

## RPC 0708-03

**Proposal:** RPC moves that the faculty ratify the modifications of the language in the *Faculty Manual* shown on the following pages.

**Rationale:** These changes update the *Faculty Manual* to reflect recent revisions to the faculty committee structure (in particular, those proposed in RPC 0708-02).

# Section 1 – The Faculty Manual

## I Purpose and Distribution

The *Faculty Manual* sets forth the rights of faculty members, and various obligations of faculty members to the college, and of the college to faculty members, through policies adopted by the Board of Regents pursuant to its responsibility under section 3.02 of the college bylaws. Consistent with the college's commitment to shared governance, these policies generally reflect substantial faculty input, and the implementation of most of the policies contained herein depends upon faculty participation. The Dean of the College shall distribute the *Faculty Manual* in print or electronic form to the faculty.

The *Faculty Manual* is recognized as a contract between each faculty member and the college. The terms of the contract are as set forth herein, and can be changed as provided in sections 1.II and 1.III of the *Faculty Manual*.

The *Faculty Manual* is a “unilateral contract.” A unilateral contract is one that is not negotiated between two parties, but instead is offered by one party without receiving in return any promise of performance from the other. With a unilateral contract, the offering party must perform according to the offer for as long as the offer remains standing.

The policies and procedures in this *Faculty Manual* are designed to provide for respectful treatment of faculty, protection of academic freedom and the effective and efficient operation of the college as an institution. Dates and other time frames related to Creation and Discontinuance of a Department (3.VII.1 & 2), Reappointments and Renewals (4.VIII.B), Tenure (4.IX), Dismissal Procedures (4.XVIII.G.1 & 3), and Termination Procedures (4.XX.B.1 & 4) should be considered firm deadlines. Other dates and time frames provided in this *Faculty Manual* are intended to be followed; however, they should not be considered firm deadlines. Deviation from them may be necessitated from time to time, and the college's failure to act prior to a stated deadline shall not bind the college in any way. Additionally, throughout this *Manual* there are various responsibilities and deadlines imposed upon faculty. The failure by any faculty member or faculty committee to act in accordance with the *Manual's* policies and procedures, or to act within a stated deadline, shall not bind the college in any way.

Should institutional sanction or dismissal proceedings be initiated against a faculty member, either for failing to comply with one or more provisions of the *Faculty Manual*, or for any other reason, the procedures identified in Sections 4.XVIII – 4.XXIII of the *Faculty Manual* shall be followed.

The Board of Regents, as the highest governing body of the college, may change the *Faculty Manual* by following the procedures contained herein.

Modifications to the *Faculty Manual* may be initiated during the academic year only. The following procedures will be used.

## II Changes Initiated by the Faculty

Any faculty member may suggest to the ~~Faculty Governance Committee (FGC)~~ that a modification be made in the *Faculty Manual*, or ~~the FGC~~ may on its own determine that a modification should be made. In either case, the ~~FGC~~ shall discuss the proposed revision, modify the proposal in any way it sees fit and, if it believes the proposal is worthy, present

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it to the entire faculty. An individual faculty member may bring a proposed modification to the faculty for a vote if the FGC declines to do so. Proposed changes must be brought to the faculty at one of its regularly scheduled meetings, and faculty members must be notified of the proposed change seven (7) days prior to the meeting. Ratification of a proposed modification requires a favorable vote by at least 60% of those attending a regularly scheduled faculty meeting at which there is a quorum. The President, as chair of the faculty, shall then convey modifications approved by the faculty to the Board of Regents with or without his or her personal recommendation. The FGC may request of the Board of Regents an opportunity to confer with the Executive Committee of the Board of Regents about the proposed revision. The conferring between the Executive Committee and the FGC may, at the option of the Executive Committee, occur in person, electronically, by telephone, or in writing. If the Board of Regents approves the proposed modification, it becomes effective at the beginning of the next academic year, unless otherwise specified by the Board of Regents.

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### **III. Changes Initiated by the Board or the President**

The Board of Regents or the President may propose modifications to the *Manual*. The President shall publish the proposed modification in writing to the FGC. The FGC shall then analyze the proposed modification and make a recommendation to the faculty with respect to the proposed modification. Proposed changes must be brought to the faculty at a regularly scheduled meeting and faculty members must be notified of the proposed change seven (7) days prior to the meeting. Faculty action on the proposed modification must occur by the third regularly scheduled faculty meeting after the President publishes the modification to the FGC. Ratification of a proposed modification requires a favorable vote by at least 60% of those attending a regularly scheduled faculty meeting at which there is a quorum. Lack of ratification by the faculty does not preclude adoption of the proposed changes by the Board of Regents. The President, as chair of the faculty, shall then convey the recommendation of the faculty to the Board of Regents with or without his or her personal recommendation. In addition, the FGC may request an opportunity to confer with the Executive Committee of the Board of Regents about the proposed revision. The conferring between the Executive Committee and the FGC may, at the option of the Executive Committee, occur in person, electronically, by telephone, or in writing. The modification becomes effective at the beginning of the next academic year following its approval by the Board of Regents, unless otherwise specified by the Board of Regents.

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## Section 3 - Faculty Governance and Regulations

### I Constituency and Privileges

- A. The faculty of St. Olaf College shall consist of all persons having academic rank and of the President and Vice Presidents of the college. Other administrative personnel may be granted voting rights in faculty meetings upon recommendation by the **Faculty Governance** Committee. Administrative personnel may teach with the approval of the appropriate department and the Dean. They will receive term appointments for the period of the course being taught, the rank to be determined by the department and the Dean. Deleted: Review and Planning
- B. Voting members of the faculty shall be those members who hold tenured full- or part-time appointments, or full- or part-time tenure-track appointments, or term appointments of one-half or more FTE.
1. Members of the present staff with the voting franchise as of April 1, 1993, shall continue to have this privilege.
  2. All appointments of personnel to administrative positions that may include a faculty appointment will be made in consultation with the **Faculty Governance** Committee and members of the appropriate department. Upon notification by the President or the Dean of the College that such an appointment is contemplated, the **Faculty Governance** Committee will appoint a subcommittee that will consult with the department and the administration and make a recommendation to the **Faculty Governance** Committee, which will then formally express its position on the appointment. Deleted: Review and Planning  
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- C. Faculty members who acquire tenured academic rank at St. Olaf College will retain their voting privileges as long as they continue on full-time or part-time tenured or tenure-track appointments.
- D. It shall be the responsibility of the Dean of the College to publish annually a list naming the members of the St. Olaf faculty, indicating those members who hold the voting franchise.
- E. Faculty members on leave may attend but shall not vote at faculty meetings during the period of their leave.

