or style manual and the Writing Center.

Criteria for Courses

Writing Intensive (WRITI) courses introduce students to the writing process, writing as a means of learning, rhetorical issues such as purpose, audience, and context, and narrative and argumentative strategies used most frequently by writers educated in the liberal arts tradition. WRITI courses may be offered at levels one and two. Because of the intensive nature of the revision and feedback cycle, WRITI courses should be restricted to enrollments of 20 or fewer students.

All WRITI courses should:

1. discuss issues related to students' writing weekly. Students might reflect on their own writing processes, discuss the course writing assignments, or consider issues of audience, purpose, context, and argument as they operate in the readings for the course. Course syllabi should reflect such explicit attention to writing topics;
2. encourage students to use writing as a means of self-expression, critical inquiry, creative expression, argumentation, communication, and exploration;
3. help students to make appropriate rhetorical choices as writers, considering purpose, audience, context, and style whenever they write;
4. model and foster a process-based approach to writing by requiring students to draft, revise, and edit at least three formal writing assignments of appropriate lengths; and
5. offer students opportunities to write informally; informal writing need not be graded.

Writing in the Disciplines (WRITD) courses draw upon students' existing writing skills and focus their attention on disciplinary conventions and research methods, as well as the forms and genres valued most within the disciplines. Since each discipline has its own conventions of form, style, language use, methods, evidence, and citation, each department is required to offer one WRITD course. WRITD courses may only be offered at levels two and three. Because WRITD courses require substantive writing projects and intensive revision cycles, enrollments should be limited to 20 or fewer students.

All WRITD courses should:

1. provide students with opportunities to read and analyze examples of discipline-specific writing;

2. require students to complete writing assignments that exemplify the structures, genres, and conventions of the disciplines; and
3. offer students opportunities to revise their work with the help of an instructor's feedback.
- 4.

2.2.5 Requirements and Criteria for Courses Satisfying the January "Interim Experience" (IEX)

A. **Mission of IEX:** The mission of the Interim Experience (IEX) is to provide ways for faculty and students to take advantage of the January interim's unique qualities in developing courses and other learning opportunities that enrich and expand upon (but do not duplicate) the College's regular semester curricular offerings. The institutional mission of the College calls for balancing educational tradition with innovation, study within a general framework that is interdisciplinary and international in perspective, and preparation of students to lead lives of leadership and service. The goals of the IEX are consistent with this larger institutional mission. IEX will provide for experiential learning both on campus and off campus through:

1. International study and domestic study travel courses
2. Career exploration and vocational reflection
3. Courses that are experimental, and/or interdisciplinary
4. Independent studies and student/faculty collaborative research and creativity
5. Institutional exchanges with other 4-1-4 colleges
6. Special opportunities for first-year students to continue their transition to college life and the greater expectations placed on adult learners
7. Courses that tie-in with designated IEX themes. The recent and planned themes include Women's Studies (2000), Environmental Studies (2001), Global Village (2002), Service-Learning (2003), Undergraduate Research, Scholarship and Creativity (2004), Social Justice (2005), Vocation (2006), Leadership (2007), and Interdisciplinary Studies (2008).

B. **Course Approval:** All IEX courses must meet the following criteria:

1. Approved IEX courses will engage students in ways that specifically capitalize on the unique opportunities provided by the January interim schedule. The course proposal will describe activities that can be better accomplished when students have the opportunity to travel or to spend extended periods of time in the laboratory, the studio, the library, or in other places conducive to discovery and creativity.
2. Approved IEX courses will engage students (alone or collaboratively) in experiential learning activities. Examples include:
 - a. Hands-on classroom activities (active learning)
 - b. Laboratory or field research
 - c. Library scholarship
 - d. Creative / performance projects
 - e. Composition
 - f. Service-Learning / Community Service
 - g. Debates and other presentations
 - h. Day trips and speaker visits.
 - i. Retreats
 - j. Travel (domestic and international)

k. Career Exploration

l. Leadership development

3. All IEX courses will count toward the graduation requirement of two January courses. IEX courses have intrinsic value as an experiential immersion, even without the extrinsic incentive of major or general education credit. Therefore, approved IEX courses will carry major and/or general education credit only in rare cases; when the proposal demonstrates that the above criteria are met and that the goals intended by the major or general education areas are uniquely met through an IEX immersion experience.

C. IEX Policies:

1. IEX Course Numbers: IEX courses will be designated by departmental, NDL or IDS designation. Level I courses are entry level and are suitable for all students. Level II courses are generally accessible by all students but may require specific background. Level III courses are for the more advanced student.
2. IEX Instructors: Because of the unique nature of IEX courses, staff and administrative employees who are not regular Gustavus faculty may propose to teach an IEX course (or team-teach a course with a faculty instructor). All courses will be subject to normal faculty course approval processes, regardless of the employment status of the instructor.
3. IEX Course Length: Depending on the subject or approach of the instructor, it may be desirable to design a course that will be two weeks in duration, rather than a full four weeks in length. In the case where a person offers a course for less than the full four weeks duration, normally that course will be repeated (2 x 2 week course) and will be packaged by the IE Office with another partial-term offering so that each student's registration will be for the full four-week period.
4. IEX Credit: Satisfactory participation is required in two full January interim terms (grade of P, or for courses with a letter grade, an A, A-, B+, B, B-, C+, C, C-, or D). If a student takes courses for more than two full interim term courses, these credits will not count toward graduation. Students will not receive credit for an interim course (4-1-4 exchange included) if the course is similar one they've already completed for credit.
5. Major/Area Credit: Any Interim term course approved to fulfill a major or a general education area requirement cannot be taken on a pass/fail basis and will not count toward graduation as part of the required 32 semester course credits. It will count toward the two required January interim credits.
6. First-year students: First-year students are strongly encouraged to enroll in an IEX course. First year students may take a Gustavus Travel Course (GTC) or UMAIE course. First year students may not take career Explorations and Independent Studies.
7. Grades: Grades not calculated in the grade-point average are: P (pass), I (incomplete), W (withdrawal). A student may withdraw from an IEX course anytime prior to the end of the third day without having their course participation recorded on the transcript. Withdrawals after this time will be recorded as a "W". In courses with a grading option, students will select (with their instructor) their option by the end of the third day of the interim term (the drop-add deadline). A student may not withdraw from a month-long course after the third week of the interim term. A student may not withdraw from a two-week course after the first week of the course. Courses for which a student is registered after this time will receive a final grade. Non-Gustavus interim term courses accepted in transfer shall not be calculated in the grade-point average (UMAIE courses are an exception). Gustavus IEX letter grades, including failing ("F") grades, are included in the grade-point average calculation.
8. Cancellation: Courses may be subject to cancellation if they enroll five or fewer students per faculty member teaching the course.
9. Participation:

Students on academic probation are not permitted to participate in internship, career exploration, or study abroad programs, or in off-campus January Interim courses. Students who register for such programs and courses accept the financial risks associated with being barred from participating should they be on academic probation or suspended when the term begins. This financial risks include, but are not limited to, unrecoverable deposits, fares, reservations, and pro-rated group travel costs. The College reserves the right with 24-hour notification to suspend students if their academic performance is regarded as undesirable during the semester in which they are on academic probation.

Students on disciplinary probation are not permitted to participate in internship, career exploration, or study abroad programs, or in off-campus January Interim courses. Students who register in such programs and courses accept the financial risks associated with being barred from participating should they be on disciplinary probation or suspended when the term begins. These financial risks include, but are not limited to, unrecoverable deposits, fares, reservations, and pro-rated group travel costs. The College reserves the right to remove a student on disciplinary probation from a course or program if it deems such action to be in the best interest of the student, the College, or the program/course. Parents of dependent students are notified when a student is placed on Disciplinary Probation.

10. Registration: IEX course registration follows the same procedure as regular registration (i.e., priority by class year), with exceptions: first-year students register first, followed by sophomores, juniors, and then seniors.
11. Overloads: Students may enroll in a maximum of 1.25 courses during the interim term. However, fractional courses beyond 1.0 may not be used to reduce the requirements that each student be enrolled for a normal one-course load in at least two interims. A pro-rated overload fee based on \$1,000 for a full credit overload will be added to a student's account.
12. Course By Arrangement: There will be no provision for a regular semester course to be offered as a Course by Arrangement in the interim term, since IEX courses are deemed to be non-equivalent to regular semester courses. If a major or minor program requires a thesis or project, that requirement may be fulfilled in January term.
13. Independent Study: Independent study courses will be counted as fulfilling an IEX requirement, but will not count for major or general education credit or toward the 32 semester courses required for graduation. If a major or minor program requires an independent study, that requirement may be fulfilled in January term.
14. Travel Courses: International or domestic travel study courses, including UMAIE courses, will be counted as fulfilling an IEX requirement, but will not count for major or general education credit, except when such a credit exemption is granted in advance.
15. Housing Policy: While Gustavus requires only two IEX credits to fulfill graduation requirements, students are allowed to enroll for the interim term each year. Out of courtesy and respect for those who are enrolled, the College has established a policy that non-registered students may not occupy campus housing during the interim term. Exceptions for special circumstances may be granted on a case-by-case basis by appealing to the Director of Residential Life.
16. Career Exploration (CE) is an academic program of the College. Course credit must be sponsored by a faculty member from an academic department whose discipline is related to the career exploration. The course shall be graded on a pass/fail basis. See the Career Center for registration procedures. If a major or minor program requires a career exploration, that requirement may be fulfilled in January term.
17. Transferring to Another 4-1-4 Institution: Students who would like to attend another 4-1-4 college during Interim term may choose from approximately fifty institutions in the United States. A student who is on academic or disciplinary probation will not be eligible to attend another 4-1-4 institution. See the IE Office for 4-1-4 transfer policies and procedures.

18. Students Visiting Gustavus During Interim Term: Contact the IE Office for 4-1-4 transfer policies and procedures.
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2.2.6 Interdisciplinary Studies

General Criteria:

Interdisciplinary study at Gustavus is designed to nurture a holistic approach to the study of topics of concern to more than one of our traditional academic disciplines. This may involve interdisciplinary programs and/or interdisciplinary courses. Interdisciplinary courses or programs are particularly well suited to address issues or questions that are considered too broad to be adequately considered within the boundaries of a single traditional academic discipline. Because the Gustavus Adolphus College mission statement speaks to a curriculum designed with an interdisciplinary perspective, and which balances tradition with pedagogical innovation, faculty members are encouraged to draw linkages beyond their disciplines, and to contribute to interdisciplinary programs and/or develop interdisciplinary courses. Faculty members are further encouraged to consider interdisciplinary course innovations that involve experiential learning, international study, service-learning, and undergraduate research.

Interdisciplinary Programs with approved majors and/or minors are:

1. Environmental Studies
2. Latin American, Latino, and Caribbean Studies
3. Peace Studies
4. Gender, Sexuality, and Women's Studies

Specific Criteria for Interdisciplinary Courses (listed in the Academic Bulletin as "IDS"):

Individual courses may be approved for interdisciplinary studies if they meet the following criteria:

1. The course proposal clearly demonstrates that interdisciplinary study is an intentional goal of the course.
 2. Readings and other assignments require the students to reflect upon and integrate more than one disciplinary approach to a specific topic.
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2.2.7 The First Term Seminar

As part of their first semester course schedule, Curriculum I students entering Gustavus Adolphus College as first-year students enroll in one course designated FTS-100: First-Term Seminar (FTS). The FTS is a small, discussion-based course, centered on recognizing and exploring questions of values, that introduces students to skills and habits of mind central to the liberal arts: writing, oral communication, and critical thinking. In addition, the FTS professor serves as the academic advisor until a major is declared. Each FTS carries a WRITI designation; FTS courses do not carry a general education core area designation. A full list and description of FTS offerings is published for entering students before registration.

Courses approved to be First-Term Seminars must reflect the following philosophy and desired outcomes:

FTS – an Education Centered on “Values”

Put simply, values are what we use, either individually or more broadly as societies, to make decisions that matter. Our values are what we rely on to choose what we consider the proper course through life.

FTS promotes both an empathetic examination of the values of others and the development and articulation of one's own values as part of a liberal arts education that encourages responsible use of knowledge. Indeed, a focus on values permeates the FTS Program, shaping the Program's goals in writing, oral communication, critical thinking, and advising.

Desired Outcomes:

1. Writing. The FTS Writing component promotes writing as a creative and critical process in which writers engage with the ideas of others. In FTS, students write to express their own ideas and to inform and communicate with others. Good writers make both stylistic and content-based choices to accommodate different purposes, contexts, and audiences. These rhetorical choices help writers make their cases in the most effective ways possible.
 - a. Invention. "Invention" is most often associated with the "prewriting" stage, when writers generate ideas, explore topics, and plan strategies; invention activities get writers going.
Focusing on invention will help students learn to: analyze texts, issues, and questions of value; explore their ideas and those of others; practice credible and effective methods of expressing thoughts in writing.
 - b. Arrangement. "Arrangement" is most often associated with form or structure. Focusing on arrangement means helping students learn to consider both global and local issues. While working on arrangement, students will make decisions about what belongs in an introduction and a conclusion, about what sorts of arguments will be persuasive at particular points in a paper, and about structure within paragraphs
Focusing on arrangement will help students learn to: analyze texts in terms of form and structure; create texts that will communicate successfully with readers due to appropriate organization and structure.
 - c. Style. Loosely understood to mean that which makes a writer's work unique, "style" involves choices in sentence length and structure, word choice and "voice," and suitability for particular audiences. Since FTS is an interdisciplinary program, students will certainly read texts that are quite varied stylistically. They should be encouraged to vary their own style when they write as well.
Focusing on style will help students learn to: communicate with an audience more effectively; make deliberate choices regarding voice and word choice; understand writing conventions as context-specific; manipulate those conventions to suit various genres, situations, and audiences
2. Oral Communication. The FTS Oral Communication component promotes reasoned discourse, creative expression and development of one's own voice in critical interaction with others through both oral presentation and discussion. Effective communicators consider purpose, audience and context when constructing their messages and understanding the messages of others.

