

Brevard College

Faculty Employee Handbook

This edition replaces all previous handbooks

September 2025

PREFACE

This edition of the Brevard College Faculty Employee Handbook includes revisions and updates which have been adopted since its most recent prior publication in June 2015. This edition supersedes and replaces all preceding versions of the Handbook. As with any edition of such a document, this edition should be viewed as a dynamic document, reflecting current policy and practice as accurately as possible. Nonetheless, individuals and appropriate campus entities are encouraged to offer suggestions for further changes (additions, deletions, and revisions), so that they can be considered for inclusion in the next edition.

An effective Handbook presents current institutional policies and operating procedures to guide employees on campus. Changes in major institutional policies must be approved by the Board of Trustees before inclusion in future editions. Significant changes in policies related to faculty status and employment must be reviewed by appropriate faculty groups before being approved by the Board of Trustees. However, modifications dealing with operating procedures and various minor editorial revisions may be approved administratively without Board approval. Employees are reminded also to consult the current editions of the College Catalog and the Student Handbook for other relevant information.

The responsibility for custody and distribution of copies of the Handbook rests with the Vice President for Finance and Operations and the Vice President for Academic Affairs.

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SECTION I: Introduction

I. A. History of the College

The history of Brevard College traces back to three Methodist-related institutions founded in the nineteenth century: Rutherford College (1853), Weaver College (1873) and Brevard Institute (1895). The educational philosophy at these schools marked them as "Schools of Opportunity," where students worked to help pay for tuition, room, and board. As with so many institutions during the Great Depression, each school experienced financial difficulties; and in 1933, the Western North Carolina Conference of the Methodist Church ordered a merger of Weaver and Rutherford Colleges on the grounds of then-idle Brevard Institute to form a new Brevard College.

Today, Brevard College continues to change with, and ahead of, the times. The College began a substantive change in 1996, accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), to award its first Baccalaureate Degrees. From a modest beginning of three majors in art, music, and environmental studies, the College now offers 23 major programs, along with a variety of minors. Specific information about the current academic program can be found in the current College Catalog, which is published annually.

Central to the College's mission, identity, and approach is to educate the whole person through its established academic curriculum; its co-curriculum of service, internships, peer-advising, and practica; and its extra-curriculum of athletics, clubs, publications, the arts, and student government. As a church-related college, we accept gladly the mandate to provide a quality education within a faith based context while welcoming students and staff of all creeds and religions. A Brevard College hallmark is a closely-knit community of students, faculty, and staff, each of whom is both teacher and student. Faculty, staff, and students work together on committees, in the classroom, in volunteer work both on and off campus, in performances in music and theater, and on environmental concerns in order to implement the mission of the College.

I. B. Philosophy and Mission of the College

(Approved by Board of Trustees)

Mission Statement: Brevard College is committed to an experiential liberal arts education that encourages personal growth and inspires artistic, intellectual and social action.

Our Vision for Brevard College:

Brevard College is distinct among liberal arts colleges because of our strong and historical commitment to experiential education in a highly personalized learning environment. Since our educators "purposefully engage with learners in direct experience and focused reflections in order to increase knowledge, develop skills, and clarify values,"¹ Brevard College will seek innovation in classrooms connected to the world so that our academic programs achieve regional and national recognition.

Brevard College is located in a culturally vibrant community in the Blue Ridge Mountains. Guided by the heritage and traditions of the United Methodist Church and the college motto, “Learn in Order to Serve”, we encourage purposeful contribution to community and thoughtful stewardship of the environment.

Brevard College will preserve an intimate learning environment while significantly increasing enrollment and endowment. We will attract a diverse, national, and international student body that will graduate at rates exceeding national averages. We will attract and retain appropriately credentialed faculty who will offer an outstanding experiential liberal arts education for our students.

Brevard College will provide a living and learning environment with active, creative programs and facilities that are safe, comfortable, and sustainable with up-to-date technology. The athletic programs will be competitive and complement the total campus experience.

Brevard College will educate and inspire students to make positive changes in the world.

Our Values:

People, Place, Purpose:

Commit to your community. Learn in order to serve society and the world

Embrace Your Experiences:

Take advantage of every opportunity to learn, reflect, and grow from your experiences

Own Your Actions:

Do what you say you will do. Hold yourself accountable for your words, actions, and reactions. Approach interactions with honesty, trust, and accountability.

Respect Your Environment:

Recognize the value of diversity. Be open-minded and respectful of the differences that make people unique and places extraordinary.

Be the Change:

Be and agent of social justice and social action. Seek out, and participate in, opportunities to improve the world for all people.

¹ Association for Experiential Education (AEE)

I. C. Organization of the College

(updated 04/11)

1. Board of Trustees

- a. **Board Responsibilities:** The primary function of the Board of Trustees shall be to make policy, provide oversight of long-range planning, and ensure sound resource management of the College. The Board shall determine the College's general, educational and financial policies, as well as review and approve the Mission Statement of the College. In addition, the Board is responsible for hiring and evaluating the College President, who shall be the Chief Executive Officer of the College.

- b. **Officers of the Board:** The Board of Trustees is led by three officers. These positions are Chairperson of the Board, Vice Chairperson of the Board, and Secretary of the Board. The Officers routinely meet with the President of the College for updates on the state of the College. The officers are elected by the membership of the Board.

- c. **Committees of the Board of Trustees:** The Board of Trustees has established "standing" committees with specific responsibilities. The Board of Trustees has the power to appoint ad hoc committees as it deems necessary.
 - 1) **Executive Committee:** The Executive Committee carries forward the work of the Board between meetings of the full board. In general, the Executive Committee bears responsibility for the full range of governance of the College normally assigned to the Board: safeguarding the College's property and other legal interests, overseeing financial matters and major expenditures. It shall have the power to control the internal regulations of the College in consultation with the President; to authorize all salaries, emoluments, and other allowances for employees of the College; to approve the annual budget and authorize the annual audit of the College; and to exercise all powers of the Board of Trustees in the interim between meetings of the Board. It shall always report its actions in writing to the Board of Trustees.
 - 2) **Academic Affairs Committee:** The Academic Affairs Committee reviews all recommendations of an academic nature on which the Board or the Executive Committee will vote, including tenured appointments and new degree programs. The Committee reviews long-range academic planning and all major changes to the curriculum in view of the institution's mission. The President and the Vice President for Academic Affairs and Dean of the Faculty are the administrative liaisons with the Committee.
 - 3) **Audit Committee:** The Audit Committee is responsible for enhancing accountability, providing transparency, compliance, ethics activities, managing risk, and ensuring effective and efficient options. The Audit Committee helps plan and review risks reports, and then assigns initiatives and risk reviews to other board committees as indicated. The President and Vice President for Finance and Operations are the administrative liaisons with the Committee.

- 4) **Buildings and Grounds Committee:** The Buildings and Grounds Committee works with officers of the College to bring a long-range perspective to plans for construction, renovation, and removal of College facilities, as well as major landscaping of the campus. It reviews and makes all recommendations on new building projects to the Executive Committee and the Board and monitors progress on current projects. The President and the Vice President for Finance and Operations are the administrative liaisons with the Committee.
- 5) **Enrollment Management Committee:** The Enrollment Management Committee is responsible for the support of strategic initiatives aimed at meeting the overall enrollment goals of the College. In addition, this committee assures that the College provides an athletic program which complements the academic mission of the College and follows the rules, regulations and guidelines of the NCAA. This committee is also responsible for providing a strong program in campus and residential life. The President, the Vice President of Admissions and Financial Aid, the Vice President for Student Success and Services and the Vice President for Finance and Operations (or designee) are the administrative liaisons with the Committee.
- 6) **Finance Committee (sub-committee, Investment Committee):** The Finance Committee is charged with review and approval of the operating budget of the College and the annual audit, as well as oversight of the College's endowment. This committee reviews the College's programs for individual, corporate and foundation giving. The Investment sub-committee is charged with developing a sound investment policy and ensuring that it is implemented efficiently and effectively. The President, the Vice President of Philanthropic Development and the Vice President for Finance and Operations are the administrative liaisons with the Committee.
- 7) **Trusteeship and Governance Committee:** The Trusteeship and the Governance Committee is composed of the Chair, the President of the College, and the two most immediate Past Chairs of the Board, if they are also members of the Board, and other Trustees as the Chair of the Board may nominate with the advice and counsel of the President of the College and to be approved by a majority of all Trustees then in office. The committee shall work with the President to seek out individuals with appropriate talents and affiliation who are prepared to make a substantial commitment of time and resources to furthering the mission of the College. The Trusteeship and Governance Committee shall also work with the Chair and the President to organize an effective orientation of all newly elected trustees and an ongoing Trustee Development process for all the Board that includes a Trustee Evaluation after their three year term. The Committee will nominate candidates for Term, Life and Emeriti positions.

2. Administration

a. Office of the President: As chief educational and administrative officer of the College, the President is responsible to the Board of Trustees for appointment of faculty and staff, supervision, management, and governance of the College. In the absence of the President, the Vice President for Academic Affairs and Dean of the Faculty normally will be the officer to whom presidential responsibilities will be delegated. The Office of the President is responsible for chief executive functions including but not limited to developing and administering initiatives and programs to implement the policies established by the Board of Trustees. The President of the College is directly responsible for, but not limited to, the following:

- 1) Supervising the Offices of the College, with particular oversight of athletics, finances, fundraising, and enrollment management;
- 2) Planning, both short range and long range; Reporting regularly to the Board of Trustees on all initiatives and programs to carry out the mission of the College;
- 3) Finalizing all employment contracts and compensation agreements;
- 4) Presiding over all official ceremonies of the College;
- 5) Ensuring that all programs and initiatives of the College meet the criteria of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), all Federal guidelines and regulations applicable to hiring practices, employment rights, students' rights, admissions and financial aid criteria, and occupational safety;
- 6) Advancement of the institution among alumni, friends of the College, United Methodist churches, foundations, and other philanthropic resources.
- 7) Executive Leadership Team- the Executive Leadership Team (ELT) is comprised of the Vice Presidents, all of whom report to the President, plus the Athletic Director. This body works collaboratively to lead all of the functional and programmatic areas of the college. Chaired by the President, the ELT is charged with creating and implementing the strategic plan that supports the Mission and Vision of the college. All budget centers report to the Vice President within his or her area.

b. Office of Academic Affairs: The Vice President for Academic Affairs and Dean of the Faculty reports to the President and is responsible for the oversight of all academic aspects of the college, including faculty hiring and promotion, curriculum development, academic budgeting, academic staffing, and academic policy and procedure. Library and Registrar operations report to this office. The VPAA or Associate VPAA function as the accreditation liaison officer. To carry out this role, the Vice President for Academic Affairs works closely with the Academic Leadership Team, which consists of the Division Chairs, the Registrar, and Appropriate Academic Directors, such as those for the Center for Teaching and Learning and for Brevard Career Advantage.

c. Office of Campus Life: Vice President for Student Engagement and Campus Life, and Dean for Students reports to the President and has the responsibility for campus life programming and operations. The Dean of Students supervises a professional staff to assure that residential life, spiritual and religious services, counseling services, career development, mail services, safety and security services, student activities, and student health services support the mission of the College. The Dean of Students is also the Title IX Coordinator.