### II Organization

- A. The faculty is organized into five Faculties. Departments and programs of similar interests and disciplines are grouped together.
1. Fine Arts
  2. Humanities
  3. Interdisciplinary and General Studies
  4. Natural Sciences and Mathematics
  5. Social Sciences

- B. Members of the faculty are expected to take an active part in the elections and deliberations of their Faculties.
- C. Administrators with faculty status will be assigned to one of the Faculties appropriate to their academic credentials.
- D. Elections of Representatives of the Faculties to Faculty Committees.
1. Each of the Faculties shall elect its representatives to faculty committees unless otherwise provided.
  2. The electing of representatives to committees shall be governed by the following provisions:
    - a) For purposes of electing representatives to committees, persons are voting members of the Faculty in which they hold their primary appointment. Only franchised members of the faculty may be voting members of a Faculty.
    - b) For the purposes of electing representatives to committees, persons may also choose to be voting members of a second Faculty in which they hold a professional or pedagogical interest. Those wishing to be such voting members of a second Faculty must declare their intention in writing to the Associate Dean of that Faculty before the deadline announced by the Dean of the College.
    - c) The Associate Dean shall publish lists prior to September 1 each year identifying those who, for purposes of electing representatives to committees, are voting members in their Faculties.
    - d) Persons elected as representatives from a Faculty must be voting members of that Faculty. A person who is a voting member of more than one Faculty may be elected as a committee representative from only one of the Faculties. If a person is elected a representative from a Faculty and subsequently chooses not to be a voting member of that Faculty, that person must resign the elected position.
  3. Each of the Faculties shall have its own nominating committee. The membership of each Faculty's nominating committee shall be three franchised members of that Faculty. One of these members shall be the Faculty's representative to the **Faculty Governance** Committee who shall also chair the committee. The other members shall be elected for terms of two years, the terms to expire in alternate years. No two members of a Faculty's nominating committee shall have appointments in the same departments or programs. No person shall serve more than two consecutive terms on a Faculty's nominating committee.
  4. The Faculties' nominating committees shall oversee all aspects of elections within their Faculty including soliciting nominations and preparing, distributing, and counting ballots. Each nominating committee shall report the results of elections to the corresponding Associate Dean and to its Faculty.

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### **III Faculty Meetings**

- A. Faculty meetings are held regularly during the academic year.
- B. All faculty members having voting franchise are expected to attend faculty meetings.
- C. Special meetings of the faculty are held at the call of the President or the Dean of the College:
  - 1. Upon petition of one-third of the voting membership of the faculty, the President or a designated representative shall convene a special meeting of the faculty within ten days.
  - 2. Special meetings shall not be announced later than noon of the day preceding the meeting.
- D. Faculty meetings shall follow predetermined rules of order (*Roberts' Rules of Order, Newly Revised*).
- E. Faculty members must be present at a faculty meeting to vote on any motion presented at the meeting.
- F. The quorum for a faculty meeting shall be ninety of the voting members of the faculty.
- G. Faculty members on leave may attend but shall not vote at faculty meetings during the period of their leave.
- H. If the faculty should vote to hold a referendum then all voting members of the faculty, including those on leave, shall have the right to vote on the referendum. At least two weeks shall elapse between the vote to hold the referendum and the counting of the ballots from the referendum.
- I. Reports of faculty committees recommended for action shall be sent to all faculty members at least seven days before the date of the meeting at which they are to be considered. The faculty may suspend this rule by a two-thirds majority vote.
- J. Faculty meetings are closed to students with the following exceptions:
  - 1. The student body president and the editor of the student newspaper may be present at faculty meetings but may speak only by vote of the faculty.
  - 2. Student members of faculty committees may be present at faculty meetings in which the business of their committee is being discussed but they may speak only by vote of the faculty except that any student chair of a faculty committee always has speaking rights at faculty meetings on business concerning that committee.
- K. It is understood that matters discussed in faculty meetings will be treated with discretion.
- L. At the April meeting of the faculty, the ~~Faculty Governance~~ Committee will nominate and the faculty will elect members to serve in the positions of secretary to the faculty and parliamentarian. These terms will be for one year.
- M. The secretary of the faculty will be responsible for taking the minutes of each meeting and making them readily available to all faculty. The secretary will submit a formal record of all proceedings of the faculty meetings to the College Archives at the end of the academic year.

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## IV. Faculty Committees

### A. General Procedures

1. Committees are either elected or appointed.
2. All committees, except those identified in Sections 3.IV.B and 3.V.B, come into being or go out of existence by vote of the faculty.
3. A list of committees will be published in the fall by the Dean of the College.
4. *Ad hoc* committees may either be elected or appointed as designated at the time of their establishment.
5. Members are elected at the regular April faculty meeting and at meetings of the Faculties held after faculty elections are completed.
6. Only full-time students are eligible to serve on committees.
7. Members elected to faculty committees, either within their Faculties or in all-faculty elections, must receive a majority of votes cast in the election.
8. Only faculty with voting franchise are eligible to serve as members of elected committees. Before the regular faculty meeting in April of each academic year, the Dean of the College shall supply the **Faculty Governance Committee** with a list of holdover members of elected committees and vacancies to be filled.
9. A faculty member shall not serve as an elected member on more than one committee, nor should a faculty member, under ordinary circumstances, serve on more than one appointed committee at the same time.
10. A faculty member shall not serve more than two consecutive full terms of office on any elected committee.
11. Each committee shall elect its own officers. An organizational meeting shall be held and a list of the next year's officers shall be turned in to the Dean of the College by the end of the academic year. This meeting shall be called by the past chair. The chairs of the **Faculty Governance Committee**, the **Faculty Life Committee**, the Curriculum Committee, and the Student Life Committee must be tenured members of the faculty. For all other committees, any faculty or student member may be elected chair. A student who is elected chair of a faculty committee shall have speaking rights at faculty meetings on business concerning that committee.
12. The agendas and minutes for the Student Life Committee, Curriculum Committee, the **Faculty Life Committee**, and the **Faculty Review Committee** shall be made readily available to all faculty.
13. The following procedure shall govern the naming of replacements for faculty members who resign from committees before the expiration of their terms:
  - a) If a faculty member resigns one year or more before the expiration of the term, the **Faculty Governance Committee** shall nominate and the faculty shall elect a replacement in the usual manner.