Oral Presentation:

- a. Invention. "Invention" is most often associated with generating ideas, exploring topics, and planning strategies.
Focusing on invention will help students learn to: develop a topic in order to inform or persuade their audience; develop a main point (informative presentation) or central argument/thesis (persuasive presentation); construct the presentation with a particular audience in mind; and gather, evaluate, and integrate appropriate evidence to illustrate and support their main point or central argument/thesis.
- b. Arrangement. "Arrangement" is most often associated with form or structure.

Focusing on arrangement will help students learn to: use an appropriate organizational pattern that supports their central argument or thesis.

- c. Style/Delivery. "Style/Delivery" is associated with choices regarding language and voice.

Focusing on style/delivery will help students learn to: use language that is appropriate to the topic and audience, including vocabulary that is correct, precise, simple, and unaffected; use vocal pitch, rate, tone, volume, and gestures appropriate to the topic, the audience, and the location.

Discussion

- d. Invention/Developing Ideas. In this context, "invention" refers to deepening one's understanding of course material and discerning the many different ways to develop ideas through group discussion.

Focusing on invention/developing ideas will help students learn to: provide information; explain an opinion; advocate a particular position; play devil's advocate; synthesize from the ideas of others; summarize the day's discussion.

- e. Arrangement/Advancing Discussion. In this context, "arrangement" refers to discerning how substantive group discussion functions.

Focusing on arrangement/advancing discussion will help students learn to: stay on topic; connect individual comments; actively listen to others in order to create a productive climate for learning

- f. Style/Self-Monitoring. In this context, "style" refers to developing a capacity to identify the role each of us can play in a substantive group discussion.

Focusing on style/self-monitoring will help students learn to: become responsible participants in classroom discussions through speaking, encouraging others to speak, and listening.

- 3. Critical Thinking. The FTS Critical Thinking component promotes a commitment to the application of reason to one's own ideas and those of others, a willingness to consider the perspectives of others, and an awareness of the limits of any given epistemology. These habits of mind, central to the liberal arts, help the individual find a meaningful place in a larger society and form one of the cornerstones of lifelong learning.
 - a. Reasoning. Focusing on reasoning will help students learn to: identify the purpose of a text; identify concepts that shape an argument; assess the evidence used to support an argument; present relevant evidence to support their own arguments
 - b. Assumptions and Implications. Focusing on assumptions and implications will help students learn to: identify how contexts and unstated assumptions influence arguments; identify the implications and consequences of arguments.
 - c. Perspective. Focusing on perspective will help students learn to: articulate their own perspective and the influences that shape it; identify and evaluate alternative perspectives.
 - d. Questioning. Focusing on questioning will help students learn to: ask questions of all kinds; find and assess information that answers questions.
- 4. Advising. FTS professors serve as first-semester advisors and until advisees declare a major or are admitted into a certification program (Athletic Training, Education, Nursing). In this capacity, they work alongside students to plan their liberal arts education and refer them to campus resources to think about possibilities during their four years and beyond. At its best, the advising relationship fosters a climate of campus-wide mentoring.
 - a. Developmental Advising.

Class Registration

Students will: review first semester course selections prior to the start of the school year; search for classes online and use WebAdvisor to register for January and spring classes; identify back-up course options in case first choices are closed; meet with their advisor for approval prior to registration sessions; and know campus policies, procedures, and deadlines.

General Education and Liberal Arts Perspectives

Students will: read and review degree audits/progress toward degrees; understand liberal arts philosophy and graduation requirements; identify and search for courses by area approvals; know resources for investigating interests and possibilities.

Student Strengths and Academic Difficulty

Students will learn to: advocate for themselves, take ownership for their learning, become responsible and accountable as independent learners, and ultimately become their own best advisors.

- b. Introducing Students to College. Students will: become familiar with campus resources and out-of-classroom learning opportunities.
 - c. Creating a Mentoring Community. Students will learn to: experience Gustavus as a community of learners, a place of open inquiry; take responsibility for connecting their in-class and out-of-class experiences in a holistic way; broaden the definition of who an advisor/mentor is to acknowledge the value of work supervisors, coaches, organization advisors, Student Affairs staff, and others
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2.2.8 Honorary Degrees

2.2.8.1 Statement of Purpose

Gustavus Adolphus College confers honorary degrees in order to recognize and honor men and women who, through distinguished service or preeminent achievement, have demonstrated commitment to the ideals for which this College stands. The character, conduct and concerns of these individuals are to be in accord with the fundamental values espoused by the College. In each case, it should be particularly appropriate that Gustavus Adolphus College be the institution to award the honorary degree. The College thus affirms and hopes to encourage its vision and mission by the honorary degrees it confers.

2.2.8.2 Guidelines

This set of guidelines suggests normal practices, but need not be regarded as inflexibly binding under all circumstances:

- A. In order to preserve the high value of honorary degrees, not more than four degrees each year, except in extraordinary circumstances, will be granted. In addition, honorary degrees will also be awarded to Nobel laureates who participate in the Nobel Conference.
- B. Honorary degrees will be awarded during the academic year on occasions of significance to the College community and the recipient.
- C. Honorary degree recipients should represent a diversity of fields. The choices should reflect achievements at the local, national, and international levels.

2.2.8.3 Procedures

- A. The President will receive nominations and supporting documents for honorary degrees from faculty, administrators, alumni, trustees and other interested persons. The President will forward nominations he/she deems appropriate to the Faculty Senate.
- B. The Faculty Senate Vice Chair will serve as advisor to the Faculty Senate for honorary degrees, and will receive nominations from the President.
- C. The advisor for honorary degrees may undertake the search for additional supporting data that will be provided to the Faculty Senate within a designated time period.
- D. Deliberations of proposals will not involve the knowledge or participation of the candidate.
- E. Among the honorary degrees that may be awarded by the College are the following:
 - Bachelor of Arts (B.A.)
 - Doctor of Divinity (D.D.)
 - Doctor of Fine Arts (D.F.A.)
 - Doctor of Humane Letters (L.H.D.)
 - Doctor of Laws (LL.D.)
 - Doctor of Science (Sc.D.)

The advisor will recommend the degree that is appropriate for conferral upon the candidate.

- F. The advisor will submit nominations to the Senate for evaluation.
- G. The Faculty Senate, acting on behalf of the Faculty, recommends the candidates for honorary degrees to the President of the College. Three-fourths majority vote of the full membership of the Faculty Senate is required for forwarding of the recommendation to the Board of Trustees.
- H. The Provost will present nominations accepted by the President to the Board of Trustees.
- I. The advisor for honorary degrees will keep a file of the nominations and the committee actions and will deposit the file with the Provost at the end of each academic year. An active file on the continuing activities and achievements of degree recipients will be maintained. The College will endeavor to maintain an active relationship with the degree recipient by informing him/her of College events and concerns and by inviting participation whenever possible.

2.2.9 Internships and Experiential Learning

Experiential learning theory holds that student learning can occur in an internship setting when: students establish clear, thoughtful learning objectives; students have an opportunity during the internship to analyze and synthesize information, problem-solve, research, and write; and students reflect on the experience during and after the internship.

The Internship Program at Gustavus Adolphus college provides these conditions as it offers students learning experiences in a variety of business, arts, social service, government, scientific, and other settings. The program consists of two components--Semester/Summer Internships and January Term Career Explorations.

Semester and summer internships provide students with entry-level pre-professional experiences, designed to enhance and build skills. Career Exploration is designed to give students an opportunity to work and observe in a professional setting, clarify major and career goals, and plan future course work. Both forms of internship frequently make subsequent course work more meaningful and often lead to increased class participation.

2.2.9.1 Internship Program Policies

1. A student is permitted to count a maximum of four internship/career exploration credits toward graduation requirements. Credit toward a major is determined by the individual department.
2. All internships and career explorations are graded on a Pass/Fail basis.
3. A student on academic or disciplinary probation will not be permitted to enroll in an internship. The College reserves the right to remove a student from an internship if the student is placed on probation during the internship period.
4. Semester/summer internships are open to juniors and seniors; Career Exploration is open to sophomores, juniors, and seniors.

2.2.9.2 Responsibilities of the Internship Faculty Sponsor

In addition to being informed about the policies and practices of the Internship Program, and providing feedback on the program to the Internship Director, a faculty sponsor assumes the following responsibilities during an Internship or Career Exploration.

Prior to the Internship:

1. Assists the student in the formulation of learning objectives and strategies.
2. Devises academic assignments (See Academic Catalog, "Internship Program") appropriate to the nature, amount of course credit, and duration of the internship.
3. Signs the Registration Form, noting the above assignments as "Means of Evaluation."

During:

1. Contacts the student periodically, either by phone or in person. A site-visit with the student and site supervisor about midway through the internship is encouraged. (Mileage and expenses for travel are reimbursed by the College.)

After:

1. Collects and assesses academic assignments at the conclusion of the internship. Ideally, a personal meeting with the student at this time helps provide closure to the internship experience. You will also receive a copy of the Performance Evaluation from the site supervisor.
2. Files a grade of Pass or Fail with the Registrar.
3. Reminds the student to attend a "Wrap-Up" session led by the Internship Director, to discuss the internship experience and to reflect on its connection to other academic work.
4. Provides the Internship Director with feedback on internship sites (especially outstanding positive or negative experiences).

2.2.10 Change of Grade Policy

The mark of "I" (Incomplete) is the only grading option available which keeps a course open for additional student work beyond the termination of the semester. Once a grade other than "I" has been recorded on the student transcript, it becomes part of the institutional record and can be changed only to correct an error in the original computation. A grade change cannot be made because additional coursework has been turned in after the end of the term. A change of grade may not be made more than one year after the grade was officially recorded in the Registrar's Office.

2.2.11 Grade Appeals Policy

Students have the right to be protected against prejudiced or capricious academic evaluation. A student who wishes to appeal a final course grade on these grounds should first appeal to the instructor. This action should end the matter in most cases, but if not, the student should appeal to the department chair (or a senior faculty member in the department if the Chair is the person giving the grade). If that does not resolve the issue, the student may appeal to the office of the Provost who will convene the Grade Appeals Board to assist in determining an appropriate resolution. If the Grade Appeals Board determines that the grade should be changed it would provide the instructor with a written explanation of its reasons and would request that the grade be changed. The instructor should either make the recommended change or provide a written explanation to the Grade Appeals Board for not doing so. Only then, the Provost, upon the written recommendation of the Grade Appeals Board, would have the authority to effect a change in grade over the objection of the instructor. The Grade Appeals Board will consist of five faculty members, one from each Division, nominated by the Academic Operations Committee and appointed to staggered three-year terms by the Faculty Senate. A member of the Grade Appeals Board may ask to be recused from hearing an appeal if the member perceives a conflict of interest. The student appellant may also request to disqualify a member perceived as being potentially biased from hearing the appeal. In the event that a member of the Board is recused or removed, that person will be replaced by another faculty member from the same Division, to be appointed by the Provost in consultation with the Chair of the Academic Operations Committee.

A grade appeal must be initiated within one year after the grade was officially recorded in the Registrar's Office.

2.2.12 Honor Code Policy

Every Gustavus Adolphus College student is required to sign the following statement before final admittance into the College:

"As a community of scholars, the faculty and students of Gustavus Adolphus College have formulated an academic honesty policy and honor code system, which is printed in the Academic Bulletin and in the Gustavus Guide. As a student at Gustavus Adolphus College I agree to uphold the honor code. This means that I will abide by the academic honesty policy, and abide by decisions of the joint student/faculty Honor Board."

Through information provided in syllabi and/or other means, faculty members will explain to students how the Honor Code will operate in their respective courses. The following statement is suggested as a pledge for students to sign on all graded assignments and projects:

"On my honor, I pledge that I have not given, received, or tolerated others' use of unauthorized aid in completing this work."

A similar statement may be signed by students at the beginning of a course, indicating that their work for that course will comply with the academic honesty policy and the Honor Code.

Gustavus Adolphus College is proud to operate under an honor system. The faculty and students have jointly created an Honor Board to enforce this policy. In signing this statement a student is promising that his or her work complies fully with the authorized aid as defined by the professor. It is each professor's responsibility to state course penalties for academic honesty policy violations, and to define the level of authorized aid appropriate to the work in the course or to the particular assignment. However, the student is responsible to ask questions about any reasonable doubt they have regarding the professor's definition.

Under the academic honesty policy, the instructor informs "...the student and the office of the Provost of the nature of the offense, the penalty within the course, and the recommendation of the instructor as to whether further disciplinary action by the Provost is warranted." The in-course penalties and notification

of the Provost's office should end the matter in most cases. However, if a student disputes the allegation of academic dishonesty, the student can request an Honor Board hearing.

A six-member Honor Board panel (three students and three faculty) will investigate and hear the case. Both the accused student and the instructor have the right to submit statements and documents and/or be present for the proceeding. A 4-2 vote is needed to decide that the student is indeed guilty of an academic honesty policy violation. If the Board rules that a violation occurred, all other provisions of the academic honesty policy will apply, including the instructor's in-course penalties, and possible probation or suspension for repeated offenses. If the student is not found guilty it will be presumed that no violation occurred, and the faculty member will not penalize the student for an honesty violation (honesty aside, the quality of the student's work is still subject to the instructor's professional judgment).