- d. **Office of Student Success:** Vice President for Student Success reports to the President and is responsible for student success center support. The office coordinates first year advising, supplemental instruction, and tutoring services.
- e. **Office of Admissions and Financial Aid:** The Vice President of Admissions and Financial Aid reports to the President and is responsible for all recruiting, admissions, new student enrollment, financial aid, and scholarship administration.
- f. **Office of Finance and Operations:** The Vice President for Finance and Operations also serves as the College's Chief Financial Officer and reports directly to the President. The Vice President for Finance and Operations oversees the finances of the institution, athletics, maintenance of the institution's physical plant, Human Resources, Information Technology and Institutional Research.
- g. **Office of Alumni Affairs and Development:** The Vice President for Alumni Affairs and Development reports to the President and is responsible for the institutional fund raising program of the College, as well as alumni relations.

3. Faculty

The College Faculty shall be composed of the President, the Vice President for Academic Affairs, other designated officers of the College, the full-time instructional staff, librarians with appropriate professional credentials, and such other persons as designated by the President and approved by Board of Trustees or its Executive Committee. Faculty include both those in full-time and part-time (adjunct) roles. Led by the Vice President for Academic Affairs and Dean of the Faculty, the faculty is responsible for teaching and research functions at the College including areas such as the curriculum, instructional methods, academic policies, and faculty status. The faculty is organized into four divisions, each headed by a division chair appointed by the Vice President for Academic Affairs:

- a. Fine Arts
- b. Humanities
- c. Science and Mathematics
- d. Social Sciences

I. D. Shared Governance System

(Philosophical framework approved by Board of Trustees, 10/10/03)

The purpose of the shared governance system at Brevard College is to provide a systematic, recognized means for campus constituencies to provide appropriate, meaningful, and timely input and reactions to institutional decision-making. Such a system is a structural means through which the College can build and sustain a campus culture of intentional continuous improvement toward more effectively achieving its educational mission. Continuous improvement will occur to the degree that the system encourages and enhances progressive, innovative thinking and decision-making at all levels of the institution.

Much of the work of this shared governance system will inevitably occur in the various committees, both the campus advisory committees listed later in this section and the faculty committees listed in Section II. This committee structure has been devised primarily based on the functions most fundamental to the College's overall educational mission. The primary purpose of the various committees in the system is to serve in a facilitative and advisory role for administrators, staff members, offices, and departments in the accomplishment of their respective duties. The articulation of such a system also does not prevent or preclude individuals from having direct contact with the President and other executive leaders. The College's vice presidents and academic division chairs as groups do not appear on the shared governance organizational chart because they serve administrative functions delineated on the College's organizational chart. These individuals and groups will frequently interact with the shared governance committee structure in numerous formal and informal ways.

Several principles must be in operation for this system to reach its potential:

1. high levels of trust, individual commitment, and mutual respect and affirmation
2. multi-directional communication
3. multi-directional accountability
4. decision making which is grounded in analysis, research, and thorough information-gathering and appropriate information-sharing
5. appropriate-level decision-making
6. desirability of staggered terms to ensure continuity in committee work
7. adequate training and support for all parts of the system

The overall shared governance system also assumes committee members will take seriously and conscientiously their representative role for their constituencies. The particular committees in the shared governance system may change from time to time. The effectiveness of the overall system will require frequent interactions among various committees and between various committees and administrative officers and departments. In addition to the standing committees listed below and in Section II, both standing committees and administrators may occasionally form shorter-term task forces to meet a wide variety of purposes. Standing committees may also find it valuable to create standing or short-term sub-committees.

The current campus-wide advisory committees include:

The **Athletic and Compliance Committee** fosters positive relations between the Athletic Department and all other units of campus so that student-athletes and athletic activities are effectively and appropriately integrated into the campus as a whole. The committee seeks to balance the College's educational mission with needs of the student-athlete and athletic program. The committee serves as a resource to those involved with oversight of athletics including the Director of Athletics, Faculty Athletics Representative, the Vice President and Dean for Students, the Vice President for Finance and Operations (or designee) and the President. The Committee is chaired by a faculty member (designated by the Vice President for Academic Affairs), and its membership includes one faculty representative from each academic division, one staff representative from campus life, one representative from the coaching staff, two students (one student-athlete and one representative of the general student body). The Director of Athletics, Faculty Athletics Representative, the Compliance Coordinator, and the Vice President for Admissions and Financial Aid (or designee) serve ex-officio.

Summary of Roles and Responsibilities:

- Provide recommendations to the Director of Athletics on relevant matters related to athletics and student-athlete integration into the campus.
- Review and advise on student-athlete welfare issues such as academic progress, graduation rates, student-athlete satisfaction surveys/exit interviews, personal conduct of student-athletes and other matters pertaining to athletic programs and personnel.
- Receive and evaluate athletic policies and programs to ensure compatibility with the overall aim and mission of the college.
- Annual review of gender equity and Title IX and development and monitoring of the gender equity plan.
- Educate campus constituents on the work of the committee and the athletic program as a whole.
- Recommend modifications to institutional practice & policy to better serve and support student-athlete success.
- Review and approve athletic schedules for competition.
- Participate in the periodic self-study of the intercollegiate athletic program.
- The Athletics Committee should have an established schedule meeting on at least a monthly basis throughout the academic year and will report annually to the Vice President for Finance and Operations and the President.

The **Safety, Security and Risk Management Committee** is responsible for recommending policies and procedures to Executive Leadership Team which advocate for campus-wide health, safety, and security and which improve institutional risk management. Membership includes one faculty representative from each academic division, two representatives from the College staff, two representatives from the student body, advisory members consisting of the Vice President for Finance and Operations (or designee), the Director of Safety and the Vice President and Dean of Students.

SECTION II: Policies and Procedures Applicable to Faculty Members

II. A. Faculty Appointment Ranks (Board Approved 2-19-16)

Faculty appointments at Brevard College may be in the tenure or non-tenure system (see Section II.C). The tenure system includes faculty members who have been awarded tenure and those who are on the tenure track. Within the tenure system, faculty members may hold the rank of Assistant Professor, Associate Professor, or Professor.

Assistant Professor: The rank of Assistant Professor normally indicates that the faculty member has an earned doctorate or an equivalent terminal degree or a master's degree plus additional academic and/or professional work directly relevant to the person's teaching assignments. The person's academic and/or professional background demonstrates the potential of excellence in teaching, professional development, and service.

Associate Professor: The rank of Associate Professor normally is reserved for faculty members who have been awarded tenure. An Associate Professor has a terminal degree in the academic area of teaching and at least six years of demonstrated experience in and commitment to college-level teaching and related service and professional development. Demonstrated excellence in at least one area of merit and evidence of very good teaching are required characteristics of an Associate Professor.

Professor: The rank of Professor is reserved for those individuals who demonstrate a record of sustained accomplishment in and commitment to college-level teaching and contributions to an academic discipline and the college community through service and professional development. It is expected that a Professor has demonstrated achievement of additional, clear distinction above the Associate Professor level. Demonstrated excellence in teaching, given the teaching mission of Brevard College, and in at least one other merit area is required, with at least a good rating in the remaining merit category.

Within the non-tenure system, faculty members may hold the rank of Instructor, Assistant Professor, or special appointment (for instance, Visiting Instructor, Visiting Professor, Artist-in-Residence, or Visiting Artist, as indicated in Section II.C.1).

Assistant Professor: An Assistant Professor normally has an earned master's or equivalent graduate degree as well as experience demonstrating excellence in teaching.

II. B. Faculty Hiring Procedures (Board Approved 2-19-16)

Brevard College is committed to an open, fair, timely, and non-discriminatory hiring process. All faculty and staff involved in the hiring process will conduct themselves in a manner consistent with this philosophy.

1. Full-time Faculty Appointment Procedures:

- a. **Determination of a Full-time Faculty Vacancy:** Prior to announcing a faculty vacancy, the Division Chair, in consultation with the Major Coordinator, and any other appropriate faculty, will define and delineate the nature of the position in terms of the needs and the mission of Brevard College and write an announcement of the position. Once a faculty search process has been approved by the President and Vice President for Academic Affairs, the Division Chair, in consultation with the Major Coordinator and the Vice President for Academic Affairs, will form a Search Committee for the position.
- b. **Announcement of a Full-time Faculty Position:** An announcement of the position will be created by the Division in consultation with the Vice President for Academic Affairs. The announcement will then be reviewed and approved by the College Equal Employment Opportunity Compliance (EEOC) Officer. The Search Committee and/or the Division Chair will then recommend a plan for posting the position announcement in order to attract a strong pool of applicants. Faculty positions are normally announced on the Brevard College website and other electronic resources, in *The Chronicle of Higher Education* or other appropriate publications, and/or sent directly to appropriate institutions of graduate study. Whenever possible, candidates will be allowed thirty days from the first appearance of the announcement to submit their applications, including a detailed *vita* and official transcripts of all graduate work.
- c. **Search Process:** The Search Committee will carefully review the applications of all candidates. The Chair of the Search Committee will submit the Committee's recommendations to the Division Chair. Only after approval by the Division Chair and the Vice President for Academic Affairs will the Search Committee make arrangements with the candidate(s) for a campus visit/interview.
- d. **Campus Interview Process:** The activities of the candidates while on campus will be coordinated by the Chair of the Search Committee, in consultation with the entire Search Committee, the Division Chair, and the Vice President for Academic Affairs. Candidates for a position must be interviewed by the Search Committee, the Division Chair, the Major Coordinator, and the Vice President for Academic Affairs. Candidates may be interviewed by the President of the College at his/her discretion. While on campus, if possible, candidates will make at least one public presentation. Also, the interview process should allow for both student and faculty interaction with the candidates.
- e. **Appointment to the Faculty:** The Search Committee will make a recommendation to the Division Chair and the Vice President for Academic Affairs on the suitability, strengths, and weaknesses of each candidate who has completed a campus interview. The Vice President for Academic Affairs determines when and to whom an offer is made, as well as the initial salary and academic rank of the appointment. The President may disapprove the hiring of the faculty member at his/her discretion.
- f. **Definition of Full-time Faculty:** Teaching positions on the faculty of Brevard College are considered full-time if the appointment is assigned to one of the academic divisions and has responsibility for classroom instruction, oversight of classroom instruction, or direct administration of instructional programs of a division. Full-time teaching positions are normally nine-month appointments, although summer supplements may be added in relation to specific summer responsibilities. All full-time faculty members are evaluated regularly based on their instructional, academic advising, campus committee, and professional development responsibilities (See Section II.G. below).