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- b) If a faculty member resigns less than a year before the expiration of the term, the Faculty Governance Committee may, at its discretion, either appoint a successor or nominate persons for election by the faculty.
  - c) In the case of the Tenure and Promotion Committee, the appropriate Faculties shall exercise the duties of the Faculty Governance Committee, subject to the provisions of Section 3.IV.B.12.d.(ii).
14. Documents presented to the faculty for a vote shall be numerically coded as to year and sequence. Longer documents shall carry marginal numbers.
  15. The officers of each committee shall provide the College Archivist with the records of the committee at the close of the academic year.
  16. Student representatives shall be selected in accordance with the procedures determined by the student government. The term of office of student representatives on faculty committees is one year. Student representatives may repeat a term.

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## B. Elected Committees

### 1. Curriculum Committee

- a) **General Purpose:** To oversee the curriculum of the College in light of its mission, aims, and objectives. To recommend to the faculty procedures and policies affecting the educational work of the college. The work of the Curriculum Committee and the faculty on curricular issues is subject to final review by the Board of Regents and the President, as stipulated by the College's bylaws.
- b) **Responsibilities:** The committee shall have primary responsibility to review and make recommendations regarding the following areas.
  - (i) **Degree Requirements:**
    - A. General graduation requirements
    - B. Comprehensive graduation requirements (general education)
    - C. Majors, concentrations, and areas of emphasis
  - (ii) **On-campus credits:**
    - A. Semester courses
    - B. Interim courses
    - C. Summer school courses
    - D. Continuing education
    - E. Independent Study/Independent Research
    - F. Auditing of courses
  - (iii) **Off-campus credits:**
    - A. Pre-college credit (e.g., AP, IB, PSEO)
    - B. Transfer credit
    - C. International and off-campus study (St. Olaf and

## **2. Faculty Governance Committee**

a) **Purpose:** To organize and monitor faculty governance, and to represent the faculty to the administration and the Board of Regents.

b) **Responsibilities:**

- (i) To make recommendations on faculty governance.
- (ii) To advise the administration on faculty meetings, college governance and college planning.
- (iii) To review and make recommendations to the faculty on changes to the *Faculty Manual*.
- (iv) To appoint from its own membership five faculty to serve on the Regents-Faculty Conference Committee.
- (v) To oversee faculty membership on faculty committees, to nominate candidates for committee elections, and to coordinate elections.
- (vi) To select hearing committees as specified under Dismissal Proceedings (Section 4.XVIII).

c) **Personnel:**

- (i) Ten faculty representatives, one tenured from each Faculty and five at-large
  - (ii) The Observer and the Observer-elect to the Board of Regents
  - (iii) President, or his or her representative
  - (iv) Provost and Dean of the College, or his or her representative
  - (v) Assistant Provost of the College, or his or her representative
  - (vi) Vice President and Treasurer, or his or her representative
  - (vii) One student
- d) **Terms of Office:** The terms of office for the faculty representatives shall be for three years. The terms shall be staggered.

## **3. Faculty Life Committee**

a) **Purpose:** To organize and monitor faculty reward and support in the interests of professional development.

b) **Responsibilities:**

- (i) To foster faculty development.
- (ii) To review and recommend sabbatical leave applications.
- (iii) To propose annually salary distribution formulas.
- (iv) To appoint a faculty member to the Benefits Committee.
- (v) To recommend honorary degree awards.
- (vi) To receive annually from the Tenure & Promotion Committee recommendations on policies and procedures.

(vii) To receive annually from the Faculty Review Committee a summary report on its actions, and recommendations on policies and procedures.

c) Personnel:

(i) Ten faculty representatives, one tenured from each Faculty and five at-large

(ii) President, or his or her representative

(iii) Provost and Dean of the College, or his or her representative

(iv) Assistant Provost of the College, or his or her representative

(v) Vice President and Treasurer, or his or her representative

(vi) One student

d) Terms of Office: The terms of office for the faculty representatives shall be for three years. The terms shall be staggered.

**4. Faculty Review Committee**

a) The Faculty Review Committee receives petitions, investigates, conducts hearings, and makes recommendations under the grievance and appeals procedures of the *Faculty Manual* in Sections 4.XXII (Grievance Procedure) and 4.XXIII (Appeals Procedure).

b) Responsibilities:

(i) To serve as the Grievance Committee as described in the Grievance Procedure (Section 4.XXII).

(ii) To hear appeals as described in the Appeals Procedure (Section 4.XXIII).

(iii) To make a report at the end of each academic year to the Faculty Life Committee of its activities in the preceding year as described in d.(vii), below.

c) Personnel

(i) Three tenured faculty members designated as regular members at the time of their elections.

(ii) One tenured faculty member designated as the alternate member at the time of election.

(iii) No two members of the committee may have primary appointment in the same Faculty.

(iv) All members of the committee shall have been members of the faculty for at least five academic years.

(v) No member of the committee may be an Associate Dean or an administrative officer.

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<#>The purpose of the Faculty Development Committee is to foster a vibrant culture of ongoing professional development for college faculty, and to promote effective stewardship of college resources in support of that culture. The Committee will advise the Provost and Dean of the College on current and prospective faculty development priorities, policies, programs, and proposals for internal funding. Specific responsibilities include: ¶

<#>Consulting with the faculty at large; ¶

<#>Collaborating with the Center for Innovation in the Liberal Arts (CILA), the Office of Government and Foundation Relations (GFR), and other relevant college committees, Centers, faculty members, and administrators to promote widespread and effective faculty development at the college; ¶

<#>Developing and disseminating application guidelines, criteria, and appropriate forms for selected internal faculty development programs; ¶

<#>Evaluating and making recommendations on individual and group project proposals for selected internal faculty development programs. ¶

<#>Personnel ¶

<#>Five faculty representatives with voting franchise, one elected by each Faculty. The term of office shall be three years. The terms shall be staggered. ¶