The Honor Board pool is comprised of six students and six faculty members. From this pool of twelve, three students and three faculty will be appointed by the Office of the Provost to investigate and adjudicate cases involving the academic honesty policy. Potential student members are required to complete an application, and are interviewed and nominated each spring for the next academic year by the Student Senate Academic Affairs Committee. After receiving the nominations the Student Senate Cabinet appoints the student board members. The faculty members are invited to indicate an interest in serving on the board, and are then nominated by the Academic Operations Committee. The Faculty Senate makes the appointment of faculty board members each spring. Each Honor Board member participates in an orientation session, and is instructed on the importance of confidentiality and proper investigation procedures.

The proctoring of exams will be at the discretion of the instructor.

An integral part of the honor code is non-tolerance of violations. This non-tolerance policy recognizes that we are not only responsible for our own ethical conduct but are also members of a vital community with obligations to contribute to its ethical climate. Under this code students are not expected to police others' actions. Rather, students agree to report violations of which they become aware and failure to do so would constitute an honor code violation. Maliciously making a false accusation will be considered a violation of the honor code.

2.3 Miscellaneous Procedures

2.3.1 Admission to/Withdrawal from Class

2.3.1.1 Admission to Class

At the beginning of each semester, the instructor receives lists of students who are registered in his or her course. Students whose names do not appear on a class list are not officially registered for that course.

After a student is once registered in a particular course, he or she can change only through official channels; notice to the instructor of any such changes comes from the Office of the Registrar.

Any change in registration is made on a Drop-Add Slip which the student obtains from the Office of the Registrar. Starting with the second week, the student must obtain the signature of the instructor of any course he or she adds, or drops. Starting with the third week, the student must obtain the signature of the instructor of any course he or she drops. Students enrolling in Independent Study courses must complete an Independent Study Proposal Sheet from the Registrar's Office, as well as the regular Drop-Add Slip during the first three weeks.

2.3.1.2 Withdrawal from Class

Withdrawal from a course may be done any time prior to the beginning of the third week of the fall and spring semesters and the fifth day of January Term without having that course participation recorded on the transcript. Withdrawals after this time will be recorded as a "W." Withdrawal from a course is not possible after the 10th week of a full semester course, the fifth week of a half semester course, or the third

week of a January Term course. Courses for which a student is registered after these times will receive final grades.

2.3.2 Office Hours

Each instructor should inform his or her students early in the semester concerning his or her availability for office conferences or consultations, whether he or she intends to reserve certain hours each week or be available for appointment.

2.3.3 Examinations

The last test for a course shall not be given during the 14th week of the semester. The last test for a course--whether a comprehensive final exam or a partial last unit test--shall be given in accordance with the test schedule issued by the Registrar.

2.3.4 Advising

Each new student is assigned a faculty member to act as academic advisor during the freshman year. Reassignment of advisors is made when student and advisor believe such a step to be in the best interest of the student.

The academic advisor, in addition to conferring with the student about academic, career, and life goals, is responsible for approving the student's course program prior to registration each semester. The advisor will encourage the student to enroll in courses satisfying the student's needs and interests, the objectives of the major field of concentration, and the general education requirements of the College. Students normally should select a major by the end of their sophomore year.

All students should be advised early in their academic careers to consider opportunities for graduate and professional study. Advisors are urged to encourage students considering graduate school to investigate the possibility of applying for national graduate fellowships such as Fulbright, Mellon, Rhodes, etc. Information concerning these fellowships may be obtained from the Provost's office.

2.3.5 Incomplete Grade

"I" (Incomplete) is a temporary grade and is given at the discretion of the instructor when a student is unable to finish course work because of medical disability or problems of comparable seriousness beyond the student's control.

This additional time to complete course work may not extend beyond the close of the following semester, and earlier limits may be set at the discretion of the instructor. The grade "I" is reported on the official grade roster. If before the end of the deadline the instructor reports a final grade to the Registrar, that grade will replace the "I" and the grade point average will be computed accordingly. When the deadline has passed, an "F" will replace the "I", will be computed in the grade point average, and will become a permanent part of the transcript record.

2.3.6 Declaring a major

All first-time college students at Gustavus Adolphus enroll in the Bachelor of Arts program without a declared major, and they are advised in the first year by the instructor of their First Term Seminar or a faculty member teaching in Curriculum II. Subsequent enrollment in a major is accomplished by completing a declaration of major form, normally by the end of the sophomore year, in consultation with a major advisor. Students may select the major requirements of any academic catalog during the years of their institutional enrollment.

2.3.7 Student Evaluation of Teaching

Faculty will be responsible for evaluating the effectiveness of their teaching for each course, each semester.

3.0 Amendments to the *Faculty Handbook*

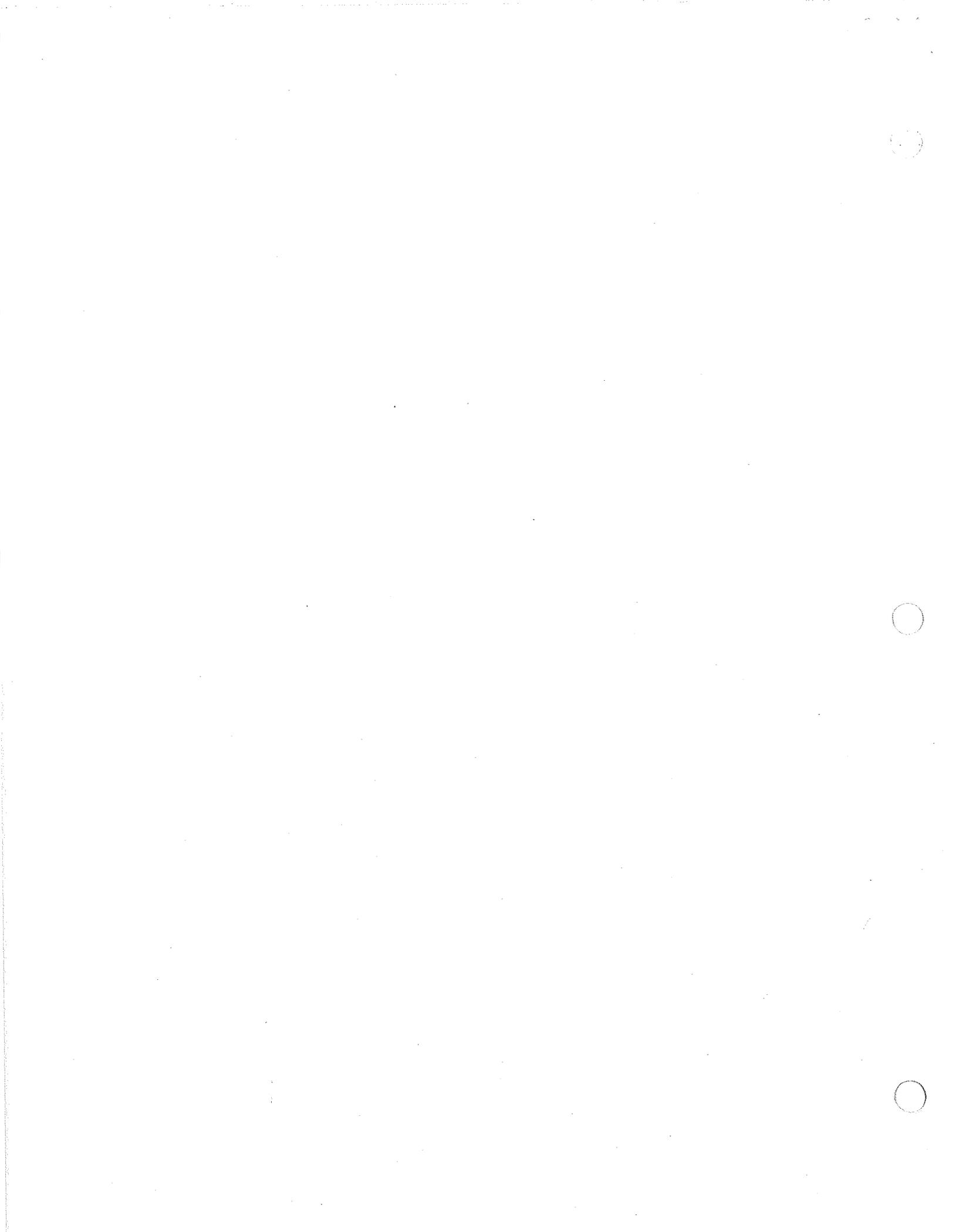
Procedures for amending the *Faculty Handbook* are as follows:

3.1 Any proposed amendment to the *Faculty Handbook* is to be sent to the Faculty Senate for consideration and recommendation to the Faculty. All proposed amendments will be sent forward to the Faculty with the Senate's recommendation.

3.2 A proposed amendment must be sent forward in writing by the Senate to the Faculty with the Senate's recommendation at least ten days prior to the faculty meeting at which it is to be considered.

3.3 The written notice will indicate the date of the Faculty Meeting at which the proposal will be submitted. A favorable majority vote is required to adopt the proposed amendment

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Faculty Committees (Green Pages)

Faculty Handbook Section I-B

Faculty Senate Subcommittees

- Compensation
- Nominations

Academic Affairs Coordinating Council Curriculum Committee

- Course Approval Subcommittee

Academic Operations Committee

- Subcommittee
- Instructional Infrastructure Advisory Committee (IIAC)

International and Domestic Programs Program Assessment and Development Academic Petitions Committee Academic Probations Committee Faculty Development Committee Faculty Personnel Committee Faculty Committee on Student Life Special Faculty Assignments

- Faculty Secretary
- Faculty Marshal
- Chair of Lecture Series
- Chair of Artist Series
- MIAC Representative
- Honor Board
- Faculty Review Committee

NOTE: The information in this Section I-B is a listing of persons elected or appointed to serve on faculty committees and/or special faculty assignments in 2006-07. Information about specific functions and procedures is given in that part of Section I-A designated in each listing.

Faculty Handbook Section 1.2.1

2009-10 Faculty Senate Membership

- Education Division: Lori Steffen (2009-10)
- Fine Arts Division: Amy Seham (2009-2012)
- Humanities Division: Mary Solberg (2007-2010)
- Natural Science/Math Division: Ron Rietz (2009-11)
- Social Science Division: Barbara Simpson (2009-12)
- At-Large: Leila Brammer (2008-10) **Chair**
- At-Large: Paula Swiggum (2008-11)
- At-Large: Dick Martin (2009-10)
- At-Large: Alisa Rosenthal (2009-12) **Vice Chair**
- At-Large: Michael Jorgensen (2008-11)
- At-Large: Richard Leitch (2008-11)
- At-Large: Paul Saulnier (2009-12)
- ex officio: President Jack R. Ohle
- ex officio: Interim Provost David Fienen
- ex officio: Jeanne Herman, Faculty Secretary (2007-10)

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Subcommittees

1. Compensation Subcommittee:

- Alisa Rosenthal (2009-12)
- Carolyn Dobler (2009-12)
- Glenn Barnette (2009-10)
- Chuck Niederriter (2009-10)

College Budget Committee Representatives

- Chuck Niederriter (2009-10)
- Carolyn Dobler (2009-10)

2. Nominations Subcommittee:

- **Convener:** Senate Vice Chair Alisa Rosenthal
 - Education Division: Lori Steffen (2009-10)
 - Fine Arts Division: Amy Seham (2009-12)
 - Humanities Division: Mary Solberg (2007-2010)
 - Natural Science/Math Division: Ron Rietz (2009-11)
 - Social Science Division: Barbara Simpson (2009-12)
-

Faculty Handbook Section 1.2.2

2009-10 Academic Affairs Coordinating Council Membership

- Chair of Curriculum Committee: Michele Koomen
- Chair of Academic Operations Committee: John Holte
- Chair of International and Domestic Programs Committee: Nancy Hanway
- Chair of Program Assessment and Development Committee: Julie Gilbert
- Chair of Faculty Senate: Leila Brammer
- Chair of Faculty Development Committee: Mary Gaebler, Yuri Hong
- Chair of Faculty Committee on Student Life: Karl Larson
- Department Chairs representative:
- ex officio: President Jack R. Ohle
- ex officio: Interim Provost David Fienen or designee
- ex officio: Dean of Students Jeff Stocco

Faculty Handbook Section 1.2.2.1

2009-10 Curriculum Committee Membership

- Education Division: Michele Koomen (2008-11) **Chair**
- Fine Arts Division: Kris Lowe (2009-12)
- Humanities Division: Ana Adams (2008-11)
- Natural Science and Math Division: Laura Triplett (2008-10)
- Social Science Division: Tim Peterson (2009-12)
- At-Large: Elizabeth Jenner (2008-11)
- At-Large: Mary McHugh (2007-10)
- Student representative: Jacob Westendorf (Class of 2011-term 2008-11)
- Student representative: Nicholas Harper (Class of 2010-term 2009-10)

Voting ex officio:

- ex officio: Interim Provost David Fienen

Non-voting ex officio:

- Registrar: Kristianne Reinholtzen / Assistant Registrar Mary Gunderson
- College Librarian: Barbara Fister
- Director of General Education: Associate Provost Barbara Kaiser
- Director of Curriculum II: Matt Panciera
- Director of International Education Carolyn O'Grady
- Director of Writing Program: Jeanne Herman

- Director of First Term Seminars: Sujay Rao
- Director of January Term: Associate Provost Barbara Kaiser

[Curriculum Committee's Website \(click here\)](#)

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Course Approval Subcommittee

- **Chair / Curriculum Committee Representative** Elizabeth Jenner (2008-11)
 - Education Division: Heidi Meyer (2009-10)
 - Fine Arts Division: Yumiko Oshima-Ryan (2008-11)
 - Humanities Division: Mary Gaebler (2008-11)
 - Natural Science and Math Division: Baili Chen (2009-12)
 - Social Science Division: Elizabeth Jenner (2009-12)
 - Student representative: Open
-

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Faculty Handbook Section 1.2.2.2