2. Adjunct Faculty Appointment Procedures:

The Division Chairs, in consultation as appropriate with Program Coordinators, will determine the need for adjunct faculty. Division Chairs will submit their recommendations for adjunct faculty members to the Vice President for Academic Affairs. The Vice President for Academic Affairs, in consultation with the Division Chairs, will then make adjunct faculty appointments. Selection is based on availability, academic credentials, and appropriate experience. All candidates must provide a *vita* and official transcripts of all graduate work to the Office of Academic Affairs. New adjunct faculty will be evaluated during their first semester of teaching. Returning adjunct faculty members are evaluated annually (See Section II.G. below).

3. Faculty Orientation:

It is the responsibility of the Vice President for Academic Affairs, in consultation with the Division Chairs, to ensure that full-time and adjunct faculty members are effectively and appropriately oriented to the College and to their responsibilities here. This orientation program must include an overview of the faculty evaluation process and criteria.

4. Faculty Mentoring Program: The faculty mentoring program is intended to be a useful way of helping new full-time faculty members adjust to academic life at Brevard College. Assistance from a well-respected mentor is intended to be a valuable supplement to the guidance and assistance that a Division Chair provides during the early years at the College. The Academic Leadership Team will assign a senior faculty mentor, outside of the new faculty member's division, to each new full-time faculty member. Guidelines for the mentoring program, including expectations and responsibilities of the new faculty member, the faculty mentor, and the Division Chair, will be distributed to the faculty mentor and the new faculty member by the Division Chair as soon as possible before the first semester of new faculty member's employment at the College.

II. C. Continuing Faculty Appointment System

(as approved by Board of Trustees, June 1, 2007)

Brevard College faculty appointments are approved and made by the Vice President for Academic Affairs under authority delegated by the President of the College. Faculty participate in the appointment system through: faculty search committees, candidate selection procedures, the Promotion and Tenure Committee, and through the promotion and tenure process outlined below. The faculty members on the Promotion and Tenure Committee review applications for promotion and/or tenure according to the procedures outlined below and make recommendations regarding faculty candidates to the Vice President. These recommendations are based on institutional needs and the qualifications of the individual to satisfy position requirements. All faculty positions and appointments are subject to the approval of the Brevard College Board of Trustees.

By accepting membership within the Brevard College faculty, an individual assumes a professional association with an academic community open to constructive change and committed to free inquiry in accordance with the stated academic goals and philosophy of the College, intellectual honesty, and respect for the dignity of others. Brevard College is committed to ensuring equitable treatment for all faculty appointees, including workload assignments, access to benefits, opportunities for professional development, and responsibilities in the shared governance system. The institution also guarantees all faculty academic freedom and due process as set forth in College policies.

Newly appointed faculty will be evaluated annually and the results of the evaluation will be shared with the faculty member. After promotion in rank, faculty may be evaluated less frequently according to the schedule adopted by the College.

The Brevard College appointment system includes faculty inside and outside the tenure system. The processes involved with tenure; promotions; the rewarding, renewal, and non-renewal of contracts; and appeals are detailed below. For appointments outside the tenure system or probationary appointments within the tenure system, an individual faculty member's performance and institutional need will determine the need for continuing employment. For tenured faculty, continued contract between the faculty member and Brevard College is assumed, and the burden of proof for dismissal (not renewing or ending the contract) is upon the College.

A faculty member may terminate his/her association with the college by a formal letter of resignation or retirement to the Vice President for Academic Affairs. The individual should provide the notification in a timely manner and, except in unforeseen circumstances, should be no later than the beginning of the semester prior to the individual's end of service to the College.

1. Appointments outside the Tenure System

Brevard College recognizes the importance of appointments outside the tenure system. Non-tenure track appointments allow for individual and institutional flexibilities. Non-tenured faculty members are appointed in recognition of qualifications, abilities to contribute to the mission of the College, and the needs of the College. No more than twenty-five percent (25%) of the full-time faculty will hold appointments in this category.

Faculty appointments outside the tenure system normally will be at the instructor level for those without a terminal degree, but not above the assistant professor level for those with a terminal degree.² Special appointments within this category may be made to individuals with distinguished careers or educational backgrounds whose services benefit the College.

Faculty appointments outside the tenure system are awarded annually and may be renewed. For appointments outside the tenure system, the College predicates annual contract renewal on: 1) the need of the College for the faculty position; 2) the effectiveness of the faculty member in meeting position assignments, including performance and academic fitness for the position; and 3) the needs of the college community.

Non-Renewal of Appointments outside the Tenure System

If the College decides not to renew the annual contract, the institution will provide written notification to the faculty member in accordance with the individual's years of service to the institution: 1) not later than March 1 of the first academic year of service; 2) not later than December 1 of the second academic year of service; and 3) not later than September 1 for subsequent years of service. Upon failure on the part of the College to meet this notification schedule, the College will compensate the faculty member for the equivalent 6-month, 9-month or 12-month required notification period, except in the case of faculty dismissal for the conviction of a felonious crime or the grave misconduct on the part of the faculty member which is of such a nature as to threaten the academic integrity of the College.

² This rule does not apply to individuals who held full-time faculty positions during the 2006-2007 academic year.

If a non-tenured faculty appointment is not renewed and the individual believes that he/she has been treated unfairly, the individual has the right to follow the grievance procedure as outlined below in Section II.S. If at the conclusion of that procedure, the decision not to reappoint remains in effect and the College initially failed to meet the notification schedule, the compensation schedule for termination above will apply.

2. Appointments within the Tenure System

The awarding of tenure recognizes positive performance and accumulated trust over a number of years. With the awarding and acceptance of tenure, the College and newly tenured faculty formally and publicly acknowledge that they have entered into a long-term association that is both mutually beneficial and based on their shared commitment to the life of Brevard College. For the College, tenure enhances the ability to attract and retain qualified, productive faculty members. For the faculty member, tenure affords job security and institutional recognition for Teaching, Professional Development, and Service.

No faculty member shall be entitled to or acquire any interest in a tenure appointment without a recommendation for tenure by the President of the College and an affirmative award of tenure by the Board of Trustees. No other person shall have any authority to make any representation concerning tenure to any faculty member. Failure to give timely notice of a non-renewal of a contract shall not result in the acquisition of a tenure appointment.

In most cases, appointment within the tenure system will be reserved for those individuals with appropriate terminal degrees as recognized within their academic fields. Normally, the entry probationary level of appointment is Assistant Professor, with the Associate and Professor categories designated for tenured faculty.

In most cases, tenure is awarded after a candidate has performed under an extended probationary period. The period is usually six (6) years with the candidate eligible for tenure review in the sixth year. This time frame allows the candidate ample opportunity to prove him/herself in the areas required for tenure. In the third (3rd) year of the probationary period, the candidate will have a preliminary review, as described below. The experience and qualifications of some candidates may allow them to apply before the customary six-year period.

The decision to grant tenure is made by the Board of Trustees acting upon the recommendation of the President. The President's recommendation is based on assessment of institutional priorities and policies, the viability of the program involved, and the merit of the individual faculty member as determined through the process outlined below.

a. Termination of Probationary Tenure Appointments

The College may decide not to renew the annual contract of a probationary candidate in the following circumstances: 1) a bona fide financial exigency of the College; 2) the major curtailment or elimination of a College program that necessitated the faculty position; 3) the ineffectiveness of the faculty member in meeting position assignments and/or the needs of the college community; or 4) a third-year preliminary review with deficiencies which suggest less than probable likelihood for awarding tenure to the candidate at the conclusion of the probationary period.

If the College decides not to renew the annual contract, the institution will provide written notification to the faculty member in accordance with the individual's years of service to the institution: 1) not later than March 1 of the first academic year of service; 2) not later than December 1 of the second academic year of service; and 3) not later than September 1 for subsequent years of service. Upon failure on the part of the College to meet this notification schedule, the College will compensate the faculty member for the equivalent 6-month, 9-month or 12-month required notification period, except in the case of faculty dismissal for the conviction of a felonious crime or the grave misconduct on the part of the faculty member which is of such a nature as to threaten the academic integrity of the College.

If a candidate applies and is not approved for tenure, he or she may continue on the Brevard College faculty for only one year, after which the annual contract will not be renewed. The notification and compensation schedule set forth in the above-entitled section, Non-Renewal of Appointments outside the Tenure System, will apply to a probationary candidate whose annual contract is not renewed.

If an individual's appointment is not renewed during the six-year probationary period, and the individual believes that he/she has been treated unfairly, the individual has the right to follow the grievance procedure as outlined below in Section II.S. If at the conclusion of that procedure, the decision not to reappoint remains in effect and the College initially failed to meet the notification schedule, the compensation schedule for termination will apply.

b. Termination of Tenured Faculty

The burden of proof for the termination of a tenured faculty member resides with the institution. The President, in consultation with the Board of Trustees, will make the decision not to reappoint and/or otherwise terminate the association between the individual and the college. Reasons for the individual's removal must be explicit and unambiguous. If termination of the tenured faculty member occurs for the faculty member's sustained refusal, failure, or inability to fulfill contractual obligations, the College is required to demonstrate a record of documented deficiencies and expected performance standards previously shared with the individual. This documentation must demonstrate that the faculty member was given an appropriate time period to address the College's concerns before a decision was made. The expectations of performance by which the faculty member is judged must be consistent with the expectations placed on all tenured faculty members.

The College may terminate its association with a tenured faculty member under the following circumstances: 1) a bona fide financial exigency of the College; 2) a bona fide major curtailment or elimination of a College program that once necessitated the faculty member; 3) the faculty member's sustained refusal, failure, or inability to fulfill contractual obligations; 4) a conviction of the faculty member for a felonious crime; or 5) the grave misconduct on the part of the faculty member which is of such a nature as to threaten the academic integrity of the College.