<#>The Assistant Provost (non-voting). ¶

<#>The Director of Government - Foundation Relations (non-voting). ¶

<#>The Director of the Center for Innovation in the Liberal Arts (non-voting). ¶

<#>Grant Review Subcommittee: A standing subcommittee consisting of the elected Faculty representatives and the Assistant Provost (non-voting) shall be responsible for evaluating and making recommendations on applications for selected internal faculty development grants. ¶

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d) Procedures:

- (i) The committee shall elect a chair from among its regular members.
- (ii) Members shall excuse themselves, or the chair may excuse a member, from consideration of those cases where the member's impartiality could be questioned. These cases include, but are not limited to, those that present a clear conflict of interest, those in which they may be called upon to offer testimony, and those in which they are named in the petition as being involved in the grievance or decision being appealed.
- (iii) If a regular member is excused from the consideration of a case, the alternate, if not also excused, will serve for the consideration of that case.
- (iv) If the chair is excused from the consideration of a case, the remaining members will elect a chair for the consideration of that case.
- (v) Three members of the committee shall constitute a quorum for the hearing of a grievance or appeal.
- (vi) In the event that a quorum cannot be reached for a particular grievance or appeal, the elected faculty members of **Faculty Life** Committee shall elect sufficient replacements for the excused regular members to reach a quorum. These replacements shall serve only for the particular grievance or appeal, and must meet the requirements for membership in (c), above.
- (vii) The annual report of the committee to the **Faculty Life** Committee shall provide only the information described herein for each petition and only after all steps of the procedures are completed.
  - A. For each grievance petition received, the report shall first state whether the grievance merited investigation. For those grievances that merited investigation, the report shall state (1) whether hearings were held, (2) if a resolution resulted during or at the conclusion of its hearing, and (3) whether the committee issued its findings of fact and attendant recommendations.
  - B. For each appeal petition received, the report shall first state whether the appellant established a *prima facie* case of improper and/or inadequate consideration. For those appeals where a *prima facie* was established, the report shall state (1) whether a report of findings was made and, if not, the reason why a report was not made, and (2) whether the committee found either improper or inadequate consideration. If improper or inadequate consideration was found, the report shall

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state (3) at what points in the decision process it occurred, and (4) whether the decision was reversed or if some or all of the applicable procedures were reviewed or repeated.

e) Terms of Office, Nominations, and Elections:

- (i) The term of office is three (3) years. The terms shall be staggered
- (ii) When it is necessary to fill a position on or replace permanently a member of the committee, the **Faculty Governance** Committee shall present the names of two candidates for election by the faculty. Additional nominations shall be allowed providing that the nominees meet the requirements in (c), above. The term of the replacement shall be the remainder of the unexpired term.

**5. Student Life Committee**

a) **Purpose:** To examine current policies and programs related to student life. To debate issues that are brought to its attention, and, when necessary, make recommendations to all appropriate parties. The Student Life Committee is concerned with the quality of the learning and living environment at St. Olaf College; its primary function is advisory.

b) Responsibilities include:

- (i) **Academic and Personal Integrity:** The committee shall review the College's policies regarding academic and personal integrity both in and out of the classroom. It shall constitute, from its own membership, an Appeals Board consisting of three faculty members, one student, and the Dean of Students, to address student disciplinary proceedings in accordance with the processes established in the student handbook. The Appeals Board shall have appellate jurisdiction over cases appealed by defendants from Honor Council cases and administrative hearings, and may also hear appeals from defendants who have exhausted other avenues of appeal.
- (ii) **Residence Life Policies:** The committee shall review the regulations, procedures, and goals of the College's residence life program. It shall discuss grievances and requests pertaining to the conduct of students both on and off campus.
- (iii) **Co-curricular Programs and Activities:** The committee shall review current and proposed co-curricular programs and activities in relationship to the purposes of the College. Co-curricular programs and activities include, but are not limited to, recognized student organizations, recreation and intramurals, student media, student performances, music organizations, and athletics. Review athletic schedules and present them to the faculty for approval.

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<#>General purpose is to serve as the faculty nominating committee.¶  
<#>Responsibilities include: ¶  
<#>To serve as the nominating committee for: ¶  
<#>Elected faculty committees ¶  
<#>Faculty Observer to the Board of Regents¶  
<#>Regents -Faculty Conference Committee¶  
<#>Honor Council Observer ¶  
<#>Faculty Athletic Representative ¶  
<#>Secretary of the Faculty ¶  
<#>Parliamentarian¶  
<#>To select hearing committees as specified under Dismissal Proceedings (Section 4.XVIII).¶  
<#>To coordinate the elections of Faculties' representatives to all elected committees and offices. ¶  
<#>Personnel ¶  
<#>Five faculty representatives, one elected by each of the Faculties¶  
<#>The Dean or Dean's designate¶  
<#>The term of office for elected faculty representatives shall be two years. The terms shall be staggered. ¶  
<#>Review and Planning Committee¶  
<#>General purpose is to consider, propose, and review plans and policies pertaining to college governance, faculty personnel, college planning, budget, and related areas and to make recommendations on such matters to the President and the faculty. ¶  
<#>Responsibilities include: ¶  
<#>To make recommendations on college governance. ¶  
<#>To propose salary distribution formulas and fringe benefit plans. ¶  
<#>To recommend policies on promotion, tenure, and leaves.¶  
<#>To consider all matters relating to the professional and personal welfare of the faculty. ¶  
<#>To review and participate in short- and long-range planning and development of the college. ¶  
<#>To review and make recommendations on the annual college budget. ¶  
<#>To review and make recommendations on major college policies that order and regulate student life, exclusive of academic work. ¶  
<#>To review and make recommendations on appointments to administrative positions which carry faculty rank and/or status. ¶  
<#>To respect the confidentiality of personnel matters. ¶  
<#>To review and make recommendations to the faculty on proposed changes to the Faculty Manual. ¶~~

- (iv) **Campus Climate:** The committee shall review and encourage programs and activities that foster welcoming and inclusive College community and shall promote initiatives in this area.
- (v) **Enrollment:** The committee shall consider the implications of financial aid, outreach, admissions, and retention for the academic program and the College community. It shall review the orientation program for first-year students.
- (vi) **Support Services:** The committee shall review the academic advising program and college-wide student support services (e.g., those provided by the Academic Support Center, the Counseling Center, International Student Services, and Student Support Services).
- (vii) **Dean of Students:** The committee shall serve as an advisory body to the Dean of Students.

c) Personnel

- (i) Five faculty representatives, one from each of the Faculties, elected by the faculty as a whole
- (ii) Five student representatives selected through a process outlined in the Student Government Association Bylaws
- (iii) The Dean of Students, or a designated representative
- (iv) The Dean of Community Life and Diversity, or a designated representative
- (v) The Vice President and Dean of Enrollment, or a designated representative.
- (vi) The faculty representatives serve three-year, staggered terms. The student representatives serve one-year terms.
- (vii) The committee is chaired by one of its faculty representatives. The Chair must be tenured and may not serve as Chair for more than two years per term.