2009-10 Academic Operations Committee Membership

- At-Large: Phil Bryant (2008-11)
- At-Large: John Holte (2007-10)
- At-Large: San Skulrattanakulchai (2008-11)
- At-Large: Mark Bjelland (2008-11)
- At-Large: So Young Park (2009-12)
- Student representative: Open
- Student representative: Open

Non-voting ex officio:

- Interim Provost David Fienen or designee
 - Dean of the Students Jeff Stocco
 - Registrar Kristianne Reinholtzen
 - College Librarian Barbara Fister
 - Director of Athletics Alan Molde
-

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C. Subcommittee

1. Instructional Infrastructure Advisory Committee (IIAC) Membership:

- Academic Operations Committee representative: San Skulrattanakulchai
- Education and Nursing Division: Dan Moos (2009-12)
- Fine Arts Division: Martin Lang (2008-11) **Chair**
- Humanities Division: Garrett Paul (2008-11)
- Natural Science and Mathematics Division: Mike Ferragamo (2008-11)
- Social Science Division: Tim Peterson (2007-10)
- ex officio: Interim Provost David Fienen or designee
- ex officio: College Librarian Barbara Fister
- ex officio: Director of Instructional/Media Services Open

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Faculty Handbook Section 1.2.2.3

2009-10 International and Domestic Programs Committee (IDPC)

- Education Division: Bonnie Reimann (2008-11)
- Fine Arts Division: Henry McCarthy (2009-11)
- Humanities Division: Nancy Hanway (2007-10) **Chair**
- Natural Science and Math Division: Tom Huber (2007-10)
- Social Science Division: Open (2008-11)
- At-Large: Maria Kalbermatten (2009-11)
- At-Large: Lianying Shan (2009-12)
- At-Large: David Obermiller (2009-12)
- Representative from the Curriculum Committee: Open
- Student representative: Chenu Yang (Class of 2011--term 2009-11)
- Student representative: Open
- ex officio: Interim Provost David Fienen or designee
- ex officio: Director of January Term Associate Provost Barbara Kaiser
- ex officio: Director of International Education Carolyn O'Grady
- ex officio: Chair of Education Department or designee Deb Sandquist
- ex officio: Chair of Department of Nursing Department or designee Paula Swiggum
- ex officio: Director of Multicultural Programs Virgil Jones

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Faculty Handbook Section 1.2.2.4

2009-10 Program Assessment and Development Committee Membership

- At-Large: Julie Gilbert (2008-11) **Chair**
- At-Large: Sean Cobb (2009-10)
- At-Large: Anna Hulseberg (2009-12)
- Student representative: Open
- Student representative: Open

- ex officio: Interim Provost David Fienen or designee
- ex officio: Associate Provost Barbara Kaiser
- ex officio: Director of Institutional Research David Menk

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Faculty Handbook Section 1.2.2.5

2009-10 Academic Petitions Committee Membership

- (2007-10)
- Julie Gilbert (2008-11)
- ex officio: Associate Provost Barbara Kaiser **Chair**
- ex officio: Registrar Kristianne Reinholtzen

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Faculty Handbook Section 1.2.2.6

2009-10 Academic Probations Committee Membership

- Faculty member: Patricia Snapp (2007-10)
- Faculty member: Ronald Rietz (2008-09)
- Faculty member: Richard Leitch (2008-11)
- ex officio: Associate Provost Barbara Kaiser **Chair**
- ex officio: Dean of Students Jeff Stocco
- ex officio: Registrar Kristianne Reinholtzen
- ex officio: Advising Center Director Julie Johnson
- ex officio: Interim Counseling Center Director Stacy Gerken
- ex officio: Chaplain Brian Johnson
- ex officio: Vice President of Enrollment Management Mark Anderson
- ex officio: Director of Multicultural Programs Virgil Jones

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Faculty Handbook Section 1.2.3

2009-10 Faculty Development Committee Membership

- At-Large: Yurie Hong (2008-11) **Co-Chair**
- At-Large: Florence Amamoto (2007-10)
- At-Large: Mary Gaebler (2009-12) **Co-Chair**
- At-Large: Jeff Jeremiason (2009-12)
- At-Large: Paschal Kyoore (2008-10)
- At-Large: Anna Versluis (2009-12)

- At-Large: Suzanne Wilson (2008-11)
- ex officio: President Jack R. Ohle
- ex officio: Provost David Fienen or designee
- Kendall Center Director Barbara Fister

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Faculty Handbook Section 1.2.4

2009-10 Faculty Personnel Committee Membership

- At-Large: Colleen Jacks (2008-11) **Chair**
- At-Large: Max Hailperin (2007-10)
- At-Large: Marie Walker (2009-11)
- At-Large: Deborah Goodwin (2009-12)
- At-Large: Tom LoFaro (2009-12)
- At-Large: Barbara Zust (2008-10)
- At-Large: Terry Morrison (2008-11)
- At-Large: Rick Orpen (2007-10)
- At-Large: Dan Mollner (2009-12)
- ex officio: President Jack R. Ohle
- ex officio: Interim Provost David Fienen

Subcommittee

Personnel Committee Third year Review Subcommittee Membership

- At-Large: Ann Pesavento (2009-11)
- At-Large: Toshiyuki Sakuragi (2009-11)
- At-Large: Hayden Duncan (2009-10)
- At-Large: Patricia English (2009-11)
- At-Large: Linnea Wren (2009-12)
- At-Large: John Lammert (2009-10)
- At-Large: Jeff Jeremiason (2009-10)
- At-Large: Lawrence Wohl (2008-10)
- At-Large: John Grinnell (2008-10)
- At-Large: Kate Wittenstein (2009-11)

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Faculty Handbook Section 1.2.5

2009-10 Faculty Committee on Student Life Membership

- Heidi Meyer (2009-2012)
- Karl Larson (2007-10) **Chair**
- Amanda Nienow (2007-10)
- Sarah Johnson (2008-11)
- Student representative: Open
- Student representative: Open
- Student representative: Ying Cao (Class of 2009--term 2006-09)
- ex officio: President Jack R. Ohle
- ex officio: Interim Provost David Fienen or designee
- ex officio: Dean of Students Jeff Stocco

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Subcommittee:

College Media Board

- Faculty Member: Martin Lang (**Chair**)
- Advisor to Student Media Organization #1: David Kogler
- Advisor to Student Media Organization #2: Priscilla Briggs
- Director of Student Media Organization #1: Katie Anderson
- Director of Student Media Organization #2: Gunter Elveru
- Director of Student Media Organization #3: Laura Groenjes
- Student Representative: Phil Helt
- ex officio: Director of SAO or designee
- ex officio: faculty or staff designated by FCSL (as needed)

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Faculty Handbook Section 1.2.6

Special Faculty Assignments

- Faculty Secretary: (2007-10)
- Faculty Marshal: Richard Leitch (2007-10)
- Assistant Faculty Marshal: Open (2009-10)
- Alternate Faculty Marshal: Brenda Kelly (2009-10)
- Chair of Lecture Series: Baker Lawley (2009-12)
- Chair of Artist Series: Kris Lowe (2009-12)
- MIAC Representative: Karl Larson (2009-12)

Honor Board members:

Faculty Members:

- Laura Triplett (2009-12)
- Rebecca Fremo (2008-11)
- Karen Larson (2007-10)
- Micah Maatman (2009-12)
- Lois Peterson (2008-11)
- Ron Rietz (2008-11)

6 student representatives

- Chenyu Yang
- Keith Linne
- Steve Olson
- Open
- Open
- Open

Faculty Review Committee (See MANUAL 3.2.4.3.3):

Regular Members:

- Jon Grinnell (2009-12)
- Chuck Niederriter (2009-12)
- Bruce Johnson (2009-11)

Alternate Members:

- Ann Pesavento (2009-10)
- Nancy Hanway (2009-10)

Faculty Committee for Achievement Recognition:

- Jon Grinnell (2008-11)
- Heidi Meyer (2009-12)
- Tom Huber (2007-10)

Faculty Representative to Administrative Advisory Committee (ATAC):

- Elizabeth Jenner (2007-10)

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Last modified: June 1, 2009 by Barbara Simpson*

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All-College Policies (Gray Pages)

Letter to the Gustavus Community

- Access to Student Records
- Alcohol Serving Policy
- Conflict of Interest and Disclosure of Certain Interest
- Conflict of Interest for Committee Participation
- Disclosure of Misconduct (Whistleblower Policy)
- Drug and Alcohol Policy
- Drug-Free Workplace Policy
- The Family Educational Rights and Privacy Act
- The Family and Medical Leave Act
- Identity Theft Prevention Program
- Nondiscrimination Policy
- Parental Leave
- Retaliation Policy
- Record Retention and Destruction
- Sexual Assault Policy
- Policy Against Harassment
- Smoking Policy
- Technology Acceptable Use Policy
- Travel Policy
- Weapons

(Updated June, 2006)

To the Gustavus Community

I am pleased to share with you this copy of current All-College policies. These policies were developed as a guide for members of the campus community.

As members of the College, we play an extremely important role in supporting the goals of the institution. These policies are not intended to be an implied or expressed contract but an informative document. The College may add to the policies or revoke or modify them from time to time. Administration will try to keep this material current, but there may be times when policy will change before this booklet can be revised.

The academic excellence of Gustavus comes about because of a concerted effort on the part of students, faculty and staff to maintain the highest standards and goals in all of our activities.

Together we can nourish a campus environment that is respectful to all and is one that ensures that our commitment to the search for excellence will continue long into the future.

Sincerely,

Kirk D. Beyer

Director of Human Resources

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Access to Student Records

Federal law generally prohibits release of student academic records without prior written consent of the student. Without prior consent, however, access is permitted to employees in the same institution who have "a legitimate educational interest." This is interpreted at Gustavus Adolphus College to mean that employees may access personally identifiable information in student education records in order to fulfill their institutionally assigned professional responsibilities.

Employees seeking such access make application to the Registrar of the College, stating the need for and scope of access and the security procedures in place to protect against unauthorized internal or external use after release. Employees granted access are responsible for treating the information with confidentiality.

Approved by the Gustavus Adolphus College Board of Trustees: June 28, 1993.

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Alcohol Serving Policy

The College seeks to discourage alcohol abuse and to model the responsible use of alcohol beverages. To this end, alcoholic beverages are served at College-sponsored events only in designated locations and at designated functions.

Alcohol provided for on-campus events (and for off-campus events, whenever possible) will be purchased and supplied by the College Dining Service. Non-alcoholic beverages will generally also be available in sufficient amounts at such events, and care will be taken to ensure that applicable state, federal and local laws and regulations concerning the serving of alcohol are observed. Functions and locations at which alcoholic beverages are served must be approved at least two weeks in advance by the Director of Dining Service and the appropriate divisional vice president. Final approval by the Vice President for Finance is required for all events. Alcohol serving application forms are available from the Dining Service.

Approved by the Administrative Council: February 17, 2004

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Conflict of Interest Policy for Committee Participation

Gustavus Adolphus College is committed to ensuring that personnel and other institutional decisions affecting present or prospective faculty, staff, administrators, or students be made fairly and impartially. Faculty, staff, administrators, and students frequently participate in personnel and other institutional decisions by serving on advisory committees. With respect to employees, the recommendations of such committees affect such matters as hiring, retention, promotion, and (with respect to faculty) tenure. In the case of students, such recommendations significantly affect admission to, or continued matriculation at, the College.

All members of the Gustavus community participating in such advisory committees must exercise integrity and objectivity when making decisions. Committee members must be certain that conflicts of interest or other biases do not exist which may interfere with their ability to make an impartial decision. A conflict of interest or bias occurs when a committee member has a financial or personal relationship or interest which impairs the member's ability to be fair and impartial. For example, a conflict of interest may well exist where a committee member will receive an individual financial benefit from a decision or where a committee member has a familial or similar relationship with an individual who may be affected by a decision.

A person serving on a committee may conclude that he or she has an actual (or perceived) conflict of interest or bias and may remove himself or herself from involvement in a particular decision to be made by the committee. A committee member who is not certain whether a conflict of interest or bias exists may bring his or her concern about the conflict or bias to the attention of the appropriate dean, committee chair, or supervisor; in this event, the committee member must disclose enough information to enable the dean, committee chair, or supervisor to consider the matter fairly and openly. If the dean, committee chair, or supervisor determines either that a conflict of interest or other bias (or the appearance of a conflict of interest or other bias) may exist, the committee member shall be excused from participating in making that decision.

A member of the committee or an individual who is the subject of a decision to be made by the committee may also raise a question as to whether a committee member has a conflict of interest or bias which may interfere with that committee member's impartiality. The concerned individual shall bring the matter to the attention of the appropriate dean, committee chair, or supervisor. The dean, committee chair, or supervisor shall discuss the matter with the affected committee member; if the dean, committee chair, or supervisor determines that a conflict of interest or other bias (or the appearance of a conflict of interest or other bias) may exist, the member of the committee shall be excused from participating in making the decision at issue.

A member of a committee who is excused from participating in making a decision in accordance with this policy does not forfeit his or her position as a member of the committee. The fact that an individual has been excused from participation pursuant to this policy shall not prejudice any personnel or other institutional decision made with respect to the committee member.

Adopted by the Gustavus Adolphus College Board of Trustees: January 17, 1994.

Conflict of Interest and Disclosure of Certain Interest Policy

Policy

This conflict of interest policy is designed to help officers and employees of Gustavus Adolphus College ("the College") identify situations that present potential conflicts of interest and to provide the College with a procedure which, if observed, will allow a transaction to be treated as valid and binding even though an officer or employee has or may have a conflict of interest with respect to the transaction. The policy is intended to comply with the procedure prescribed in Minnesota Statutes, Section 317A.255, governing conflicts of interest for nonprofit corporations. In the event that there is an inconsistency between the requirements and procedures prescribed herein and those in section 317A.255, the statute shall control. All capitalized terms are defined in Part 2 of this policy.