If the College terminates the association with a tenured faculty member, the institution will provide written notification to the faculty member in accordance with the individual's years of service to the institution: 1) not later than March 1 of the first academic year of service; 2) not later than December 1 of the second academic year of service; and 3) not later than September 1 for subsequent years of service. Upon failure on the part of the College to meet this notification schedule, the College will compensate the faculty member for the equivalent 6-month, 9-month, or 12-month required notification period, except in the case of faculty dismissal for the conviction of a felonious crime or grave misconduct. (See items 4 and 5 above.) After notification of non-reappointment, the faculty member has the right to appeal the decision. (See following section).

c. Appeal of Decision of Non-Reappointment or Dismissal of Tenured Faculty

An individual notified of termination may ask the Faculty Council to review the decision. Such a request should be made in writing to the President of Brevard College, within thirty days of the notification of the decision. Within thirty days of receiving such a request, the Chair of Faculty Council will form a three-member review panel from faculty who have held tenure for at least three years. The faculty member whose contract non-renewal is under review may provide the names of two individuals who have held tenure for at least three years. The Chair will select one member from these with the other two individuals determined at the Chair's discretion.

The panel will investigate the process and the grounds by which the termination or non-renewal decision was made. The panel will have authority to access all relevant materials and interview all relevant individuals. Within a reasonable time period, but no longer than six weeks after initiation of the review or as soon thereafter as is reasonably practicable, the panel will issue a written opinion to the President and the faculty member either affirming the position of Brevard College or supporting the faculty member.

After review, the President will accept or reject the panel's opinion and communicate that decision to the faculty member and the panel. If the decision is made to uphold the termination of the faculty member, the individual may appeal through the President to the Chair of the Board of Trustees, who will form an investigative panel of trustees. Once the appeal is initiated, the faculty member can withdraw the appeal at any time. The panel will consider the appeal, issue a final College ruling, and inform the President, who will communicate that decision to the faculty member.

If a decision is made to uphold the termination or if the faculty member withdraws the appeal, the compensation schedule for termination detailed above will apply.

3. Termination of Employment during the Term of the Contract

(approved by Board of Trustees, February 29, 2008)

Regardless of faculty category, individual faculty employment is governed by a current contract (usually covering an academic year, although an individual employment letter may specify a different term). During the term of the contract, the College may suspend this contract if there is substantial, documented evidence that one of the following situations places the safety of individuals on campus or the College's ability to operate in jeopardy: 1) the faculty member's refusal, failure, or inability to fulfill contractual obligations; 2) a conviction of a felonious crime; or 3) the grave misconduct on the part of the faculty member which is of such nature as to threaten the academic integrity of the College.

If the employee does not challenge the validity of the basis for the suspension, the contract will be considered terminated as of the date of the suspension. If, on the other hand, the employee believes the suspension is unjustified, he or she may follow an expedited review procedure seeking to reinstate the employment. In this case the employee must inform the relevant administrators and the chair of the Faculty Council of this belief as soon as possible. The chair of Faculty Council and the chair of the Tenure and Promotion Committee will be presented with all the facts and viewpoints involved in the case and advise both parties. This will be done as soon as is possible. If this process fails to reinstate the employee, the employee may initiate the formal grievance procedure outlined in **II.S**. Given the potential impact on the institution and on the faculty member, this process will also be expedited. If this process does not result in reinstatement, the employee will be considered terminated.

The terms of any termination of a faculty member during a contract period will be determined on an individual basis.

4. Board of Trustees' Right of Review and Modification of II.C.

The Board shall retain the right of periodic review and modification of all aspects of governance of the College, including especially policies contained in Section II.C. The Board shall further retain the right to enact such rules, regulations, policies and orders as it deems appropriate, subject to the Board's own rule-making procedures.

II. D. The Promotion and Tenure Process

(Board Approved 5-17-19)

Faculty personnel decisions must be equitable and systematic. Decisions must be based on a clearly stated evaluation process using documented information on faculty performance. The process must be broad and fair, providing for multiple evaluations by appropriate constituencies: students, peer faculty, division members, Major Coordinator(s), Division Chair, and the Vice President for Academic Affairs, the President, and the Board of Trustees. The right of appeal and a clear appeal process are essential components. An evaluation for tenure or promotion must be comprehensive and substantive.

1. Tenure/Mid-Tenure Review

The Vice President for Academic Affairs convenes the Promotion and Tenure Committee to review applications and supporting data for tenure and for mid-tenure review. In cases of tenure, the Committee will make its recommendations to the Vice President for Academic Affairs. The Vice President for Academic Affairs will make his/her recommendations and send them to the President, along with the recommendations made by the Committee. If there is a significant difference between the recommendations made by the Vice President for Academic Affairs and the Promotion and Tenure Committee, the Vice President for Academic Affairs will meet with the Committee to discuss those differences before forwarding his/her recommendations and the Committee's recommendations to the President. The President will review all applications and recommendations and submit for action those s/he supports to the Academic Affairs Committee of the Board of Trustees. The Board of Trustees will direct the President to award tenure and promotion, and the results will be conveyed in writing immediately following the directive, to the faculty member(s), the Promotion and Tenure Committee, and the Vice President for Academic Affairs.

The Vice President for Academic Affairs also oversees the committee formation and review process for mid-tenure review. Where possible, the mid-tenure review should logically lead to the eventual tenure review with materials coinciding with tenure criteria and the tenure process.

2. Promotion and Tenure Criteria

The Committee will consider the merit of a candidate's case based on three broad categories: Teaching Effectiveness, Professional Development, and Service to College and Community. The Committee will determine merit levels in these categories and will rate the candidate in each as 1) Excellent, 2) Very Good, 3) Good, or 4) Below Standard.

To be recommended for advancement a candidate must receive at least a Very Good rating in Teaching Effectiveness, Excellent in at least one category, and no ranking below Good. If a faculty member has multiple responsibilities that preclude fully addressing each of the performance categories, the Promotion and Tenure Committee will take account of such circumstances in reviewing the candidate's case.

Teaching Effectiveness:

Teaching is the primary faculty activity and effective teaching takes many forms. An effective teacher communicates skills, knowledge, and understanding to students in a way that generates intellectual excitement, inquiry, and creativity. Effective teaching occurs in the classroom, laboratory, and studio. In addition, teaching reaches beyond the classroom to the entire college community. Effective teaching may occur in conferences, during advising, through mentoring of students, and in extra-curricular activities. Evidence of success in the following areas may be used to demonstrate teaching effectiveness:

student, peer, and division chair evaluations of classroom content, style, and effectiveness; academic advising of students; mentoring of students; curricular development and reform; course development, revision, and reform; participation in conferences on teaching; publications on teaching or mentoring; guest-teaching across campus; contributions to general education courses, senior projects, honors courses, LINC, etc.

Professional Development:

Professional Development is self-directed growth in depth and/or breadth of a professor's area of expertise and interests. Growth in scholarship is essential for a professor's maturation and increasing effectiveness in teaching. The following activities are examples of scholarship that contribute to professional growth and maturation and demonstrate satisfactory Professional Development: participation in and development of research programs; self-initiated technical learning (computers, lab techniques, studio techniques, musical techniques and others); self-directed academic education and creative endeavors; published peer-reviewed articles, books, papers, creative writing, studio art, music composition, etc.; invited seminar presentations; performances and exhibitions in the professional discipline; acquisition and renewal of certification; proposal writing; funded grants; presentations and published abstracts at professional meetings; conferences, workshops attended, residencies; membership and active involvement (e.g., officer, program organizer) in professional organizations; consulting or production in an individual's area of expertise.

Service:

The service component includes faculty activities that support a Major, Department, a Division, and the College. Usually this is committee work within a Major, Division, or the College. However, activities that contribute to professional organizations, other extramural groups, and the community-at-large are included. Examples of faculty service that satisfy this requirement are as follows: coordinating a major; chairing committees for majors, divisions, and the College; committee membership in majors, divisions, and the College; student recruitment and retention activities; service activities for professional organizations; presentations of volunteer activities at community organizations, civic clubs, or schools; involvement in activities that are of service to Brevard College students, faculty, and staff; activities that increase the positive visibility of the College; Institutional Advancement activities; Professional organization leadership roles (e.g., chairperson, officer, initiator).

3. Promotion and Tenure Committee

The review process is carried out by The Promotion and Tenure Committee. The Promotion and Tenure Committee consists of five tenured faculty members. Each of the four academic divisions elects one member for a two-year term on the Committee; these elections occur in the spring semesters of alternate years (Fine Arts and Science and Math in odd years; Humanities and Social Sciences in even years), for terms to begin the fall following the election. The fifth member is an at-large member elected by the full faculty in the spring of odd years, who also serves a two-year term beginning the following fall. Each of these elected members may serve up to two consecutive terms on the Promotion and Tenure Committee. If required because of a recusal and so as to retain an odd number of members, the Committee may also have an alternate member elected from the ranks of tenured faculty members not already serving on the Committee, during the fall semester of each year, for a one year term.

The Committee is charged with evaluation of the merit of a faculty member's record for promotion in rank and/or tenure. The five members of the Committee are accorded full voting privileges in Committee decision-making processes. The Committee elects a Chair at the first committee meeting called by the Vice President for Academic Affairs.

4. Tenure Review Process

- 1) Normally at the end of the spring semester, but no later than July 15 of each academic year, the Vice President informs each candidate in a letter copied to the appropriate Division Chair, to begin the process of building the candidate's case for promotion or tenure.
- 2) No later than the first called meeting of the Promotion and Tenure Committee (normally held during fall development days), the Vice President notifies the Promotion and Tenure Committee of the candidates and confirms that the candidates have earned the appropriate credentials in their areas of expertise and verifies that each meets the following conditions for years in rank:

Rank with Tenure	Years Before Promotion
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Assistant Professor	6
Entry Level Associate Professor	3
Associate Professor to Professor	6

- 3) The candidate chooses an Advocate from the full-time faculty to present his/her case to the Promotion and Tenure Committee. The Committee strongly encourages candidates to choose an Advocate and advises that the Advocate be someone other than the candidate's division chair. The Advocate's job is to support the candidate's case for promotion or tenure.
 - The Advocate reviews the candidate's application materials including their portfolio.
 - The Advocate does not review any confidential letters.
 - The Advocate discusses the application with the candidate, writes a supporting letter summarizing the reason why promotion and/or tenure should be awarded to the candidate, makes a presentation of the candidate's case to the Promotion and Tenure Committee, and responds to questions from the Committee. The letter may address issues which the candidate and the advocate judge as important.
- 4) The candidate for tenure assembles a portfolio of information supporting the proposed tenure and/or promotion action based on established criteria. The portfolio will include sections on teaching, professional development, and service. Narrative explanation and personal assessment of evidence under teaching, professional development, and service are included. Usually these sections of explanation and assessment are best placed before the candidate's case evidence, at the beginning of each of the three sections of the portfolio. The candidate must provide annual self-assessments and Division Chair evaluations as well as a mid-tenure evaluations letter for the duration the candidate has worked at Brevard College.
- 5) Submission of the Portfolio: The candidate will transfer ownership of a Google Drive folder containing PDF files of the complete dossier to the Chair of the Tenure and Promotion Committee. The name of the folder must be the candidate's name. The candidate is responsible for preventing viewers from downloading, copying, or printing individual PDF files by selecting the Advanced feature for each PDF file and checking the option to disable options to download, print, and copy. Brevard College Information Technology staff can help with this process. We recommend that the candidate make two copies of everything presented in the electronic portfolio, such that one copy can be retained for personal use when ownership of the other is temporarily transferred to the Chair of the Promotion and Tenure Committee.
- 6) The Chair of the Promotion and Tenure Committee makes the following adjustments to the folder: the advocate, appropriate division members and committee members are added to the folder with view-only permissions; using the advanced sharing features, with appropriate expiration dates set.