**6. Tenure and Promotion Committee**

- a) General purpose is to recommend action to the Dean of the College on promotion and tenure.
- b) Responsibilities include:
  - (i) To review annually candidates for promotion and tenure and to recommend action to the Dean of the College.
  - (ii) To recommend policy on promotion and tenure to the **Faculty Life** Committee.
- c) Personnel: Five tenured faculty of the rank of professor or associate professor, one from each of the Faculties, and elected by the faculty according to the procedures in (d) below.
- d) Terms of office and elections:

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- (i) The term of office is three years. The terms shall be staggered.
- (ii) When it is necessary to fill a position or replace a member on the committee, the Faculty represented by that member shall present the names of two candidates for election by the faculty. No additional nominations shall be permitted from the floor. The term of a replacement shall continue for the remainder of the unexpired term.
- (iii) No member of the committee may also be a candidate for promotion.
- (iv) No member of the committee may also be an Associate Dean.
- (v) Members of the committee shall be exempt from all other committee work.

**7.** The ~~four~~ major committees — Curriculum, Faculty Governance, Faculty Life, and Student Life — shall keep the faculty informed of those decisions not otherwise brought to the faculty. If any faculty member wishes these decisions to be voted on by the faculty, that person should move at one faculty meeting to put the issue on the agenda. If this motion passes, the matter would be placed on the agenda for the following faculty meeting and discussed and voted on at that time.

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**8. Faculty Offices**

a) Secretary to the Faculty

The faculty shall elect a secretary from among its franchised members. The term of office shall be one year.

b) Parliamentarian

The faculty shall elect a Parliamentarian from among its franchised members. The term of office shall be one year.

c) Faculty Athletic Representative

The faculty shall elect an Athletic Representative from among nominees who hold faculty status but who are not members of the athletic staff or the physical education department. The term of office shall be six years.

The Faculty Athletic Representative assists the President as an advisor on athletic matters, certifies the academic eligibility of athletes, and serves as an *ex officio* member of the Athletic Committee.

d) Honor Council Adviser

The faculty shall elect an Honor Council Adviser for a three-year term in office. See the *Faculty Handbook* for additional details.

## V. **Faculty Representation to the Board of Regents**

### A. **Faculty Observer**

A Faculty Observer to the Board of Regents, elected annually by the faculty, shall attend the meetings of the Board for the purpose of improving communications between the faculty and the Board. Following each meeting of the Board, the Observer shall report to the faculty on the actions and deliberations of the Board. The Observer coordinates preparation for the Regents-Faculty Conference Committee meeting and organizes the agenda. The Observer serves as a member of the committee.

### B. **Regents-Faculty Conference Committee**

1. The purpose of the conference committee shall be to provide a way by which, on a regular basis, representatives of the Board of Regents and the faculty may discuss together matters of mutual concern regarding the college. The conference committee does not replace other faculty, administration, or Board functions and prerogatives. It does not legislate or otherwise determine college policy. It may, as a result of its deliberations, direct recommendations either to the faculty or to the Board for consideration and action.
2. The ground rules which govern the work of the conference committee include:
  - a) The conference committee shall ordinarily meet three times a year. It may meet more or less frequently by common consent.
  - b) The conference committee shall meet at the call of the Chair or Vice Chair of the Board of Regents, who shall act as chair of the conference committee or shall designate another member of the conference committee as chair.
  - c) The conference committee shall choose its own recorder who shall, as directed by the conference committee:
    - (i) keep records of committee deliberations.
    - (ii) communicate to the faculty or the Board.
  - d) Topics for discussion at conference committee meetings will normally be announced to members before the meeting either by the chair of the conference committee or by the President.
3. Personnel
  - a) Five members of the Board of Regents elected annually by the Board and including Chair or Vice Chair of the Board and the President
  - b) Five faculty representatives appointed by the Faculty Governance Committee
  - c) The Faculty Observer to the Board of Regents
  - d) The Observer-elect
4. The Observer-elect to the Board of Regents shall serve a one-year term as an at-large member of the committee prior to the year's service as Observer.

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<#>The term of office of the faculty representatives shall be two years. The terms shall be staggered. ¶

B. A proposal to create or discontinue a department may originate in the faculty, the administration, or the Board of Regents. Any such proposal must be brought to the Faculty Governance Committee (FGC) for consultation a minimum of three full academic semesters before it is intended to take effect. The FGC will seek input from the Curriculum Committee and other appropriate faculty committees regarding the educational, curricular, and staffing impact of creating or discontinuing the department. The FGC will then bring the proposal to create or discontinue the department to the faculty for a vote either to endorse (by a majority in favor) or not to endorse at least two full academic semesters before it is intended to take effect. If a proposal has been brought to the faculty in a manner consistent with this policy, later revised versions of the proposal must be brought before the FGC but need not also be brought to the faculty unless materially different in scope or effect. As per the college bylaws, the final decision regarding the creation or discontinuance of a department rests with the Board of Regents.

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on the summer employment or summer activity of the faculty, but it expects that faculty will allot sufficient time during the summer for intellectual refreshment, professional growth, and planning for the next academic year.

## **V. Faculty Staff Planning**

- A. The Dean of the College, in consultation with the department chairs, the Associate Deans of the Faculties, and the directors of special programs shall be responsible for faculty staff planning.
1. Faculty staff planning should take into account such factors as the goals of the college, expected enrollment, allocation of resources, program changes, department goals, and availability of personnel.
  2. In general, faculty staff planning should aim at the following objectives:
    - a) Long-range continuity and balance in faculty competence.
    - b) Opportunities for new faculty appointments and tenure.
    - c) Assurance of sufficient flexibility to allow the college to undertake new programs and to expand or contract in response to changes in student interest, student body size, or other contingencies without being forced to terminate tenured personnel.
    - d) Assurance of consideration for such factors as graduate school backgrounds, areas of specialization, retirement plans, and staff development.
    - e) Compliance with federal affirmative action and equal opportunity guidelines.
  3. Faculty staff planning shall be reviewed periodically by the Faculty Life Committee.