Guidelines

1. **Conflict of Interest Defined.** For purposes of this policy, the following circumstances shall be deemed to create Conflicts of Interest:
 - a. **Outside Interests.**
 - i. A Contract or Transaction between the College and a Responsible Person or Family Member.
 - ii. A Contract or Transaction between the College and an entity in which a Responsible Person or Family Member has a Material Financial Interest or of which such person is a trustee, officer, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator or other legal representative.
 - b. **Outside Activities.**
 - i. A Responsible Person competing with the College in the rendering of services or in any other Contract or Transaction with a third party.
 - ii. Responsible Persons having a Material Financial Interest in; or serving as a trustee, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator or other legal representative of, or consultant to; an entity or individual that competes with the College in the provision of services or in any other Contract or Transaction with a third party.
 - c. **Gifts, Gratuities and Entertainment.** A Responsible Person accepting gifts, entertainment or other favors from any individual or entity that:
 - i. does or is seeking to do business with, or is a competitor of the College; or
 - ii. has received, is receiving or is seeking to receive a loan or grant, or to secure other financial commitments from the College;
 - iii. is a charitable organization operating in Minnesota;
 - iv. under circumstances where it might be inferred that such action was intended to influence or possibly would influence the Responsible Person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of

nominal or insignificant value that are not related to any particular transaction or activity of the College.

2. Definitions.

- a. A "Conflict of Interest" is any circumstance described in Part 1 of this Policy.
- b. A "Responsible Person" is any person serving as an officer or employee of the College.
- c. A "Family Member" is a spouse, domestic partner, parent, child or spouse of a child, brother, sister, or spouse of a brother or sister, of a Responsible Person.
- d. A "Material Financial Interest" in an entity is a financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect a Responsible Person's or Family Member's judgment with respect to transactions to which the entity is a party. This includes all forms of compensation.
- e. A "Contract or Transaction" is any agreement or relationship involving the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a loan or grant, the establishment of any other type of pecuniary relationship, or review of a charitable organization by the College. The making of a gift to the College is not a Contract or Transaction.

3. Procedures.

Responsible Persons who are not members of the Board of Trustees of the College, or who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of Board or committee action, shall disclose to the Chair or the Chair's designee any Conflict of Interest that such Responsible Person has with respect to a Contract or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Responsible Person. The Responsible Person shall refrain from any action that may affect the College's participation in such Contract or Transaction. In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to the Chair or the Chair's designee, who shall determine whether there exists a Conflict of Interest that is subject to this policy.

4. Confidentiality.

Each Responsible Person shall exercise care not to disclose confidential information acquired in connection with such status or information the disclosure of which might be adverse to the interests of the College. Furthermore, a Responsible Person shall not disclose or use information relating to the business of the College for the personal profit or advantage of the Responsible Person or a Family Member.

5. Review of Policy.

- a. Each new Responsible Person shall be required to review a copy of this policy and to acknowledge in writing that he or she has done so.
- b. Each Responsible Person shall annually complete a disclosure form identifying any relationships, positions or circumstances in which the Responsible Person is involved that he or she believes could contribute to a Conflict of Interest arising. Such relationships, positions or circumstances might include service as a trustee

of or consultant to a nonprofit organization, or ownership of a business that might provide goods or services to the College. Any such information regarding business interests of a Responsible Person or a Family Member shall be treated as confidential and shall generally be made available only to the Chair, the President, and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.

- c. This policy shall be reviewed annually by the Board of Trustees. Any changes to the policy shall be communicated immediately to all Responsible Persons.

Board Approved: June 21, 2009

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Disclosure of Misconduct (Whistleblower Policy)

Purpose and Applicability

The purpose of this policy is to set forth the policy of Gustavus Adolphus College ("Gustavus" or "the College") on disclosure of misconduct and to protect individuals from retaliation in the form of an adverse employment action for disclosing what they believe evidences certain unlawful or unethical practices. This policy is applicable to all employees of Gustavus and to applicants for jobs at the Gustavus.

Statement of Policy

It is the policy of Gustavus that employees and applicants shall be free without fear of retaliation to report conduct within the College that they reasonably believe may constitute misconduct including, but not limited, to the following: wire fraud, mail fraud, bank fraud, securities fraud or questionable accounting and internal controls, auditing matters, harassment, discrimination, hostile workplace, safety and security issues, illegal or unethical business practices, wrongful termination, hate messages, faculty manual violations, administrative and staff manual violations, violations of laws, mismanagement, waste of College resources, and abuse of authority.

A representative of Gustavus shall not take or refuse to take any employment action in retaliation against an employee or applicant who reports possible misconduct under this policy in good faith, or who, following such disclosure, seeks a remedy provided under this policy or any law or College policy. However, employees or applicants who knowingly file false or misleading reports, or without a reasonable belief as to truth or accuracy, will not be protected by this policy, and in the case of an employee, may be subject to discipline, including termination of employment.

Process for Disclosure

1. An employee or applicant shall disclose all relevant information regarding evidenced misconduct to the President or his/her designee in a signed written document within

ninety (90) days of the day on which he or she first knew of the misconduct. If the employee or applicant would rather contact a source outside of the College, he or she may contact the confidential Campus Conduct Hotline service as established by the College.

2. The President or his/her designee shall consider the disclosure and take whatever action he or she determines to be appropriate under the law and circumstances of the disclosure.
3. In the case of disclosure of misconduct involving the President, the disclosure shall be directed to the Chair of the Board of Trustees. The Chair shall consider the disclosure and take whatever action he or she determines to be appropriate under the law and circumstances of the disclosure.
4. The disclosure recipient will be responsible for:
 1. Ensuring all investigations are carried out in a fair and unbiased manner.
 2. Ensuring that those making complaints and/or reporting compliance concerns are treated fairly, their confidentiality is protected to the extent the law allows, and no retaliation takes place.

Complaints of Retaliation as a Result of Disclosure

1. If an employee or applicant believes that he or she has been retaliated against in the form of adverse employment action for reporting possible misconduct under this policy, he or she may file a written complaint requesting an appropriate remedy.
2. For purposes of this policy, an adverse employment action shall be defined as actions including: discharge, demotion, suspension, being threatened or harassed, or in any other manner discriminated against with respect to compensation, terms, conditions or privileges of employment. This policy does not prohibit an employment action that would have been taken regardless of a disclosure of information.

Process for Adjudication of Complaints Stemming from Disclosure

1. An employee or applicant must file a complaint with the President or his/her designee with ninety (90) days from the effective date of the adverse employment action or from the date on which the employee or applicant should reasonably have had knowledge of the adverse employment action.
2. Complaints shall be filed in writing and shall include:
 1. Name and address of the complainant;
 2. Name and title of the College's official(s) against whom the complaint is made;
 3. The specific type(s) of adverse employment action(s) taken;
 4. The specific date(s) on which the adverse employment action(s) were taken;
 5. A clear and concise statement of the facts that form the basis of the complaint;
 6. A clear and concise statement of the complainant's explanation of how his or her report of possible misconduct is related to the adverse employment actions; and
 7. A clear and concise statement of the remedy sought by the complainant.
3. Within sixty (60) calendar days of receipt of complaint, the President or his/her designee (or the Chair of the Board of Trustees of Gustavus Adolphus College in the case involving the President) shall consider the written complaint, shall conduct or have conducted an investigation which, in his or her judgment, is consistent with the circumstances of the complaint and disclosure, and shall report to the complainant the

conclusions of the investigation absent overriding legal or public interest reasons. The identity of the complainant and the subject of the complaint shall be kept confidential to the extent possible within the legitimate needs of law and the investigation.

4. The determination shall be in writing and shall include the findings of fact, the conclusions of the investigation, and if applicable, a specific and timely remedy consistent with the findings. The decision of the President or Chair of the Board of Trustees shall be final.

False Allegations of Wrongful Conduct

Any employee who knowingly makes false allegations of alleged wrongful conduct shall be subject to discipline, up to and including termination of employment, in accordance with College rules, policies and procedures.

Policy is Not a Contract

This policy is not a contract and it can be modified at any time, with or without notice. It does not provide greater or lesser rights than applicable law provides.

Board Approved: June 21, 2009

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Drug and Alcohol Policy

Gustavus Adolphus College is concerned for the well-being of all members of its academic community and for the quality of their relationships. One area of that concern involves the use of alcohol and other drugs.

The College does not condone the use of alcohol when prohibited by law. On the contrary, it seeks to foster an atmosphere in which abstinence from alcohol is accepted, respected, and supported. The College also expects individuals and groups to make responsible choices with regard to alcohol use. Careful consideration must be given if alcoholic beverages are to be available at College-sponsored off-campus activities or events where underage individuals are present. While the alcohol and drug policy makes provisions for the consumption of alcohol in conjunction with some special events, participants should be able to participate in all activities planned. Activities with alcohol may segregate those not of legal age from those who are, and this could be counter-productive to the development of community.

The College takes the position that chemical abuse is neither socially nor morally acceptable. It also recognizes the reality of chemical dependency and is aware of its presence in the academic community. We are obliged to help those who could be harmed or inconvenienced as a result of the irresponsible behavior of others. As a part of encouraging responsible lifestyles, Gustavus will strive to provide education about alcohol and other drug use, to encourage responsible choices, and to intervene in situations where it has knowledge of individual misuse and abuse of chemicals.

The College will encourage and provide reasonable help for members of the community who seek treatment for chemical dependency.

The College expresses the following objectives with regard to alcohol and other drugs:

1. To support and encourage those who choose to abstain from the use of alcohol and other drugs.
2. To undertake to educate members of the College community regarding the effects of use, misuse, and abuse of alcohol and other drugs.
3. To formulate and maintain guidelines for appropriate response to the misuse and abuse of alcohol and other drugs.
4. To expect individuals who use alcohol to act responsibly and respect the rights, needs, and lifestyles of other members of the community.
5. To sensitize Collegiate Fellows, Head Residents, Peer Assistants, faculty, staff, and students to the implications of chemical use, and especially to the needs of those who misuse or abuse alcohol.
6. To provide direct assistance and/or referral for those with substance-abuse problems.

Each member of the community is encouraged to support the objectives of this policy. The Dean of Students shall have the primary responsibility for monitoring it for the student body, with primary enforcement provided by Safety and Security and the Residential Life staff. The Dean of Students shall continue to study, develop, and evaluate the program of education for the campus community dealing with the implications of alcohol and drug use. This policy shall be subject to periodic review by the Board of Trustees working together with students, faculty, and administrators for this purpose. Refer also to the Residential Life Policy section on "Alcohol and Other Drugs" for further information on the application of this policy for residence hall living.

Statement of Rules

Any violation of the following rules shall be considered an offense subject to disciplinary action by appropriate authorities. The College reserves the right to request assistance from law enforcement officials where State or local laws are being violated.

1. Minnesota law and college policy prohibit the possession or consumption of alcoholic beverages by persons under the age of 21. Providing alcohol to a minor, or assisting a minor in any way in obtaining alcohol, is specifically included as inappropriate behavior and is also a violation of State law.
2. Possession, use, sale or solicitation of illegal substances is prohibited.
3. State and local laws prohibit the purchase and resale of alcoholic beverages without a license. College policy prohibits the sale of alcoholic beverages on campus.
4. Promotion on campus (including, but not limited to circulars, posters, campus publications) of consumption of large amounts of alcohol, or of events where drinking is the primary focus, is prohibited.
5. Consuming or possessing alcohol in an open container in any public campus location is not permitted. The Gustavus Alcohol and Drug Policy allows the serving of alcoholic beverages on campus only under the following conditions:

- a. Designated areas shall be determined and reviewed by the appropriate Vice President or Dean, subject to approval by the President.
- b. The sponsor(s) must sign a request form detailing their event and indicating that they have received the statement: "Responsibilities of a Sponsor of a Social Event at which Alcoholic Beverages are Served."
- c. The request for use of a designated area must be submitted to the appropriate Vice President or Dean at least seven (7) days prior to the event.
- d. The event must be confined to the designated area.
- e. The event must be confined to the times listed on the application, and the type and amount of alcoholic beverage limited to what is specified beforehand. Non-alcoholic beverages must be continuously available in a similar manner as the specified alcoholic beverage for underage guests and those wishing to abstain.
- f. Serving of alcoholic beverages must be in conjunction with a reasonable amount of food.
- g. Those sponsoring the event are responsible for insuring that only those of legal age consume alcohol, and that consumption takes place in the designated area only.
- h. The sponsors will be responsible for returning the area to its prior condition.

For application forms or more information about the designated area policy, contact the Dean of Students Office.

Alcohol Policy revised and approved by the Board of Trustees, June 28, 1985; revised July 2, 1986, and July 21, 1987, to comply with changes in State law; revised and approved by the Board of Trustees, June 27, 1994.

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Drug-Free Workplace Policy

In accordance with the "Drug-Free Workplace Act of 1988" (Public Law No. 100-690, 5151-5160), effective March 18, 1989, Gustavus Adolphus College is hereby notifying its employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited at Gustavus Adolphus College and in the course of any activities performed in conjunction with the employee's work-related responsibilities. Although the "Drug-Free Workplace Act" requires that only those employees "Directly engaged in the performance of work pursuant to the provisions of the federal grant or contract" abide by this policy, Gustavus Adolphus College has elected to include all employees under this policy.

(Controlled substances are defined in schedules I through V. of section 202 of the Controlled Substances Act (21 U.S.C. 812) and are further defined by the regulation at 21 DFR1300.11 through 1300.15). It is important to note that not only is the use of illegal drugs unlawful, but also the illegal dispensing of legal (prescription) drugs. Alcohol and tobacco are not included in this law.