- 7) The Promotion and Tenure Committee prefers that candidates ask their references to write confidential evaluation letters, and that their references send these confidential letters directly to the Office of Academic Affairs, for forwarding to the Promotion and Tenure Committee. All of the other information and documents listed below should be included in the candidate's PDF file.
- 8) Normally no later than October 1, the Division Chair receives permission to review the candidate's supporting portfolio. Faculty in the candidate's division may then review the portfolio. After November 1, division review permission is removed.
- 9) The Vice President for Academic Affairs instructs faculty members from that division to review the candidate's materials, requesting additional information as appropriate, and instructs every full-time faculty member in the division to write a letter evaluating the candidate on teaching, professional development, and service, using guidelines provided by the Promotion and Tenure Committee, under normal circumstances due no later than November 1. These letters are collected by the Office of Academic Affairs, then delivered to the chair of the Promotion and Tenure Committee. These letters are not included in the candidate's dossier and are strictly confidential.
- 10) No later than November 1, the Division Chair writes a letter of evaluation and makes a recommendation to the Promotion and Tenure Committee. The Division Chair's letter is also collected by the Office of Academic Affairs, then delivered to the chair of the Promotion and Tenure Committee. This letter is not included in the candidate's dossier and is strictly confidential.
- 11) Once a particular candidate's case is before the Promotion and Tenure Committee, the Committee shall determine which of its members (or alternates, if necessary) shall hear the case, addressing any need for recusal. The Committee determines that each candidate's case file is complete and evaluates each candidate's dossier, the Advocate's supporting letter, the letters of evaluation from full-time faculty members in the candidate's division, the Division Chair's letter of evaluation, and the Advocate's and the Division Chair's presentations of the candidate's case. Each of the members selected for the hearing thoroughly reviews the case file before the hearing and signs an acknowledgment of that review. The Vice President for Academic Affairs meets when necessary with the Promotion and Tenure Committee to consider case outcomes and the general review process.
- 12) Members of the Committee meet and discuss their individual reviews of the case, determining the appropriateness and relevance of all written materials in the case file. Only materials determined to be relevant and appropriate are included in the decision-making of the Committee. (If material is lacking, the Committee may request further information. However, it is the candidate's responsibility to provide a complete portfolio containing all information that the candidate feels is necessary for the tenure review process.)
- 13) The Chair convenes the Promotion and Tenure Committee for the official hearing. The Chair asks the Committee to comment on the case file and to identify areas of special concern. This allows the Committee to address appropriate questions to the Division Chair and/or the Advocate when they discuss the candidate's qualifications with the Committee. The Chair invites the candidate's Advocate into the meeting to present the candidate's case to the Committee. The Chair invites the Division Chair into the meeting to present the candidate's case to the Committee.
- 14) After meeting with the Advocate and Division Chair, the Committee has the right to invite the candidate to meet with the Committee to address any remaining issues. After meeting with the Advocate, Division Chair, and, where appropriate, with the candidate, the Chair of Promotion and Tenure initiates formal Committee discussion on the case file to evaluate the merit levels achieved

in each of the three assessment categories: Teaching, Professional Development, and Service. The evaluative information is included in the letter sent to the Vice President for Academic Affairs. Confidential notes are taken during case deliberations; all are collected and destroyed at the end of the process.

- 15) The Chair requests a motion recommending the candidate for promotion and/or tenure. A recommendation to advance the candidate signifies that the candidate meets the minimal merit level requirements for promotion and/or tenure. Upon hearing a motion and a second, and following any discussion, the Chair calls for the vote. The vote for or against promotion and/or tenure is recorded.
- 16) The Chair collects all written materials including notes. The case notes are kept as confidential files until the recommendation letter is completed. After the process has been completed, including the possibility of appeals, all notes are destroyed and the case file is returned to a secure location.
- 17) The Chair composes a draft letter to communicate the Committee's recommendation, the vote on the recommendation, and the evaluation of merit. The Committee reviews the draft letter and by consensus agrees to a final version that the Chair sends to the Vice President for Academic Affairs.
- 18) The Vice President receives and considers the evaluation and recommendation letters from the Promotion and Tenure Committee.
- 19) The Vice President writes his/her own letter recommending or not recommending promotion and/or tenure. If there is a significant difference between the recommendations made by the Vice President for Academic Affairs and the Promotion and Tenure Committee, the Vice President for Academic Affairs will meet with the Committee to discuss those differences before forwarding his/her recommendations and the Committee's recommendations to the President.
- 20) The Vice President sends her/his letter of recommendation and the Promotion and Tenure Committee's letter of recommendation to the President.
- 21) The President receives the recommendations of the Promotion and Tenure Committee and the Vice President for Academic Affairs, and writes a recommendation for each candidate and submits each to the Academic Affairs Committee of the Board of Trustees for action. The Board of Trustees will direct the President whether to award promotion and/or tenure.
- 22) The Vice President informs the Candidate as soon as possible of the Board of Trustees' decision regarding his/her promotion and/or tenure.
- 23) The Vice President sends the Promotion and Tenure Committee the results of the President and Board of Trustees' actions.
- 24) Each candidate granted tenure by the Board of Trustees will have a meeting with the Vice President, who will summarize his/her findings and the findings of the Promotion and Tenure Committee. This conversation should occur before the end of the semester that tenure is awarded.

5. Mid-Tenure Review Process

- 1) Summary: The Promotion and Tenure Committee will oversee the review of candidates via a committee as described below. The review process will be conducted during the fall semester of the candidate's probationary midpoint, normally the third year, and conclude by October 15 whenever possible. The review committee will consider the candidate's strengths and weaknesses in the areas of Teaching, Professional Development, and Service. It will discuss its observations with the candidate in a candid, encouraging, and collegial environment with the intent of helping the candidate along in the tenure process. Exceptions to the mid-tenure review are faculty members who come to Brevard College with more than 3 years of credit toward tenure. Those with credit of 1, 2, or 3 years are still expected to undergo mid-tenure review.
- 2) Normally at the end of the spring semester, but no later than July 1 of the appropriate academic year, the Vice President for Academic Affairs will send an official letter to inform the tenure-track faculty member that he/she is due for a mid-tenure evaluation.
- 3) The VPAA will inform the Promotion and Tenure Committee, usually at the first meeting of the committee during August faculty development when they also receive candidates for tenure.
- 4) A Mid-Tenure Review Subcommittee is formed consisting of: one tenured member of the candidate's division, chosen by the candidate in consultation with the division chair; one tenured non-division member, chosen by the Vice President for Academic Affairs; one member of the Promotion and Tenure Committee, chosen by the Committee, who will convene and chair the review committee.
- 5) Once the subcommittee has been convened, the Vice President for Academic Affairs will inform the subcommittee chair of any institutional expectations that should be considered in regard to the review process. If necessary, a preliminary meeting is held between the subcommittee chair and the Vice President for Academic Affairs to discuss those concerns.
- 6) The chair of the Mid-Tenure Review Subcommittee sets a date for the candidate's submission of a mid-tenure dossier.
- 7) The candidate for mid-tenure review assembles a portfolio. The portfolio will include sections on teaching, professional development, and service. Narrative explanation and personal assessment of evidence under teaching, professional development, and service are included. Usually, these sections of explanation and assessment are best placed before the candidate's case evidence, at the beginning of each of the three sections of the portfolio. Evidence will include a current curriculum vitae; course syllabi; all student evaluations from classes at Brevard College; annual self-assessments and division chair evaluations; and other appropriate documentation.
 - a. A Google Drive folder containing PDF files of the complete dossier should be prepared by the candidate. The name of the folder must be the candidate's name. The candidate will share the folder with the Chair of the Tenure and Promotion Committee. The candidate is responsible for preventing viewers from downloading, copying, or printing individual PDF files by selecting the Advanced feature for each PDF file and checking the option to disable options to download, print, and copy. Brevard College Information Technology staff can help with this process.

- b. We recommend that the candidate make two copies of everything presented in the electronic portfolio, such that one copy can be retained for personal use when ownership of the other is temporarily transferred to the Chair of the Promotion and Tenure Committee.
 - c. The Chair of the Tenure and Promotion Committee makes the following adjustments to the folder: the Mid-Tenure Review Subcommittee, and the VPAA are added to the folder with view-only permissions
- 8) Following the Subcommittee's review of the dossier and related letters, the Subcommittee will conduct separate interviews of the candidate's division chair and the candidate. The Review Subcommittee may request additional information or clarification from or about the candidate during the review process. However, it is the candidate's responsibility to provide a complete portfolio containing all information that the candidate feels is necessary for the review process.
- 9) The chair of the Mid-Tenure Review Subcommittee summarizes the review in a letter ratified by the subcommittee and shared with the Promotion and Tenure Committee. After review and endorsement by that body, the chair of the Mid-Tenure Review Subcommittee will send the letter to the candidate, the candidate's division chair, and the Vice President for Academic Affairs, and inform the chair of the Promotion and Tenure Committee that this portion of the process has been completed.
- 10) The Vice President for Academic Affairs reviews the candidate's dossier, the letter from the Mid-Tenure Review Subcommittee, and consults with the candidate's division chair.
- 11) The Vice President for Academic Affairs meets with the candidate to affirm or deny the candidate's continuation on the tenure track and summarize the findings of their review, the findings of the Mid-Tenure Review Committee under the three areas of evaluation (Teaching, Professional Development, and Service), and any findings from the Division Chair.
 - a. If the candidate is not allowed to continue on the tenure track and/or the decision is made to terminate the candidate, then the process outlined in Section II.C.2.a. ***“Termination of Probationary Tenure Appointments”*** in the Faculty Handbook will apply.
 - b. If the candidate is invited to continue on the tenure track, the Vice President for Academic Affairs further reviews the candidate's strengths and notes the areas marked for improvement.
- 12) The Vice President for Academic Affairs prepares a written summary of this discussion that includes any recommendations, remediation, or actions that the candidate needs to take in order to ensure continuation on tenure track. The VPAA sends a copy of this letter to the candidate and the Division Chair, and forwards a copy to the President's Office. The VPAA will instruct the Chair of the Promotion and Tenure Committee to return ownership of the dossier to the candidate.