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## **B. Department Staffing Plans**

Each department shall be responsible for developing both short- and long-range staffing plans within the context of the college statements on staff planning.

1. All full-time and tenured or tenure-track part-time faculty members should be involved in the staff planning.
2. Staffing plans shall be made available to all members of the department.

## **VI. Appointments**

Appointments to the St. Olaf faculty may be made to individual departments, to special academic units, or to more than one academic unit. Full-time appointments may be tenured, tenure-track, or term; part-time appointments may be tenured, tenure-track, term, or terminal. Tenure-track appointments are tenurable continuing positions, subject to Section 4.VIII ("Reappointments"). Term and terminal appointments are not tenurable. Term appointments may be for one, two, or three years. The terms and conditions of every appointment shall be in writing and shall be in the possession of both St. Olaf College and the faculty member before the appointment is official.

included teaching in interdisciplinary programs, the appropriate director or coordinator shall provide an evaluation of the candidate for the dossier. In completing the dossier, the initiator(s) of the candidacy shall solicit the help of appropriate persons and shall confer regularly with the candidate about the progress of the compilation and the general nature of the material. In the case of reconsideration at the same rank within three years, promotion to associate professor or professor within three years of the tenure decision, or tenure within three years of a promotion decision, dossiers may be resubmitted with only relevant new information added. The completed dossier shall be forwarded to the relevant Associate Dean or Associate Deans. It is the responsibility of both the initiator(s) of the candidacy and the Associate Dean to ensure that the dossier addresses all the items listed in the *Faculty Manual* under Standards for Faculty Evaluations (Section 4.VII)

4. The dossier shall contain only the documents described below. These descriptions apply to dossiers for candidates for both tenure and promotion except as otherwise noted. Candidates for tenure or promotion from the Library shall follow modified procedures approved by the [Faculty Life](#) Committee.
  - a) The candidate's curriculum vita, limited to seven pages with 12 point font or larger and no less than 1 inch margins.
  - b) A statement from the candidate setting forth the candidate's own assessment of strengths and weaknesses, teaching plans, and professional objectives in the context of "Standards for Faculty Evaluations" (Section 4.VII). Candidate statements shall be no longer than 3000 words.
  - c) (For tenure candidates only.) The initiator(s) of the candidacy will poll all tenured members on candidates for tenure and record the vote numerically. In the case of a joint appointment, votes of the different departments involved will be tallied separately.
  - d) Letters required from all tenured members of the candidate's department(s). Letters from all tenured members of the candidate's department(s) shall be prepared in accordance with guidelines set forth by the Tenure and Promotion Committee. These letters shall be independent assessments of the candidate's suitability for tenure or promotion and shall address explicitly the categories and criteria in Section 4.VII, Standards for Faculty Evaluations. Those writing these letters shall be provided the candidate's curriculum vitae and shall have access to the completed student survey forms (see Section 4.XI.4.f, below). The tenured member writing the letter is not permitted to share its contents with the candidate or anyone not granted access to the dossier. All tenured members of the candidate's department(s) shall write a letter except in the case of a conflict of interest. If a tenured member of the candidate's department(s) refuses to write a letter, the initiator(s) of the candidacy shall ascertain the nature of the conflict of interest and shall enter a statement in the dossier explaining such in lieu of the letter.

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1. The request for written confirmation of the reasons which contributed to the decision must be made in writing within seven (7) calendar days of the meeting with the Dean of the College.
2. The Dean of the College shall honor the request for written confirmation of the reasons which contributed to the decision within seven (7) calendar days of the request.

[Adapted from *AAUP Policy Documents and Reports*, 1995 Ed., p. 18.]

### **XIII. Salary**

The major purpose of the salary policy shall be to compensate the faculty in an equitable manner. Salaries are normally based on service during the academic year, but are usually paid over twelve months. Benefits provided to faculty as employees of the college are described in the *Faculty Handbook*.

The procedure for establishing the annual salary distribution formula and individual salaries is as follows:

1. The **Faculty Life** Committee shall prepare an initial salary line recommendation and present it to the President on or before November 15<sup>th</sup>.
2. The President and the Dean of the College shall review the proposal and present it to the Board of Regents at its December meeting.
3. The **Faculty Life** Committee shall develop a salary distribution formula and forward this recommendation to the President and the Dean of the College on or before February 15<sup>th</sup>.
4. By March 1<sup>st</sup>, the Dean of the College shall forward to all department chairs and Associate Deans the approved salary distribution formula for the next year, plus a schedule indicating the maximum, median, and minimum salaries paid throughout the faculty in each rank for the current academic year. All faculty members have access to the above information through their department chairs. The Dean of the College shall also inform chairs of the salaries currently paid to members of their departments.
5. By April 1<sup>st</sup>, each department chair shall meet with his or her Associate Dean to discuss the salary distribution within his or her department. If any portion of the salary pool that year has been designated for merit pay, the department chair shall follow whatever guidelines have been established for evaluating members of his or her department, and shall submit recommendations for merit increases at the time he or she meets with the Associate Dean.
6. After the Dean of the College has met with all Associate Deans and the President, the Dean of the College shall make recommendations for salaries and forward them to the President, with copies to the Associate Deans and department chairs, on or before April 15<sup>th</sup>. If these recommendations differ from those of either the department chair or the Associate Dean, the recommendations of the department chair and Associate Dean shall be included.
7. By May 1<sup>st</sup>, the President shall set the salaries of faculty members and inform them in writing of their salaries.

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8. The Dean of the College shall notify department chairs and Associate Deans of the salaries in their respective departments on or before May 15<sup>th</sup>.

#### **XIV. Benefits**

Employee benefits are generally offered to faculty and other exempt non-faculty employees on an identical basis. The benefits offered by the college to faculty include medical insurance, life insurance, long-term disability insurance, retirement plan, and reimbursement accounts for medical and dependent care expenses along with some statutory benefits, such as worker's compensation. An overview of these benefits can be found in the *Faculty Handbook*. The detailed binding terms and conditions pertaining to these benefits are found in the plan documents and contracts between the college and insurance or other companies.