As a condition of employment at Gustavus Adolphus College, all employees will abide by the terms of the College's "Drug-Free Workplace Policy" and will notify the College of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction. Employees found in violation of the prohibitions set forth in the policy will be subject to disciplinary actions which may include suspension or dismissal.

Employees who are convicted of a violation in the workplace or while engaged in work-related responsibilities may be required to participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency. Appropriate personnel action shall be taken against such convicted employee up to and including termination of employment within 30 days of receiving notice of conviction.

Employees are also urged to attend one of the drug-free awareness programs which will be available at different times throughout the year. Other parts of the drug-free program may include drug counseling and employee assistance programs.

Implemented: March 18, 1989. Reviewed by the Gustavus Adolphus College Board of Trustees: June 28, 1993.

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The Family Educational Rights and Privacy Act

Gustavus Adolphus College accords its students all rights under The Family Educational Rights and Privacy Act (FERPA) of 1974, and will annually notify students and their parents of their rights pursuant to FERPA through notifications in the College Catalog, Gustavus Guide, and Information Please. The College will not disclose information from students' education records without the written consent of students except to personnel within the institution, to officials of other institutions in which students seek to enroll, to persons or organizations providing students financial aid, to accrediting agencies carrying out their accreditation function, to persons in compliance with a judicial order, and to persons in an emergency in order to protect the health or safety of students or other persons.

At Gustavus only those persons acting in the students' educational interest are allowed access to student education records. These include personnel in the offices of the Dean of Students, Dean of the Faculty, Registrar, Admissions, Academic Advising, Student Financial Assistance, Career Services, and to faculty members within the limitations of their need to know.

At its discretion, the institution may provide directory information in accordance with the provisions of the Act to include: student name, address, telephone number, date and place of birth, major field of study, dates of attendance, degrees and awards received, the most recent previous educational institution attended, participation in officially recognized activities and sports, and weight and height of members of athletic teams.

Students may withhold directory information by filing the appropriate form with the Registrar within two weeks after the first day of classes for the fall semester. Request for nondisclosure will be honored by the institution for only one academic year; therefore, authorization to withhold directory information must be filed annually.

Students may inspect their education records, challenge any contents, have hearing if the outcome of the challenge is unsatisfactory, and submit explanatory statements for inclusion in their files if they feel the decisions of the hearing panel are unsatisfactory.

Student education records at Gustavus are maintained in the offices of the Dean of Students, Registrar, Student Financial Assistance, and Career Services.

Students wishing to examine their education records must make written requests to the appropriate office listing the item or items of interest. Only records covered by the Act will be made available, within thirty days of the requests. Students may have copies made of their records, except for an academic record for which a financial "hold" exists, or a transcript of an original or source document. Copies will be made at the student's expense at prevailing rates.

Education records do not include records of instructional, administrative, and educational personnel which are the sole possession of the maker and are not accessible or revealed to any individual except a temporary substitute, records of the security department, student health records, employment records, or alumni records. Health records, however, may be reviewed by physicians of the students' choosing.

Students may not inspect the following as outlined by the Act: financial information submitted by their parents; confidential letters and recommendations associated with admissions, employment, job placement, or honors to which they have waived their rights of inspection; or education records containing information about more than one student, in which case the College will permit access only to that part of the record which pertains to the inquiring student.

The College is not required to permit students to inspect and review confidential letters and recommendations placed in their files prior to January 1, 1975.

Students who believe that their education records contain information that is inaccurate or misleading may discuss the matter with the chief administrator of the office involved. If that person is in agreement with the students' requests, the appropriate records will be amended. If not, the students will be notified within a reasonable period of time that the records will not be amended and be informed of their rights to a formal hearing.

Requests for a formal hearing must be made in writing to the Dean of Students who, within a reasonable period, will inform students of the date, place, and the time of the hearing. Students may present evidence relevant to the issues raised and may be assisted or represented at the hearing by one or more persons of their choice, including attorneys, at the students' expense. The hearing panel will be comprised of the students' faculty adviser, a representative of the Dean of Students, and the Dean of the Faculty/Vice President of Academic Affairs.

Decisions of the hearing panel will be based solely on the evidence presented at the hearing, will consist of written statements summarizing the evidence and stating the reasons for the decisions, and will be delivered to all parties concerned. The education records will be corrected or amended in accordance with the decisions of the hearing panels, if the decisions are in favor of the students. If the decisions are unsatisfactory to the students, the students may place with the education records statements commenting on the information in the records, or statements setting forth any reasons for disagreeing with decisions of the hearing panels. The statements will be released whenever the records in question are disclosed.

Students who believe that the adjudications of their challenges were not in keeping with the provisions of the Act may request, in writing, assistance from the President of the College. Further, students who believe that their rights have been abridged, may file complaints with The Family Educational Rights Privacy Act Office (FERPA), Department of Health, Education, and Welfare, Washington, D.C. 20201, concerning the alleged failures of Gustavus to comply with the Act.

Approved by the Gustavus Adolphus College Board of Trustees: June 28, 1993.

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The Family and Medical Leave Act

Under the provisions of the Family and Medical Leave Act (FMLA) the College provides eligible employees with up to twelve weeks of unpaid leave in a twelve-month period for the purpose of birth, adoption, or foster care placement; medical care of a child, spouse, or parent, or when the employee has a serious health problem.

For purposes of calculating FMLA leave, the College uses a rolling twelve-month period looking backward. For example, if an employee used four weeks of FMLA leave beginning February 1, four weeks beginning June 1, and four weeks beginning December 1, the employee would not be entitled to any additional FMLA leave until the following February 1, at which time the employee would be entitled to four weeks of FMLA leave. On the subsequent June 1, the employee would be entitled to another four weeks of FMLA leave, and so on.

To be eligible for a FMLA leave, an employee must have been employed for a total of twelve months and must have worked at least 1250 hours during the twelve-month period preceding the commencement of the leave. Employees exempt from overtime requirements of the Fair Labor Standards Act are presumed to have worked the required hours unless the College clearly demonstrates that the employee did not work the required amount during the preceding twelve months.

The College will require a medical certification to support requests for a medical leave. For an employee's own medical leave, the certification must include a statement that the employee is unable to perform the functions of his or her position. In cases of illness, the employee may be required to report periodically on his or her leave status and intention to return to work, and may require periodic recertification of the medical condition. An employee taking leave due to the

employee's serious health condition is required to obtain certification that the employee is able to resume work prior to the return from the medical leave. For leave to care for the medical needs of a child, spouse, or parent, the certification must include an estimate of the amount of time the employee is needed to provide care.

If leave is requested on an intermittent basis, the College may require the employee to transfer temporarily to an alternative position which better accommodates recurring periods of absence or a part-time schedule, provided that the position has equivalent pay and benefits.

Employees who have vacation, sick leave, or paid parental leave available may be required to use their paid leave during a FMLA leave.

Any employee who is granted a FMLA leave is advised to provide for the retention of his or her group insurance coverage by arranging to pay the premium contributions during the period of unpaid absence. In the event that an employee elects not to return to work upon completion of an approved unpaid leave of absence, the College may recover from the employee the cost of any payments made to maintain the employee's coverage, unless the failure to return to work was for reasons beyond the employee's control. Vacation and sick leave accruals will be calculated as of the last paid work day prior to the start of the unpaid leave of absence.

A request for Family and Medical Leave of Absence should be originated and signed by the employee, submitted to the immediate supervisor, and forwarded through the appropriate Vice President or Dean to the Human Resources department. If possible, the form should be submitted thirty days in advance of the effective date of the leave. All agreements on the leave, including extensions, should be in writing. Upon return to work at the end of the leave, the employee will be reinstated to the same or a comparable position without loss of status, pay, or accrued benefits.

Approved by the Gustavus Adolphus College Board of Trustees: October 17, 1994.

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Identity Theft Prevention Program

Program Adoption

Gustavus Adolphus College (the "College") developed this Identity Theft Prevention Program (the "Program") pursuant to the Federal Trade Commission's Red Flags Rule (the "Rule"), which implements Section 114 of the Fair and Accurate Credit Transactions Act of 2003. This program was developed with oversight and approval of the Finance Committee of the Board of Trustees. In addition, the Board of Trustees determined that the Program was appropriate for the College, and approved this Program on April 24, 2009.

Purpose

The purpose of this policy is to establish a Program designed to detect, prevent and mitigate identity theft in connection with the opening of a covered account (defined below) or an existing covered account and to provide for continued administration of the Program. The Program shall include reasonable policies and procedures to:

1. Identify relevant red flags (defined below) for covered accounts it offers or maintains and incorporate those red flags into the program;
2. Detect red flags that have been incorporated into the Program;
3. Respond appropriately to any red flags that are detected to prevent and mitigate identity theft; and
4. Ensure the Program is updated periodically to reflect changes in risks to students and to the safety and soundness of the creditor from identity theft.

The Program shall, as appropriate, incorporate existing policies and procedures that control reasonably foreseeable risks.

Definitions

Identity theft means fraud committed or attempted using the identifying information of another person without authority.

A **covered account** means:

1. An account that a creditor offers or maintains, primarily used for personal, family, or household purposes that involves or is designed to permit multiple payments or transactions.
2. A **red flag** means a pattern, practice or specific activity that indicates the possible existence of identity theft.

Covered Accounts

A covered account includes all student accounts or loans that are administered by the College or administered by a service provider.

Identification of Relevant Red Flags

The Program considers the following risk factors in identifying relevant red flags for covered accounts:

1. The types of covered accounts as noted above;
2. The methods provided to open covered accounts—acceptance to the College and enrollment in classes require some or all of the following information:
 - a. Common application with personally identifying information
 - b. High School Transcript
 - c. Official ACT or SAT scores (required or optional)
 - d. Two letters of recommendation
 - e. Medical and insurance information

3. The methods provided to access covered accounts:
 - a. Disbursement obtained in person requires picture identification
 - b. Disbursement obtained by mail can only be mailed to an address on file
4. The College's previous history of identity theft.

The Program identifies the following red flags:

1. Documents provided for identification appear to have been altered or forged;
2. The photograph or physical description on the identification is not consistent with the appearance of the student presenting the identification;
3. A request made from a non-College issued E-mail account;
4. A request to mail something to an address not listed on file; and
5. Notice from customers, victims of identity theft, law enforcement authorities, or other persons regarding possible identity theft in connection with covered accounts.

Detecting Red Flags

In order to detect red flags in connection with the opening of covered accounts and existing covered accounts, it is the policy of the College to:

1. Obtain identifying information about, and verify the identity of, a person opening a covered account, and
2. Authenticate covered account holders, monitor transactions, and verify the validity of change of address requests, in the case of existing covered accounts.

Responding to Detected Red Flags

The Program shall provide for appropriate responses to detected red flags to prevent and mitigate identity theft. The appropriate responses to the relevant red flags may include the following:

1. Deny access to the covered account until other information is available to eliminate the red flag;
2. Contact the student;
3. Change any passwords, security codes or other security devices that permit access to covered accounts;
4. Notify law enforcement; or
5. Determine no response is warranted under the particular circumstances.

Oversight of the Program

Responsibility for developing, implementing and updating this Program lies with the Vice President for Finance and Treasurer (the "Program Administrator"). The Program Administrator will be responsible for Program administration, for ensuring appropriate program-related training of College staff, and for reviewing any reports regarding the detection of Red Flags and the steps for preventing and mitigating Identity Theft, determining which steps of prevention and mitigation should be taken in particular circumstances and considering periodic changes to the Program.

Updating the Program

This Program will be periodically reviewed and updated to reflect changes in risks to students and the security of the College from identity theft. At least once per year in April, the Program Administrator will consider the College's experiences with identity theft, changes in identity theft methods, changes in identity theft detection and prevention methods, changes in types of accounts the College maintains and changes in the College's business arrangements with other entities. After considering these factors, the Program Administrator will determine whether changes to the Program, including the listing of Red flags, are warranted. If warranted, the Program Administrator will update the Program.

Staff Training

College staff responsible for implementing the Program shall be trained by the Program Administrator in the detection of Red Flags, and the responsible steps to be taken when a Red Flag is detected.

Oversight of Service Provider Arrangements

The College shall take steps to ensure that the activity of service providers is conducted in accordance with reasonable policies and procedures designed to detect, prevent and mitigate the risk of identity theft whenever the College engages a service provider to perform an activity in connection with one or more covered accounts.

Currently, the College uses Tuition Management Systems (a member of KeyBank National Association) to administer a tuition payment plan, and University Accounting Service LLC to administer the Perkins Loan program.

Board Approved: April 24, 2009

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Nondiscrimination Policy

Within the limits of its facilities, the College shall be open to all applicants who are qualified according to its admission requirements.

1. The College shall make clear to all applicants the characteristics and expectations of students that it considers relevant to its program.
2. Under no circumstances may an applicant be denied admission or financial aid because of race, color, creed, religion, age, sex, sexual orientation, national origin, marital status, disability, veteran status, status with regard to public assistance or other categories protected by federal, state or local anti-discrimination laws.
3. Financial aid administered by the College shall be disbursed on the basis of financial need and academic promise and/or academic ability.

Board Approved: June 21, 2009

Parental Leave

Gustavus Adolphus College is committed to supporting faculty and staff in managing their professional and parental responsibilities. A primary goal of the parental leave policy is to allow both the faculty or staff member and the College the opportunity to maintain the integrity of the classroom and supporting services while avoiding an undue burden on either the individual or the department. All provisions and applications of this policy are meant to be consistent with federal and state law and the Family and Medical Leave Act (FMLA).