6. Promotion from Associate Professor to Professor

Normally, Associate Professors may apply for promotion to the rank of Professor after a minimum of six (6) years as an Associate Professor. The rank of Professor is reserved for those individuals who demonstrate a record of sustained accomplishment in and commitment to college-level teaching and contributions to an academic discipline and the college community through service and professional development. It is expected that a Professor has demonstrated achievement of additional, clear distinction above the Associate Professor level and demonstrates a career of distinction and a commitment to the goals and philosophy of Brevard College.

- 1) The applicant discusses interest in promotion with the division chair and Vice President for Academic Affairs. If appropriate, the applicant will then indicate in writing to the Vice President for Academic Affairs the desire for promotion to Professor.
- 2) The Vice President will send a letter confirming the applicant's intent along with any guidelines that seem appropriate to the Chair of the Promotion and Tenure Committee.
- 3) A review panel made up of three Professors (one member of the Promotion and Tenure Committee, one person selected by the VPAA, and one person selected by the candidate) will convene and select its own chair.
- 4) The candidate will then prepare and submit a supporting portfolio. The portfolio will include sections on teaching, professional development, and service. Narrative explanation and personal assessment of evidence under teaching, professional development, and service are included. Usually, these sections of explanation and assessment are best placed before the candidate's case evidence, at the beginning of each of the three sections of the portfolio. Evidence will include a current curriculum vitae; course syllabi; all student evaluations from classes at Brevard College; annual self-assessments and division chair evaluations; and other appropriate documentation.
- 5) The Promotion and Tenure Committee also prefers that candidates ask references to write confidential evaluation letters, and that their references send these confidential letters directly to the Office of Academic Affairs, for forwarding to the Promotion and Tenure Committee.
- 6) Promotion Criteria and Process:
 - a. The review panel will typically meet three times: to review the application materials, to meet with the candidate's Division Chair, and to consider the merits of the case and formulate their recommendation.
 - b. The review panel will consider the merits of a candidate's case based on three broad categories: Teaching Effectiveness, Professional Development, and Service to the College and Community. The panel will determine merit levels in these categories using the same criteria as those presented above. The panel will rate the candidate in each category as 1) Excellent, 2) Very Good, 3) Good, or 4) Below Standard.
 - c. The rank of Professor is conferred in recognition of excellence in Teaching Effectiveness and at least a rating of excellent in one of the other two categories, with at least a good rating in the remaining category.
- 7) If the applicant is denied promotion to Professor, the individual may reapply after three (3) years.

7. Transferring Tenure from Another Institution

When the Vice President for Academic Affairs makes a position offer to a candidate who has earned tenure at another institution, review for tenure at Brevard College will proceed according to the following steps:

- 1) The Vice President confirms that a candidate for a faculty position at Brevard College has earned tenure at another institution based on a process and on individual qualifications comparable to those required at Brevard College.
- 2) If the candidate does have tenure at another institution, the Vice President collects all of the candidate's application materials, including curriculum vitae and letters of recommendation, information on the candidate's previous tenure review process (if possible), and any other materials relevant to tenure review at Brevard College.
- 3) The Vice President convenes the Promotion and Tenure Committee to review all of the candidate's application materials and any other supporting data. At this time, the Vice President informs the Committee of any years of credit that the College has awarded to the candidate toward tenure.
- 4) The Promotion and Tenure Committee will review all of the candidate's materials and make a recommendation to the Vice President regarding the candidate's tenure at Brevard College.
- 5) The Vice President will submit to the President his/her recommendation regarding the candidate's tenure at Brevard College, along with the recommendation of the Promotion and Tenure Committee.
- 6) The President will review all application materials and recommendations, and then submit a recommendation to the Academic Affairs Committee of the Board of Trustees.
- 7) The Board of Trustees will direct the President whether to award tenure, and the results will be conveyed in writing, immediately to the candidate, and then to the Promotion and Tenure Committee and the Vice President for Academic Affairs.

8. Board of Trustees' Right of Review and Modification of II.D.

The Board shall retain the right of periodic review and modification of all aspects of governance of the College, including especially policies contained in Section II.D. The Board shall further retain the right to enact such rules, regulations, policies and orders as it deems appropriate, subject to the Board's own rule-making procedures.

II. E. Faculty Duties and Responsibilities

(Board Approved 2-19-16)

1. **General:** At Brevard College, the concept of professionalism governs faculty members in the conduct of their classes and in relationships with students, other members of the faculty, members of the staff, and members of the administration. As a professional, the faculty member is expected to do the following:
 - a. Be familiar with the history and purpose of the College and practice a philosophy of education compatible with the philosophy and mission of the College.
 - b. Hold and practice a high level of professional ethics and academic standards.
 - c. Participate in the program of faculty evaluation which includes, but is not limited to, self-evaluation, student evaluation, and administrative evaluation.
 - d. Give evidence of professional development including, but not limited to, improvement in the area of teaching effectiveness and publication of professional research.
 - e. Be responsible in the exercise of academic freedom.
 - f. Concentrate upon the functions of teaching, Division-related work, committee assignments, advising, and other matters, which pertain to and support the teaching process.
 - g. Procure written approval from the Division Chair and the Vice President for Academic Affairs before accepting simultaneous employment elsewhere.

2. **Academic Leadership Team:** Under the direction of the Vice President for Academic Affairs and Dean of the Faculty, the Academic Leadership Team (ALT) consists of the Division Chairs, the Registrar, and appropriate academic directors to include Director of Teaching and Learning and Director of Brevard Career Advantage. The purpose of the Academic Leadership Team is to lead the Brevard College faculty and academic affairs staff by modeling collaborative leadership, engaging in academic strategic planning, and carrying out administrative duties in support of the Mission and Vision of Brevard College. In keeping with the Brevard College commitment to Experiential Liberal Arts Education, the Academic Leadership Team fosters an environment that encourages innovative academic programs and experiential learning pedagogies.

3. **Division Chair:** An experienced faculty member is appointed by the Vice President for Academic Affairs to serve as the administrative leader of each academic division. Division Chairs are responsible for leading and supervising the full-time and adjunct faculty in their division, collaboratively directing the strategic planning of their division in congruence with the Academic Affairs and College strategic plans, and carrying out any necessary administrative duties in support of the Mission and Vision of Brevard College. Compensation for a division chair is normally a combination of a reduced teaching load and a stipend to recognize summer responsibilities. The duties of each chair are determined to an extent by the particular disciplinary areas within the division; however, each chair is expected to carry out the following tasks:
 - a. Call and chair division meetings on a regular basis, see that minutes are kept and posted in public folders.
 - b. Identify strengths and problems within the division and develop strategies to take advantage of strengths and to solve problems.
 - c. Serve as primary line of communication between the division members and the Vice President for Academic Affairs and the other division chairs.
 - d. See that relevant proposals of the division are properly presented to the Vice President for Academic Affairs and to appropriate committees, especially the Curriculum Development and Assessment Committee.
 - e. Submit schedule of classes for each semester, assign instructors, and allocate workloads.
 - f. Prepare, submit, and supervise the division budget.

- g. Be responsible for approving division purchases, for overseeing the purchase of supplies and for keeping control over inventories within the division and making reports when requested by the finance office.
- h. Represent the interests and concerns of the division as it interacts with all components of the College.
- i. Oversee faculty compliance with the ordering of textbooks and establish appropriate selection procedures for the division.
- j. Oversee supervision of students on work-study program who have been assigned to the division.
- k. Keep abreast of developments in higher education and pass on significant information to the Vice President for Academic Affairs and faculty members in the division.
- l. Make staffing recommendations to the Vice President for Academic Affairs and initiate search procedure in accordance with current college policy.
- m. Conduct evaluation of faculty and staff within the division in accordance with current college policy.
- n. Coordinate the hiring, orientation, and supervision of faculty members within the division.
- o. Encourage and facilitate professional development of division faculty.
- p. Coordinate the long-range planning of the division, including the development of new academic programs, with the total College planning.
- q. Routinely assess the strengths and weaknesses of academic programs within the division and work cooperatively with the Program Coordinators and the Curriculum Development and Assessment Committee in the program review process.
- r. See that all division activities presented for the public are properly supervised.
- s. Coordinate the writing and administration of grants as appropriate.
- t. Be responsible for division activities during the summer months.
- u. Oversee, as appropriate to the specific program/division, facilities and equipment used in support of program activities.
- v. Facilitate appropriate interaction with the Office of Information Technology.
- w. Participate in periodic assessments of job-effectiveness.

Evaluation and Appointment Terms: The Vice President for Academic Affairs will initiate and facilitate a process in alternating years through which division members and other appropriate individuals will have an opportunity to submit evaluations of the division chair's performance. The Vice President for Academic Affairs will collect these evaluations and share the results with the division chair and the President. This process will consider the appropriateness and desirability of the person remaining as division chair and is normally conducted every two years.