The Benefits Advisory Committee, which is appointed by the President to make recommendations to the President regarding benefits, includes at least 4 members of the faculty, one of whom is appointed by the Faculty Life Committee. See the *Faculty Handbook* for a description of the Benefits Advisory Committee.

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#### **XV. Leaves of Absence**

- A. A leave of absence is a period of time in a faculty member's employment during which he or she is partially or completely relieved of on-campus responsibilities.
- B. A faculty member who begins a non-FMLA leave of absence is considered to have resigned from all elected committee positions and elected offices.
- C. Faculty who have been granted a leave of absence should consult with the Human Resources Office to determine their eligibility for benefits during their leave and to make arrangements for any payments that may be necessary.
- D. The period during which a faculty member is on leave shall not count as time in service accumulating toward a sabbatical leave.
- E. The period during which a faculty member is on leave shall count as time in service in determining salary increments, provided that the leave is not for the purpose of work toward a terminal degree as defined by one's department.
- F. A faculty member with a tenure-track appointment who takes a leave of absence may choose whether to count the leave period as part of the probationary period before tenure unless the leave is for the purpose of pursuing work toward a terminal degree as defined by one's department, in which case the leave period shall not count as part of the probationary period. A faculty member with a full-time appointment who chooses to count the leave period shall count it as full-time service; a faculty member with a part-time appointment who chooses to count the leave period shall count it in terms of his or her FTE the preceding year. The choice shall be made in writing before the leave period begins.
- G. Faculty members who are granted a leave of absence from the college are expected to return to the college after their leaves have been completed. It is anticipated that most faculty members will return to their former position when they return from their leave of absence. There may be situations, however, where (when consistent with applicable

request for a recommendation; the chair will then forward the application along with this recommendation to the Dean of the College on or before December 1<sup>st</sup> for a leave to begin during the following academic year.

2. The applications for sabbatical leave shall be reviewed by the Sabbatical Leaves Subcommittee of the Faculty Life Committee and the Dean of the College. The Sabbatical Leaves Subcommittee shall consist of members of the Faculty Life Committee who shall be appointed by the chair of that committee; these appointments shall be ratified by said committee. The Sabbatical Leaves Subcommittee shall be broadly representative and composed of tenured members who have had sabbatical leaves. Their recommendations shall be made to the Faculty Life Committee which, in turn, makes recommendations to the Dean of the College. Final approval is the prerogative of the President.

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3. The Sabbatical Leaves Subcommittee shall satisfy itself that the following minimum criteria are met:

- a) The applicant must have a worthy project as attested to by the chair of the department and the Dean of the College.
- b) The project must be in harmony with the objectives of the sabbatical leave program.

- F. Following the completion of sabbatical leave, recipients shall submit a report of their leave activities to the Dean of the College. These reports are to be made available to the Sabbatical Leaves Subcommittee of the Faculty Life Committee for review and shall be placed in the library to be available to the faculty. The approval by the Dean of the College of the report of a sabbatical leave shall normally be a condition for the granting of a subsequent sabbatical leave to a faculty member.

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- G. The period of sabbatical leave shall count towards salary increments.

- H. Near the beginning of each academic year, the Dean of the College shall make available to the faculty a list of the persons on sabbatical leave during that academic year.

## ***XVII. Resignation***

Notification of resignation by a faculty member ought to be early enough to prevent staffing problems. As a general rule, a resignation should be submitted at least one semester before its effective date.

## **XVIII. Dismissal Procedures**

Dismissal of a faculty member with a tenured appointment, or with a non-tenured appointment before the end of the specified term, may be effected by the institution only for adequate cause. Adequate cause for dismissal of a faculty member shall be (1) incompetence or dishonesty in teaching or research, (2) neglect of institutional responsibilities, or (3) personal conduct involving moral turpitude or which substantially impairs the individual's fulfillment of institutional responsibilities.

### **A. Preliminary Proceedings**

When reason arises to question the fitness of a faculty member who has tenure or whose term of appointment has not expired, the President shall discuss the matter with the individual in personal conference. If the matter is not settled by mutual consent at this point, the President shall request that the Faculty Life Committee informally inquire into the situation. If the Faculty Life Committee cannot settle the matter, it shall determine whether formal proceedings to consider dismissal should be initiated. If the committee recommends that such proceedings should be initiated, or if the President, even after considering a recommendation of the committee favorable to the faculty member is convinced that a proceeding should be undertaken, action shall be commenced under the procedures which follow. Except where there is disagreement, a statement with reasonable particularity of the grounds proposed for the dismissal shall then be formulated jointly by the President and the Faculty Life Committee; if there is disagreement, the President or a representative shall formulate the statement.

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### **B. Commencement of Formal Proceedings**

The formal proceedings shall be commenced by a communication addressed to the faculty member by the President informing the faculty member of the statement formulated, and of a hearing to determine whether he or she should be removed from a faculty position on the grounds stated which will be conducted by a hearing committee (see below) at a specified time and place. In setting the date of the hearing, sufficient time shall be allowed the faculty member to prepare a defense. The faculty member shall be informed of the procedural rights accorded. The faculty member may respond in writing to the statements in the President's letter at any time before the scheduled hearing.

### **C. Suspension**

Suspension of the faculty member during the proceedings is justified only if the President or the Dean of the College believes that immediate harm to the individual or others is threatened by continuance of teaching. Any such suspension shall be with pay.

### **D. Hearing Committee**

The committee of faculty members to conduct the hearing and reach a decision shall be appointed in the following manner:

1. The Faculty Governance Committee shall appoint one member from the tenured faculty to serve as chair of the Hearing Committee. The appointment cannot be challenged.
2. The Faculty Governance Committee shall also present to the appointed chair a slate of ten tenured faculty members from whom the President and the faculty

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member involved shall by mutual agreement select two additional members to serve on the Hearing Committee. Faculty members deeming themselves disqualified for bias or interest shall remove their names from the list. If the President and the faculty member cannot reach agreement, the Faculty Governance Committee shall appoint the members.

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3. The Faculty Governance Committee shall make it clear to the Hearing Committee that the burden of proof for adequate cause rests with the institution. Such a determination shall be satisfied only by clear and convincing evidence in the record considered as a whole.