Eligibility

New parents who are full-time faculty and staff, part-time faculty employed for at least a year, or part-time employees who have worked an average of 20 hours or more per week during the 12 months preceding the commencement of a parental leave, are eligible for six weeks of paid parental leave for maternity, paternity, or adoption if the leave occurs during the employee's work year. If a female faculty or staff member needs a leave longer than six weeks due to medical complications of pregnancy and/or childbirth, she has the right to additional paid leave on the same basis as others with temporary health-related disabilities.

Terms and Conditions

Under the provisions of the Family and Medical Leave Act (FMLA), the College provides eligible employees with up to twelve weeks of unpaid leave in a twelve-month period for the purpose of birth, adoption, or foster care placement; medical care of a child, spouse, or parent, or when the employee has a serious health problem. Parental Leave will run concurrently with leaves available under the FMLA and Minnesota Parental Leave Law. An employee who has used FMLA leave for purposes other than birth or adoption may be eligible for up to six weeks of unpaid leave.

Parental leave shall count as time in service toward salary determination and eligibility for sabbatical leave. Parental leaves shall also be counted as part of the probationary period prior to a tenure decision unless the individual and the Academic Dean agree in writing to an exception to this rule at the time the leave is granted.

The College's contribution for health, disability and life insurance premiums shall be paid in full during paid parental leaves. Retirement benefits will be proportionate to salary or wages earned.

Application Process

A request for Parental Leave of Absence should be originated and signed by the employee as soon as the need for a leave is identified, submitted to the immediate supervisor, and forwarded through the appropriate Vice President or Dean to the Human Resources Department. All agreements on the leave, including extensions, should be in writing. Upon return to work at the end of the leave, the employee will be reinstated to the same or a comparable position without loss of status, pay, or accrued benefits.

Originally approved by the Gustavus Adolphus College Board of Trustees: October 17, 1994, clarified and reinterpreted in 2006 by the Department of Human Resources.

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Retaliation Policy

Gustavus Adolphus College expressly prohibits retaliation against any individuals who make complaints (e.g. discrimination) against the College, their witnesses, supporters, and any advisors regardless of the outcome of the complaint. If a member of the campus community believes that he or she is experiencing retaliation, the individual may pursue a grievance through the Office of the Ombudsperson, Human Resources, Dean of Students, Academic Dean, or other appropriate senior supervisor, as appropriate.

Approved by the Administrative Council July 15, 1999

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Record Retention and Destruction Policy

Gustavus Adolphus College ("the College") takes seriously its obligations to preserve information relating to litigation, audits, and investigations. The information listed in the retention schedule below is intended as a guideline and may not contain all the records the College may be required to keep in the future. Questions regarding the retention of documents not listed in this chart should be directed to the President. From time to time, the President may issue a notice, known as a "legal hold," suspending the destruction of records due to pending, threatened, or otherwise reasonably foreseeable litigation, audits, government investigations, or similar proceedings. No records specified in any legal hold may be destroyed, even if the scheduled destruction date has passed, until the legal hold is withdrawn in writing by the President.

File Category	Item	Retention Period
Corporate Records	By-laws and Articles of Incorporation	Permanent
	Corporate resolutions	Permanent
	Board and committee meeting agendas and minutes	Permanent
	All-College Policies	Permanent
	Conflict-of-interest disclosure forms	4 years
Finance and Administration	Financial statements (audited)	Permanent
	Auditor management letters	7 years
	Payroll records	7 years
	Check register and checks	7 years
	Bank deposits and statements	7 years
	Chart of accounts	7 years

File Category	Item	Retention Period
	General ledgers and journals (includes bank reconciliations)	7 years
	Investment performance reports	7 years
	Equipment files and maintenance records	7 years after disposition
	Contracts and agreements	7 years after all obligations end
Insurance Records	Correspondence — general	3 years
	Policies — occurrence type	Permanent
	Policies — claims-made type	Permanent
	Accident reports	7 years
	Safety (OSHA) reports	7 years
	Claims (after settlement)	7 years
	Group disability records	7 years after end of benefits
Real Estate	Deeds	Permanent
	Leases (expired)	7 years after all obligations end
	Mortgages, security agreements	7 years after all obligations end
Tax	IRS exemption determination and related correspondence	Permanent
	IRS Form 990s	Permanent
	Charitable Organizations Registration Statements (filed with Minnesota Attorney General)	Permanent
		Permanent
Human Resources	Employee personnel files	Permanent
	Retirement plan benefits (plan descriptions, plan documents)	Permanent
	Employee handbooks and faculty manuals	Permanent
	Workers compensation claims (after settlement)	7 years
	Employee orientation and training materials	7 years after use ends
	Employment applications	3 years
	IRS Form I-9 (store separate from personnel file)	Greater of 1 year after end of service, or three years
		7 years
Technology	Timecards, including electronic time reports	3 years
	Software licenses and support agreements	7 years after all obligations end

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an "archive" computer file folder. Backup and recovery methods will be tested on a regular basis.

Emergency Planning

The College's records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping the College operating in an emergency will be duplicated or backed up.

Document Destruction

The President is responsible for the forgoing process of identifying College records, that have met the required retention period, and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

Compliance

Failure on the part of employees to follow this policy can result in civil and criminal sanctions against the College and its employees and disciplinary action against responsible individuals. The Vice President for Finance and the Audit Committee will periodically review these procedures with legal counsel or the College's certified public accountant to ensure that they are in compliance with new or revised regulations.

Board Approved: June 21, 2009

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Sexual Assault Policy

Gustavus Adolphus College considers any form of sexual assault to be a very serious offense which will not be tolerated in its community. The College will assist any student, faculty member, or staff member who is a victim of sexual assault and will discipline any person who violates its policy against sexual assault.

What Is Sexual Assault?

Sexual assault is any physical contact of a sexual nature which occurs by force or coercion or which is directed at a person who is physically helpless or mentally impaired or incapacitated. Mental incapacitation includes intoxication. Sexual assault is not limited to sexual intercourse.

The College also has a Sexual Harassment Policy. Not all sexual harassment is sexual assault. All members of the Gustavus community should read and be familiar with the College's sexual harassment policy and procedures, as well as the policy against sexual assault. If you are not sure whether you have been sexually harassed or sexually assaulted or both, speak with one of the College staff members listed below or a Harassment Grievance Officer.

What To Do If You Believe You Have Been Sexually Assaulted?

Getting Immediate Help

Addressing immediate physical and emotional trauma is of paramount importance. Get to a safe place and call for help. Call 911, a friend, or one of the College's staff members listed below:

Henry Toutain, Dean of Students
Campus Center; 202 C
Phone: 933-7526 / 934-6942

Patti Kelly, Assistant Dean of Students
Campus Center; 202 B
Phone: 933-7582 / 931-6031

Stephen Bennett, Director of the Counseling Center
Student Union No. 206
Phone: 933-7539 / 934-6796

Jacqueline Alvarez, Director of the Counseling Center
Student Union No. 207
Phone: 933-7027 / 931-6335

Charlie Strey, Director of Residential Life
Campus Center - 105-F
Phone: 933-7529 / 934-6364

All of these individuals can help you get medical aid and provide other necessary support.

Reporting The Assault

A victim of sexual assault may file a complaint with the College by reporting the assault to the Dean of Students, the Dean of the Faculty/Vice President for Academic Affairs, or the Vice President for Administration. Pursuant to the College's sexual harassment policy, the complaint may also be reported to and investigated by the Harassment Grievance Officer, if appropriate. A victim may also file a criminal charge with the St. Peter Police Department. The College, through its designated personnel, will help you in reporting an assault to the police and/or in filing a criminal charge if you choose to do so. Designated staff members will also accompany victims to the police station if they wish, and explain how to use the College's internal complaint processes.

Your Rights As A Sexual Assault Victim

As stated above, you have the right to file criminal charges with the local law enforcement authorities and, upon request, are entitled to assistance from the College in notifying local law enforcement authorities.

You have the right to obtain assistance from the Crime Victims Reparations Board and the Office of Crime Victims Ombudsman:

Crime Victims Reparations Board and Crime Victims Ombudsman
1821 University Avenue North
N-465 Griggs-Midway Building
Saint Paul, Minnesota 55104 1-800-247-0390

You have the right to file a complaint with the College and have your sexual assault complaint investigated by the College and the right to participate in any disciplinary proceedings regarding the sexual assault complaint. If you wish, you may have a support person (or an attorney if you are represented by one) present with you at such proceedings.

The College will notify you as to the outcome of any disciplinary proceeding regarding your complaint subject to the limitations of state and federal laws relating to data privacy practices.

The College will also promptly assist you, at the direction of law enforcement authorities, in obtaining, securing and maintaining evidence in connection with the sexual assault incident. The

College will also assist you in preserving any materials relevant to a campus disciplinary proceeding.

The College will, in cooperation with law enforcement authorities, shield you from unwanted contact with the alleged assailant, including the transfer of the victim to alternative classes or alternative college-owned housing, if these options are available and feasible.

Confidentiality

The College will respect the confidentiality of the sexual assault victim and the alleged offender(s) as much as possible, consistent with the College's legal obligations.

On-Going Support

Because of the traumatic nature of sexual assault, victims are strongly encouraged to seek professional help. Confidential counseling services are available at the Counseling Center in Johnson Student Union, and are free to students.

If you would like to receive more information about your options for pressing charges, for merely reporting an incident, for filing internal complaints, or for counseling, please contact the College staff members whose names and phone numbers are listed above.

There are also support resources outside the College community. The College Counseling Center maintains a list of local therapists, including licensed psychologists, social workers and

psychiatrists in private practice. While the cost of counseling outside the College is not covered for students by the college, many students have insurance benefits through their parents that will cover all or part of the cost of such counseling. In some cases, counseling and/or medical costs may be covered by the Minnesota Crime Victims Reparations Board.

Approved by the Gustavus Adolphus College Board of Trustees: October 26, 1992. Revised March 25, 1998

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Policy Against Harassment

Gustavus Adolphus College aspires to be a community of persons from diverse backgrounds who respect and affirm the dignity of all people. As such, and consistent with our core values and civic responsibilities, respect for each individual is central to how we conduct our work and build relationships within our community. Therefore, harassment, discrimination, and behavior that fail to respect the dignity of another are not compatible with this shared vision of our identity and mission as a liberal arts, residential, Lutheran college.

The policy of Gustavus Adolphus College is that every employee has the right to work and every student has the right to study in an environment free from harassment. Harassment based on gender, race, religion, sexual orientation (in accordance with provision of the Minnesota Human Rights Act), natural origin, disability, age or any other protected class status, may violate state and federal law; it also subverts the educational mission and undermines the sense of community of Gustavus Adolphus College. The College will not tolerate harassment of any member of the College community. Any person who violates this policy will be subject to disciplinary action, up to and including termination/dismissal.

Harassment consists of unwelcome or offensive conduct, whether verbal, physical, or visual, that is based on a protected group status. The College will not tolerate harassing conduct that:

- A. Affects tangible job or academic benefits;
- B. Interferes unreasonably with an employee's work performance or a student's academic progress or success;
- C. Creates an intimidating, hostile, or offensive environment.

Such harassment may include, for example:

- A. Epithets, slurs or negative stereotypes;
- B. Intimidating or hostile acts based upon protected classification;
- C. Written or graphic material that denigrates or shows hostility or aversion to persons of a protected classification and that is posted or circulated on College property.

Any behavior of a sexual nature that is unwelcome, offensive, or fails to respect the rights and dignity of others may constitute sexual harassment. Unwelcome sexual advances, requests for

sexual favors, and other physical, verbal, or visual conduct based on sex constitute sexual harassment when:

- A. Submission to the conduct is an explicit (clear) or implicit(implied) term or condition of employment or academic progress;
- B. Submission to or rejection of the conduct is used as the basis for an employment or academic decision and the conduct has the purpose or effect of unreasonably interfering with an individual's work performance or academic progress or creates an intimidating, hostile, or offensive working or academic environment.

Sexual harassment is conduct based on sex, whether directed towards a person of the opposite or same sex. The following are examples of sexual harassment. Please note that these are not the only examples.

- A. Use of demeaning terms that draw attention to an individual's sex or sexuality;
- B. Use of words of a sexual nature describing body parts or sexual acts, telling suggestive jokes or stories, and conversations about sexual exploits or sexual desires;
- C. Repeated unwelcome invitations to social engagements or work-or school-related activities;
- D. Any indication that an employee's job security, job assignment, conditions of employment, or opportunities for advancement or a student's academic progress or success depend on the granting of sexual favors to any other employee, supervisor, or faculty member;
- E. Offensive physical conduct or physical closeness;
- F. Displaying sexually suggestive objects, pictures, cartoons, or representations of any action or subject which is sexual in nature and which can be perceived as offensive.

In light of the power differential inherent in the relationship between faculty and students and between a supervisor and subordinate and the potential for either intentional or unintentional misuse of that professional power differential, the College strongly discourages romantic and/or sexual relationships between faculty and students, between staff and students, or between supervisors and subordinates. It should be noted that in such cases "consent" may not constitute a defense.

Any member of the College community who believes that she or he has experienced or witnessed harassment or who has been accused of harassment is encouraged to contact a Harassment Advisor. To locate the names of Harassment Advisors interested parties may contact the Human Resources Department, the Office of the Provost, or the Office of the Dean of Students. Such Harassment Advisors are persons designated by the College who are trained to provide advice and personal support to any person who believes she or he may have either experienced or witnessed harassment or been accused of harassment. In all circumstances, the Advisor will explain the procedure for filing a complaint of harassment with a Harassment Grievance Officer. A Harassment Grievance Officer is designated by the College to conduct a fair and impartial investigation of the reported situation or incident and to either mediate an informal resolution satisfactory to all parties, or to present a recommendation for action to an appropriate College officer. A person who believes that she or he has experienced harassment

may, at his or her choice, take the concern directly to a Harassment Grievance Officer. Harassment Grievance Officers can be located by contacting the Human Resources Department, the Office of the Provost, or the Office of the Dean of Students.