- 4 Major Program Coordinator:** In consultation with the Division Chairs, the Vice President for Academic Affairs appoints a qualified faculty member to serve as program coordinator for each major program (as well as certain minor programs and divisional initiatives as appropriate) offered within the division. These coordinators work closely with the Division Chair and other members of the division to ensure that each major program maintains a high level of quality in the most effective and efficient manner. The duties of program coordinators vary considerably because of the significant differences among the academic programs at the College. Still, program coordinators, as applicable and as agreed upon in consultation with the Division Chair and the Vice President for Academic Affairs, assume the following duties:
- a. Keep abreast of current developments within the discipline and develop appropriate curricular recommendations for the growth and sustenance of a high quality program.
 - b. Plan and oversee a formal program review every five years and assist the Division Chair in accreditation efforts.
 - c. Coordinate, with the Division Chair, the annual planning, budgeting, and assessment activities of the program as part of the College's overall planning, budgeting, and assessment cycle.
 - d. Coordinate, with the Division Chair, the academic advising of students in the program and help to solve problems individual students encounter in the program.
 - e. Work with the Division Chair in the creation of class schedules each semester as well as longer term course rotations.
 - f. Assist the appropriate office (whether alumni affairs or job placement) in maintaining records of job placements and current addresses of alumni.
 - g. Work with the Registrar's Office to evaluate transfer credit and appropriate course substitutions applicable to the program.
 - h. Coordinate efforts with the Division Chairs (often in cooperation with the Admissions Office) to recruit and retain students in the program and to counsel prospective students about the program and about career opportunities for graduates of the program.
 - i. Encourage vigorous participation of students within the program by supporting clubs and/or other appropriate activities and seeing that they are adequately advised.
 - j. Assist in developing, as appropriate, internship or field placement possibilities for students in the program by coordinating the contacts with prospective businesses, agencies, and organizations and oversee the negotiation of a letter of agreement with the site.
 - k. Coordinate internship or field placement experiences of students in the program (whether supervised by the coordinator or by other faculty members within the department).
 - l. Participate, when assigned by the Division Chair, in the hiring, orientation, supervision, and evaluation of faculty members teaching in the program.
 - m. Coordinate, as appropriate to the specific program/division, facilities and equipment used in support of program activities.
 - n. Coordinate with the program's webmaster and with Admissions, Public Relations, IT, and other appropriate offices the program's web page and other means of publicity about the program (such as newsletters, brochures, etc.)
 - o. Call meetings of the faculty in the major and see that minutes are recorded and distributed.
 - p. Participate, as appropriate, in program activities during summer months.
 - q. Participate in periodic assessments of job-effectiveness.

Evaluation and Appointment Terms: Terms of appointment will usually be 2 years. The position may be renewable when deemed appropriate by the Division Chair and approved by the Vice President for Academic Affairs. Compensation, which may take the form of load release, a stipend, or a combination of both, will be determined by the Vice President for Academic Affairs. Summer responsibilities for Coordinators will be compensated by stipend and scheduled according to the needs of individual programs. An addendum may be added for specific duties associated with the coordination of individual programs.

II. F. Calculation of Teaching Loads

(Board Approved 2-19-16)

1. General Principles

While no system can recognize all possible variations and scenarios in the calculation of faculty teaching loads, the expectation at Brevard College is that full-time faculty members normally teach the equivalent of 24 instructional hours each academic year. With the approval of the Vice President for Academic Affairs, academic divisions, and more often individual disciplines within divisions, may develop specific means of determining how this equivalency is calculated in relation to courses in Category b below. As a foundation for such calculations, courses fall into one of the following three broad categories:

a. Courses in which credit hours and contact hours are the same

The general College policy for such courses is that the number of credit hours for each course taught will be counted in an individual faculty member's load (toward the expected norm of 24 instructional hours each academic year).

b. Courses in which official contact hours exceed the number of credit hours

The general College policy for such courses is that some percentage (usually 50-100%) of the contact hours will be counted in an individual faculty member's load (toward the expected norm of 24 instructional hours each academic year). The percentage applied to a particular course is a function of the expected time commitment of the course (in preparation and assessment activities as well as contact with students) and the nature of the course (e.g., the role of the instructor and of the students in the class, primary instructional modalities). Until a more systematic approach is developed, such courses will be analyzed and weighted on a case-by-case basis, with the Vice President for Academic Affairs and division chairs charged to handle such courses as consistently as possible.

c. Individualized Learning Opportunities

Following guidelines, procedures, and limitations presented in the current College Catalog, Brevard College faculty members often facilitate credit-earning learning experiences for individual students (e.g. independent studies, directed studies, practica, internships, senior projects [unless they are supervised within a formal class section]). Compensation is paid to the supervising faculty member as overload pay, provided that she or he is carrying the expected 24 credits of load for the year. The rate of compensation will be determined annually, with a maximum payment for six credits per student/per course. Individualized learning experiences supervised outside of the fall and spring semesters will also be compensated at the annually determined rate. (NOTE: No additional compensation is given for x59 and x79 courses.)

2. Proportional Course Load Credit

In order for faculty to receive full workload credit, a course must enroll a minimum of 5 students, exclusive of auditors. The final decision to offer a course that enrolls below this minimum rests with the Vice President for Academic Affairs. (NOTE: In some cases, courses with 5 or more students may also be cancelled.) If a course is approved with fewer than 5 students, faculty load credit is assigned on a proportional basis whereby load credit equals the number of credits multiplied by the number of students, divided by 5. (For example, a 3-credit course with 2 students is assigned 1.2 load credits [3 credits x 2 students, divided by 5]).

3. Compensation for Additional Duties—Other Faculty Assignments

As a means to recognize certain responsibilities assumed by faculty members which go beyond standard teaching, advising, and service expectations, the College will assign a work load equivalency, stated in units (or fractions thereof) of load hours, for specific responsibilities. When possible, this equivalency will be calculated and included as part of the faculty member's overall workload. When these duties create documented overload situations, the College will make payments to individuals based on the current overload rate. Load credits and summer stipends for each coordinator position will be indicated in annual employment letters.

- **Director of Teaching and Learning:** The Director of Teaching and Learning is responsible for the initial and ongoing pedagogical training of faculty related to the college's Experiential Liberal Arts Mission. Intensive faculty development periods occur in August, January, and May each year, with ongoing opportunities throughout each semester. In addition, the director implements the QEP (Quality Enhancement Plan of SACS-COC). The director is appointed by the Vice President for Academic Affairs and closely consults with the VPAA. The director also chairs committees directly related to pedagogy.
- **Honors Program Coordinator:** The Honors Program coordinator is responsible for organizing and implementing the College's honors academic program and is appointed by the Vice President for Academic Affairs in consultation with the Academic Leadership Team.
- **General Education Coordinator:** The General Education coordinator is responsible for overseeing and assessing the General Education program, and is appointed by the Vice President for Academic Affairs in consultation with the Academic Leadership Team.
- **Director of Brevard Career Advantage:** The Director of Brevard Career Advantage is responsible for the development and implementation of the program. The director chairs committees that relate to the program and seeks out grants to support it. Appointed by the President, the director works closely with the Vice President for Academic Affairs.

4. Compensation for Special Programs: Load Credit

- **LINC:** Teaching a 3-hour linked course as part of a 6-hour paired LINC will normally be calculated as part of the instructor's regular semester load. In addition, each instructor will be awarded one hour of additional load credit. These courses typically carry the normal prefixes (i.e. ENG), with the addition of a "K" to designate them as linked courses.
- **LNC:** Teaching a 3-hour course designated as "LNC" will normally result in 2 hours of load credit awarded to each faculty member assigned to the course. Thus the course as a whole receives an additional hour of load credit that is divided among the two faculty.
- The Brevard College Pedagogies (BCP) program awards load credit to faculty members on a rotating and competitive basis, who apply and are approved by their division chairs and the BCP Advisory Committee to participate in programs related to the implementation of active learning pedagogies (e.g., teaching circles, peer mentoring dyads, research and conference presentations, etc.).

Note: All overload payments assume full loads for faculty, without considering these assignments. Payment will require verification of annual load by the Office of Academic Affairs, and will normally be payable during the spring semester of each academic year.

II. G. Faculty Evaluation

(Board Approved 2-19-16)

1. Frequency: All faculty members are evaluated periodically, on a rotating schedule based on faculty rank and determined annually by the Vice President for Academic Affairs in consultation with the Division Chairs. Each Division Chair must notify all faculty members (returning, new, full-time, and adjunct) at the beginning of the evaluation period (or, for new faculty members, the beginning of the semester in which employment begins) of the requirement to evaluate instruction and must provide specific details of the process and criteria by which the faculty member will be evaluated. New adjunct faculty will be evaluated during their first semester of teaching. Returning adjunct faculty members are evaluated annually.

2. Responsibilities:

- a. The Vice President for Academic Affairs ensures that the Division Chairs complete the evaluation process in a fair, equitable and timely manner.
- b. The Division Chairs develop division-specific evaluation procedures and criteria to do the following:
 - 1) Determine the minimum standard/criteria upon which continuance of employment will be based, and
 - 2) Measure the quality of work accomplished by all faculty in their respective divisions.
- c. Each faculty member provides pertinent information which will be helpful in the process of an evaluation dialogue.
- d. It is the responsibility of the Division Chairs to notify the Vice President for Academic Affairs of the specific details and criteria of each evaluation.
- e. After completing their evaluations, the Division Chairs will submit a written copy of their evaluation to the faculty member and to the Office of Academic Affairs and discuss their evaluations with individual faculty members.

3. Criteria of Evaluation:

- a. **Teaching:** Teaching is the primary faculty activity, and effective teaching takes many forms. An effective teacher communicates skills, knowledge, and understanding to students in a way that generates intellectual excitement, inquiry and creativity. Effective teaching occurs in the classroom, laboratory, and studio, but such teaching may reach beyond the class to include an entire college community. Effective teaching may occur in conferences, during advising, through mentoring of students, and in extra-curricular activities. The evaluation of teaching effectiveness may include the following categories:
 - 1) Classroom Performance (content, style, and effectiveness)
 - 2) Implementation of Experiential Pedagogies
 - 3) Student Evaluations
 - 4) Academic Advising of Students
 - 5) Mentoring of Students
 - 6) Curricular Development
 - 7) Curricular Reform
 - 8) Participation in the Brevard College Pedagogies (BCP) Program

b. Professional Development: The ongoing, often self-directed, growth in depth or breadth of a professor's scholarly interests, expertise, and productivity constitute Professional Development. Professional growth is essential for a professor's maturation and increasing effectiveness in teaching. Examples of Professional Development that contributes directly to scholarly growth and maturation may include the following:

- 1) Research Programs
- 2) Self-initiated Technical Learning (computers, lab techniques, studio techniques, musical techniques, and others)
- 3) Self-directed Academic Education
- 4) Published Articles, Books, Papers, Musical Compositions, etc.
- 5) Seminar Presentations
- 6) Performances and Exhibitions in the Professional Discipline
- 7) Funded Grants
- 8) Presentations (Abstracts) at Professional Meetings
- 9) Conferences, Workshops Attended
- 10) Membership in Professional Organizations

c. Service: Service means faculty activities that support the Majors, the Divisions, and the College. Usually this is committee work within a Major, Division, or the College. But activities that contribute to professional organizations, other extramural groups, and the community-at-large are included. Examples of faculty service are as follows:

- 1) Chairing committees for Majors, Divisions, and the College
- 2) Committee membership in Majors, Divisions, and the College
- 3) Student recruitment and retention
- 4) Service activities for professional organizations
- 5) Talks at local public and private schools
- 6) Advising or participating in community and governmental groups
- 7) Speaking to civic clubs and religious organizations
- 8) Civic projects such as Habitat for Humanity
- 9) Institutional Advancement activities

II. H. Brevard College Evaluation of Instruction Process

(Board Approved 2-19-16)

1. Principles Governing the Use of Evaluation Results

- No single set of results (whether from EOCS [End-of-Course Survey], Mid-CAP [Mid-Course Assessment Program], or PR [Peer Review]) is ever to be used in isolation.
- No set of results is ever to be used without an opportunity provided for interpretation and contextualization by the faculty members.
- Comparative numbers on End-of-Course Surveys (EOCS)—individual faculty results, alongside college-wide and divisional averages—are intended primarily as information for faculty members, and are not to be taken by division chairs or others as a strict and accurate quantification of good teaching. However, if a faculty member's numbers fall consistently below the institutional and divisional averages, this should be taken as indicating a need for further explanation and/or targeted improvement.
- Student responses gathered through the Mid-Course Assessment Program (Mid-CAP) are intended for use by faculty members in making mid-course adjustments to improve their instructional strategies and activities. The raw data of these results remain the private property of the faculty member and are not to be included in tenure and promotion materials; however, a

report on the learning gleaned from the assessments and resultant steps taken is to be included in annual reports. However, the institution (as represented by, e.g., a division chair, mid-tenure review panel, or Promotion and Tenure committee) maintains an interest in seeing that mid-course assessments are consistently done and reflected upon.