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4. Except as specified below, neither the Hearing Committee nor the Board of Regents shall be bound by the formal rules of court procedure.

#### **E. Committee Proceedings**

The Hearing Committee shall proceed by considering the statement of grounds for dismissal already formulated and the faculty member's response (if any) written before the time of the hearing. The committee, in consultation with the President and the faculty member, shall exercise its judgment whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the President's letter to the faculty member shall be received.

The Hearing Committee shall determine the order in which any testimony shall be given and shall conduct the questioning of all witnesses. If necessary, it shall also secure the presentation of any additional evidence it deems important to the case.

The President or a designated representative may attend the hearing, and may choose counsel to assist in presenting the institution's case. The faculty member shall have the option of assistance by counsel of his or her choice and shall have the aid of the committee, when needed, in securing attendance of witnesses.

The faculty member or the faculty member's counsel and the President, his or her representative, or the counsel of the college, shall have the right, within reasonable limits, to question all witnesses who testify orally and to expand upon or question the nature of all other evidence presented to the committee. The faculty member shall have the opportunity to be confronted by all adverse witnesses. Where unusual and urgent reasons move the Hearing Committee to withhold this right, or where the witnesses cannot appear, the identity of the witness, as well as his or her statements, shall, nevertheless, be disclosed to the faculty member. Subject to these safeguards, statements may, when necessary, be taken outside the hearing and reported to it. All the evidence shall be duly recorded.

If the faculty member waives his or her right to a hearing or fails to respond to requests from the Hearing Committee for written or oral statements, the Hearing Committee shall evaluate all available evidence and rest its recommendation upon the evidence in the record.

#### **F. Consideration by Hearing Committee**

The committee shall reach its decision in conference on the basis of the hearing record. Before doing so, it shall give opportunity to the faculty member or his or her counsel and the President, his or her representative, or the counsel of the college, to argue orally before it. If written briefs would be helpful, the committee may request them.

## **XX. Termination Procedures**

- A. Termination of a tenured appointment, or of a non-tenured appointment before the end of the specified term, may be effected by the institution only for adequate cause. Adequate cause for termination of service of a faculty member shall be
- (1) demonstrably *bona fide* financial exigency as declared by the Board of Regents,
  - (2) discontinuance of a department for reasons other than financial exigency, or
  - (3) demonstrable medical disability.
1. Demonstrably *bona fide* financial exigency as declared by the Board of Regents: If the Board of Regents declares a financial exigency, the following steps shall be taken before any adjustments in faculty are made:
    - a) The President and the Dean of the College, following the Board's notice of financial exigency, shall present data relevant to the exigency at a meeting of the faculty. The faculty may request the Board to make available a report of the results of an outside consultant who has examined the claim of exigency.
    - b) The President and the Dean of the College shall bring to the campus outside colleagues to assist the college in planning necessary changes in the program of the college.
    - c) Adjustments required in each department shall be prepared by the President and the Dean of the College and reviewed by both the Curriculum Committee and the **Faculty Life Committee**.
    - d) Following these reviews, the President and the Dean of the College shall prepare a general plan to adjust the staff, indicating the number of needed changes in the different areas of the college. Final approval of this plan must be made by the Board of Regents.
  2. Discontinuance of a department for reasons other than financial exigency. In such cases, guidelines in Section 3.VII shall be followed.
  3. Demonstrable medical disability: Termination for demonstrable medical disability of a tenured appointment, or of a non-tenured appointment before the end of the specified term, shall be based upon clear and convincing medical evidence that the medical condition makes it impossible for the faculty member to meet minimal, work-related levels of achievement even with reasonable disability accommodations. The decision to terminate shall be reached only after there has been appropriate consultation and the faculty member or his or her representative has been informed of the basis of the proposed action and has been afforded an opportunity to present his or her position and to respond to the evidence.
- B. All faculty staffing changes resulting from any of the above decisions must follow due process as outlined below.
1. All faculty members whose appointments are terminated shall receive a written explanation from the President justifying this action. All faculty members whose appointments are terminated pursuant to Sections 4.XX.A.1 or 4.XX.A.2 must be notified by the President, in writing, at least two full academic semesters before the termination is intended to take effect.

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2. Any faculty member not convinced that adequate cause has been demonstrated may file a written response with the **Faculty Life Committee**. The committee shall review the institution's statement justifying adequate cause and the faculty member's rebuttal. If one-third of the committee feels a hearing is necessary in order to reach a decision, a hearing shall be scheduled to clarify statements received and to accept any additional evidence the President, a representative of the President, or the counsel of the college, and the faculty member, or designated counsel, wish to submit. The committee's decision (and, if possible, its written opinion) shall be presented to the Board of Regents. The Board of Regents shall make the final decision.
3. Before issuing notice to a faculty member of its intention to terminate an appointment pursuant to Sections 4.XX.A.1 or 4.XX.A.2 the administration must make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. If no position is available within the institution, with or without retraining, the faculty member's appointment may then be terminated, but only with provision of severance. In every case of termination, except cases based on medical disability, the faculty member involved will be given notice according to the schedule for non-reappointment. Where notice is not given according to this schedule, severance salary shall be paid to the completion of the current contract year; in addition, those in their first year of service shall receive three months extra salary, those in their second year shall receive six months extra salary and those in their third, or later, year shall receive twelve months extra salary.
4. If any tenured or tenure-track appointment is terminated pursuant to Section 4.XX.A.1 or Section 4.XX.A.2 the released faculty member's position shall not be filled by a replacement for a minimum of two years following the termination of the appointment.

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## ***XXI. Harassment***

Harassment of any member of the St. Olaf community that is based on an individual's protected class status is prohibited. The college prohibits sexual harassment and all other forms of unlawful harassment by any individual, including supervisors, employees, coworkers, students, and third parties such as consultants, contractors or vendors. Procedures for handling harassment complaints are described in the *Faculty Handbook*.

## ***XXII. Grievance Procedure***

### **A. General Considerations**

1. A faculty member may bring a grievance under this policy alleging mistreatment or violation of his or her rights by another college employee related to his or her work as a faculty member. Matters grievable under this policy shall not include decisions regarding reappointment, tenure, promotion, or renewal (matters governed by the procedure in Section 4.XXIII), dismissal or termination (matters governed by the procedures in Sections 4.XVIII and