In certain circumstances the Harassment Advisor may seek to facilitate an informal resolution between the parties involved without moving the process to a Harassment Grievance Officer. This will only be done, however, if both parties to the complaint find this resolution acceptable. If an informal resolution is reached, the Harassment Advisor will file a summary report with the Harassment Grievance Officer to be kept on file. If this informal resolution cannot be reached, either the complainant or the Harassment Advisor will refer the case to the Harassment Grievance Officer.

If the Harassment Advisor has reason to believe that the complaining party may have been sexually assaulted, the complainant will be directed to the separate Gustavus Adolphus College Policy on Sexual Assault.

The person making the complaint will meet the Harassment Grievance Officer to provide a detailed description of the alleged harassment. The complainant may wish to be accompanied by a Harassment Advisor or another support person during these preliminary discussions with the Harassment Grievance Officer.

An individual who talks with a Harassment Grievance Officer, a Harassment Advisor, or any other agent of the College about harassment which he or she may have experienced or witnessed, must understand that under some circumstances the individual receiving the report may be required by state and federal law as well as by College policy, to pursue a complaint by the process described in this policy even if the person making the allegation does not wish to do so.

Upon receipt of a complaint, the Harassment Grievance Officer will provide the accused with written notification detailing the specific charges. The writing need not be created by the complaining party but may be created by the Harassment Grievance Officer after ascertaining the nature of the complaint. The accused has the right to respond in writing. The ability of the accused to respond in writing, however, does not relieve the accused of the responsibility to meet with the Harassment Grievance Officer and to provide oral information.

- A. A function of the Harassment Grievance Officer is to receive and investigate harassment complaints.
- B. The investigation may be terminated whenever a resolution is found that is acceptable both to the person bringing the complaint and to the person against whom the allegations were made.
- C. Upon concluding the investigation, the Harassment Grievance Officer will keep on file a written report of the incident, including the written statement of charges (see above), the written response of the accused, if any, and a summary of the investigation and the Harassment Grievance Officer's conclusions.
- D. The Harassment Grievance Officer will forward a report of the investigation and a recommendation for action to the appropriate College officer (usually the Provost or a

Vice President) for implementation. The report of the Harassment Grievance Officer will include the written response (if any) of the accused to the written statement of charges.

The College officer receiving the Harassment Grievance Officer's report (usually the Provost, the Dean of Students, or the supervising Vice President in the case of complaints involving administration and staff) will determine what disciplinary action, if any, is warranted.

- A. If the Provost concludes that a minor or major sanction is warranted against a member of the faculty, appropriate sections of the /Faculty Manual/ will apply.
- B. If the Dean of Students concludes that disciplinary action is warranted against a student, appeal will be available to the College Appeals Board. In the case of expulsion, a final appeal is available to the President.
- C. If a supervising Vice President concludes that disciplinary action is warranted against a member of the staff or administration or any other person who is neither a student nor a faculty member, a recommendation will be made to the President.

If no action is warranted, the College officer will write a summary report for the Harassment Grievance Officer.

Every effort will be made to deal with harassment complaints in a sensitive, discreet and timely manner that respects the rights of both the complainant and the accused and that observes the legal and moral obligations of the institution.

At any time during the mediation or investigation of a harassment complaint, a complainant may request that the College provide relief from intimidating work, classroom, or living situations which relate specifically to the alleged harassment. The College reserves the right to determine what kind of relief is reasonable.

No person who makes a complaint or cooperates in the investigation shall be subject to any form of retaliation. It is a separate violation of this policy to retaliate against a person who files a complaint or cooperates in an investigation. Any person engaging in such reprisals will be subject to severe sanctions. Cooperating with an investigation, however, will not prevent discipline as appropriate for an individual who is found to have violated this policy.

(Revised June 2008)

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Smoking Policy

All indoor areas on the Gustavus Adolphus College campus are designated as tobacco and smoke free.

Approved by the Administrative Council of Gustavus Adolphus College: September 14, 1993.
Reviewed by the Gustavus Adolphus College Board of Trustees: June 27, 1994.

Technology Acceptable Use Policy

Approved by the Administrative Council of Gustavus Adolphus College: April 15, 2003.

Policy Statement

Technology resources provided by Gustavus Adolphus College are privileges made available to students, faculty, staff and approved guests of the College to facilitate and enhance their work, teaching, learning, and scholarly research. These resources include college-owned hardware, software, accompanying network resources, and technology support personnel. All constituents are expected to exercise responsibility, use technology resources ethically, respect the rights and privacy of others, and operate within the bounds of state and federal law, as well as the educational mission of the College.

Intended Use of Technology

The intended use of the College's technology resources is to support teaching, learning, research and campus services. Use of technology must be consistent with this purpose. Activities that are not in keeping with the intended use will not be tolerated, and may result in revocation of privileges. Such activities may include, but are not limited to

- Activities that violate federal and state statutes or copyright laws
- Activities that interfere with or deny access to other users
- Activities that jeopardize the security or integrity of the system
- Activities that are harassing, fraudulent, or threatening
- Activities that significantly diminish or impede the educational use of these resources or flow of network traffic to other users, such as email spamming, file sharing or game playing
- Activities that alter the configuration of college owned equipment in campus labs and other public areas, including the installation of software
- Activities that are commercial in nature
- Activities that create a hostile or offensive work environment

Copyright

Copyright is a form of protection provided by the laws of the United States (title 17, U.S. Code) to the authors of original works of authorship including literary, dramatic, musical, artistic, and certain other intellectual works. This protection is available to both published and unpublished works. You should assume materials you find on the Internet are copyrighted unless a disclaimer or waiver is expressly stated. Some examples of copyright violations would include:

- displaying pictures or graphics you have not created yourself
- offering sound recordings you have not produced yourself
- using programs to distribute copyrighted files
- placing any materials owned by others on your web page (or any other medium) without the expressed permission of the original owner

Fair Use

Educational institutions enjoy special exemptions from copyright protection called Fair Use, whereby reasonable portions of copyrighted material may be distributed by instructors to students in a class. For further information see the Library of Congress's Copyright Office Circular 21: Reproduction of Copyrighted Works by Educators and Librarians at: <http://www.copyright.gov/circs/circ21.pdf>

Violations

The College strives to direct its efforts to the enhancement of technology resources and not the policing of the use of those resources. Engaging in any activity that violates the intended use of campus technology will result in the disabling of the offender's technology privileges, and will be referred to the appropriate college judicial organization for review and any disciplinary recourse. Violations of state or federal law may be reported to the appropriate authorities.

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Travel Policy

Approved by the President's Council of Gustavus Adolphus College: 10/14/2008

Travel at College expense is allowed for persons who travel on College business as approved by the department chairperson, supervisor or budget officer. Anticipated expenses should be discussed with the chairperson, supervisor or budget officer prior to making arrangements. Expenses incurred outside the parameters of this policy may not be reimbursed.

This travel policy complies with Internal Revenue regulations and requirements of governmental funding agencies. Your help in assisting the College stay in compliance with these agencies, as well as reasonable expectations of our donors, is greatly appreciated.

Airline Travel Policy

1. Use your Gustavus purchase card to charge your flight. If you purchase your ticket on the internet, please make sure to print a copy of the confirmation to attach to your Wells Fargo statement.
2. Research different options to obtain a reasonably low-priced ticket.
3. If you commit to a ticket for which the price seems unusually high, you will be contacted by the Finance Office to discuss the circumstances of this request.
4. If you purchase tickets using a travel or airline agent, additional surcharges apply.
5. When a non-employee accompanies a College traveler, the airfare for the non-employee should not be charged to the College.
6. Employees are strongly encouraged to use travel agents when purchasing tickets for a group. They can provide valuable assistance with securing refunds, changing names on tickets and assisting with emergencies.

Transportation by Private Plane

Commercial aircraft carriers are to be used whenever possible. Transportation by private plane is not authorized. Either the College's President or Vice President for Finance and Treasurer must give permission to charter an air flight. In the rare event that a chartered flight is authorized, the following measures and steps should be taken, in consultation with the Finance Office:

1. Only FAA Regulation Part 135 should be used
2. All chartered flights are with recognized, experienced fixed-base operators
3. All chartered flights are on multiple engine jet aircraft
4. The Finance Office will submit the certificate of insurance (from the charter carrier's insurance company) to EIIA for review. Gustavus will be listed as "an additional insured" on the certificate of insurance
5. The seating capacity on the aircraft is within the College's non-owned aircraft liability insurance requirement
6. The charter company will provide the College with a hold harmless and indemnification agreement.

Allowable Travel Expenses

Reasonable expenses incurred by the employee will be reimbursed and may include:

1. **Accommodations:** It is expected that whenever possible, employees will use moderately priced facilities. A detailed listing of these charges must be attached to your Wells Fargo statement. If the listing includes charges other than room and taxes, additional documentation must be attached. Reimbursement will not be given for the purchase of in-room movies or mini-bar purchases. If it is necessary to cancel a reservation, inform the hotel or travel agency immediately. Charges for unused reservations are the employee's responsibility. Advise the hotel about early departures to avoid penalties.
2. **Ground Transportation:** Taxis, shuttles and public transportation are allowed between terminals, hotels, places of business, etc., whenever necessary.
3. **Registration Fees:** Registration fees should be processed before the conference begins. If registration is completed using the internet, a copy of the registration should be printed and attached to your Wells Fargo statement.
4. **Rental Vehicles:** Use of rental vehicles is restricted to situations where commercial transportation is not available or impractical, or when a rental car is more effective. The original receipt must be attached to your Wells Fargo statement. When an employee is on College-sanctioned business in the U.S., the driver should "decline" the optional insurance coverage. However, when a vehicle is rented in connection with international travel, the optional travel insurance should be purchased. Collision damage waiver and liability insurance supplement are provided through the College's auto physical damage and auto liability insurance policies.
5. **Use of College Vehicle:** College vehicles are available for approved travel by contacting the switchboard. If you are reserving a van, additional guidelines apply. Please contact Safety and Security for specific procedures.
6. **Use of Private Vehicle for Transportation:** Mileage will be reimbursed based on miles used for business use, not personal travel using the current standard IRS rate. Expenses for gasoline, repairs, etc. are included in the mileage allowance. Commuting to and from work is not reimbursable mileage. Under the provisions of Minnesota no-fault insurance

laws, the owner of a vehicle and the owner's insurance company are primarily responsible in the event of an accident.

7. **Meals:** The College will reimburse for meals, when appropriate. All charges made on your credit card should include a detail of the purchase. In addition to itemized receipts, the business purpose of the entertainment and names of the individuals being entertained must be provided. Good stewardship is expected. Generally, the College considers the maximum meal and incidental allowances established by the IRS to be reasonable. At certain destinations, the College realizes the IRS rate is unreasonable. For additional guidance and clarification on daily thresholds for meals and incidentals at specific locations, please consult the IRS website at www.irs.gov, Publication Number 1542. If you exceed the IRS daily maximum for meals and incidentals, an explanation should be attached to your expense report. When meals are included in the cost of the conference, meals taken elsewhere are not considered valid travel expenses.
8. **Tips:** Tips should not exceed 15% of the cost of service, unless automatically charged.
9. **Laundry and Dry Cleaning:** Laundry and dry cleaning is only allowed on extended trips when it is not practical to bring enough clothing for the whole trip.
10. **Telephone:** Telephone calls for business purposes are allowed. Personal phone calls are only allowed on extended trips, but only at the rate of one personal call per three days of travel.

Unallowable Travel Expenses

Unallowable expenses may include:

1. When a non-employee accompanies the traveler and is not traveling on College business, expenses should not be charged to the College. In the case of airfare, payment arrangements should be made directly by the employee.
2. Personal charges such as valet service, entertainment not considered College-related, trip insurance, in-room movies, gifts, souvenirs and personal purchases.
3. Airline club memberships.
4. Auto club memberships.
5. Theft or loss of personal belongings or money.
6. Gifts to individuals in lieu of payments for lodging unless prior approval by a vice president has been obtained.
7. Non-business meals and/or transportation.
8. Undocumented expenses.

General

1. Your Gustavus purchase card should be used for all your travel-related expenses, if possible. To obtain a card, contact the Finance office.
2. All expenses must be summarized in an orderly fashion. Please note any expenses not supported by a receipt.
3. All expenses must be supported by an original receipt. Per federal regulations, we are required to maintain records for a period of seven years so if you need a copy of a receipt, we can provide it for you.

Weapons

The personal possession of firearms in all campus buildings and on all campus property is strictly prohibited. This prohibition applies to all students, employees, independent contractors, and visitors, including those who have a valid permit to carry a concealed weapon. Individuals who possess a valid permit to carry a firearm may however, keep it locked in the trunk or glove compartment their vehicle in a campus parking lot. This prohibition does not apply to authorized security or law enforcement personnel. Individuals wishing to store firearms and ammunition at Gustavus can do so by bringing them to the Office of Safety and Security, Room 35A, Norelius Hall basement.

Except under circumstances noted above, students and employees are prohibited from using, storing or possessing weapons, fireworks or explosives on property owned or controlled by the College and/or in the course of any College program or employment. Weapons may include, but are not limited to: firearms, pellet guns, air rifles or BB guns, paintball guns, bows and arrows, sling shots, water balloon launchers, martial arts equipment, swords, switchblade and large knives, and clubs.

If you are aware that an individual possesses a firearm, or other weapon or explosives in violation of this policy, please contact Safety and Security (933-8888) immediately.

Approved by the Gustavus Adolphus College Board of Trustees.

Last modified: June 25, 2009

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