- Information gathered in Peer Review pre-observation consultations, in-class observations, and post-observation conversations is also the property of the individual faculty member being reviewed. It is the responsibility of that person to include a reflection piece in annual self-evaluations as well as mid-tenure and tenure dossiers. The specific feedback given in the peer review, however, is not to be included in such documents, since doing so could interfere with the intended formative rather than summative nature of such assessment.
- Faculty members who work as peer reviewers are regularly trained regarding expectations of confidentiality, and are not at liberty to share their specific class observations with members of the institution other than the faculty member observed.

2. Course Evaluations

A. Part I: End of Course Surveys (EOCS)

1. All faculty members (full time or part time) are expected to conduct EOCS in all courses during the last two weeks of the semester. These EOCS are a uniform set of Likert-scale questions, with space for commentary, administered to students through CANVAS by the educational technology specialist. **NOTE:** Individual faculty members or programs may use other/additional instruments for the purposes of generating further information (e.g. for 5-year program reviews). However, adding individual items to the uniform institutional EOCS is too unwieldy a process to be institutionally effective
2. The evaluation tool is open for students during the last two full weeks of class and the full Exam/Reflection Week. Faculty members are encouraged to set aside class time during the last two weeks or during the exam/reflection period so that all students may do the evaluation at once, using their own electronic devices (phones, laptops, tablets), or leaving the room to use a designated computer lab. Research suggests that having the faculty member remain in the room while students are completing evaluations encourages honest and thoughtful reflection (as long as faculty are not looking at what students write as they write it!).
3. The EOCS should provide the opportunity for every student in every class, regardless of class size, to complete an evaluation. It is, however, our institutional responsibility to let students know that they may opt out of such evaluations for the purpose of preserving anonymity. (While restricting evaluation to courses enrolling a certain minimal number of students does help protect the anonymity of students, it also cuts down on the data available for faculty in some programs with small class sizes.)
4. The IT department makes individual results available to faculty immediately after the closing of the grading period. These results remain available throughout the following semester (until such time as the next semester's results are uploaded).
5. Alongside their individual results, faculty members are presented with institutional and divisional averages for all items, for comparison purposes. Faculty members have the opportunity to provide contextualizing reflections on these data any time these are presented for institutional review purposes (e.g. in annual reports or for mid-tenure or tenure panels).
6. Division chairs also receive EOCS results and comparative data on their divisional faculty members. These results figure into assessments of faculty performance, but should never be used as the sole source of evaluative information. It does, however, remain the division chair's responsibility to be alert to outliers on the high or low end of institution/division

data, for the purposes of offering commendation for excellence or support for ongoing improvement.

B. Part II: Mid-Course Assessment Program (Mid-CAP)

1. At the beginning of every academic year, each Division Chair (or divisional administrative assistant) creates a Google form for Mid-Course Assessment Program reporting, using a template supplied by the Director of Teaching and Learning.
2. During the development/governance days for each semester, faculty members are reminded of their responsibility to select one course from the upcoming semester on which to focus their mid- course assessment, and have the opportunity to consult with colleagues about their plans.
3. At the end of the fourth week of each semester, Division Chairs (or divisional administrative assistants) send the Google form to all faculty members (including adjuncts) teaching that semester, requesting completion of the form no later than week 10 of the semester.
4. Faculty members have the option to create their own mid-course assessment instrument, or can find suggestions at a site for “Teaching and Learning Resources” on the Faculty page of MyBC, to be created by IT and managed by the BCP Coordinating Committee.
5. Division Chairs or administrative assistants check responses and send email reminders through Google forms at weeks 6, 7, 8, and 9 to those who have not yet responded. (This involves a simple click on the REMINDER button on the form’s Responses page.)
6. Faculty members are expected to report what instrument they used (with the option of uploading a copy of the instrument), what they learned from student responses, and what actions they plan to take as a result.
7. The Google forms program sends faculty an email copy of their responses; faculty are encouraged to keep this copy for their records, for use in annual reporting or other self-assessment procedures. The raw data of these results remain the private property of the faculty member and are not to be included in tenure and promotion materials. The institution’s interest is not in the student responses per se, but in the fact that some manner of assessment is conducted, reflected upon, and used constructively in ongoing course or instructional modifications.
8. At the end of the academic year, in annual self-evaluations, faculty report on the impact of any modifications and on plans for future.
9. Division chairs read through the results for their divisions and suggest to the Brevard College Pedagogies coordinating group common threads and possible opportunities or needs for faculty development.

C. Part III: Peer Review (PR) for Faculty with Fewer than Six Years of Teaching

1. This process is intended to serve all full-time tenure track and non-tenure track faculty members with fewer than six years of teaching at Brevard. The process is also open to adjunct faculty by request or recommendation from the division chair.
2. A Peer Review Council is created each year, normally consisting of three faculty members from each division invited by the Academic Dean and Division Chairs to serve, on as needed basis (on the model of the Honor Council). To be invited to serve on this council, a faculty member must exemplify excellence in teaching and demonstrate the interpersonal skills and sensitivity needed to interact in constructive ways with less experienced peers.

3. A faculty member invited to serve on the peer review council may accept the general invitation but decline to serve on any particular case. Peer reviewers participate in training sessions coordinated by the Brevard College Pedagogies Coordinating committee, and receive credit on their workload calculation forms and compensation in the amount of \$50 per review (consisting of a pre-observation conference, a classroom observation session, and a post-observation conversation with the faculty member observed).
4. A faculty member coming up for review is invited, in consultation with her/his division chair, to choose his/her peer reviewer and, with that person, to agree upon the instrument to be used during classroom observation. The peer reviewer need not come from the faculty member's own division.
5. A set of recommended instruments is made available on the Faculty MyBrevard page under the button "Teaching and Learning Resources"
6. Formal review occurs during a minimum of one class period per year (chosen by the faculty member to be reviewed, in consultation with the peer reviewer). A faculty member may request additional informal observation and feedback for use in formative or summative evaluation, whether from members of the peer review council or other faculty colleagues.
7. The process of peer review focuses on classroom observation, rather than evaluation of an entire teaching portfolio (syllabi, hand-outs, graded papers, etc.). The peer reviewer engages in a pre- observation meeting with the faculty member to be reviewed, observes class on a mutually-agreed- upon date, and offers prompt and collegial feedback from the observation in conjunction with a post-observation conversation.
8. Instructors who are observed as part of a peer review process are expected to complete a reflection piece (confirming that the review was done, and summarizing what was learned from it). This reflection piece is to be included in each year's annual reporting and retained for inclusion in future mid-tenure or tenure review dossiers. However, written comments from the peer reviewer's class observation remain the private material of the instructor reviewed, and do not go to any administrative body (e.g. division chair or Promotion and Tenure committee).

II. I. Faculty Professionalism

(Board Approved 2-19-16)

Professionalism expresses itself in terms of certain rights and responsibilities. As an expression of professionalism, the faculty member is expected to do the following:

1. Recognize the rights of students, including the rights of
 - a. Fair and dignified treatment;
 - b. Quality instruction and objective evaluation;
 - c. Free choice of academic concentration and major;
 - d. Privacy of information;
 - e. Appeal.
2. Provide for each course a syllabus which states the requirements which must be met, the system of grading, class attendance policies, and sanctions for dishonesty.
3. Provide an electronic copy of each syllabus to the Division Administrative Assistant, who will post it for access by the entire campus community, and retain a copy in division archives.
4. Assume full responsibility for the assignment of grades in each course in accordance with his or her announced policies and College policies described in the current College Catalog.

5. Monitor student attendance and advise students when additional absences will seriously handicap the student's performance or continuance in the course.
6. Non-emergency faculty absences should be approved in advance by the division chair. In such cases, faculty members should arrange for their responsibilities to be met. When a non-emergency absence includes missing class(es), the faculty member should arrange for someone else to teach the class(es) or make other arrangements for students to continue working during the absence. Faculty must report unforeseen, emergency absences as soon as possible to the division chair and/or the divisional administrative assistant and make alternative arrangements for their responsibilities.
7. Meet all deadlines for submission of records designated by the Registrar's Office.
8. Meet all deadlines for the submission of Early Progress Reports and report student academic difficulty to the Associate Vice President for Academic Affairs in a timely manner.
9. Be trained in, and use, the College's administrative software system for student record keeping, scheduling and advising functions.
10. Schedule regular and sufficient office hours, posted for the benefit of the students, and provide a schedule showing teaching periods and office hours to the Division Chair.
11. Serve as a faculty advisor to aid students in their pursuit of both personal and academic goals.
12. Work with the appropriate College resources and services to enhance the retention and success of each student.
13. Manage and report cases involving alleged cheating and plagiarism by students in consultation with the division chair and the Office of Academic Affairs and according to due process as described in the Student Handbook.
14. Avoid unfavorable public comment about individual students, faculty, or staff members.

II. J. Faculty Support of College Community (Board Approved 2-19-16)
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In order to encourage community and support efforts by other faculty, staff, and administration, a faculty member is expected to do the following:

1. Support students and the faculty in other divisions of the College in their activities.
2. Schedule co-curricular and extra-curricular activities (including but not limited to athletic events, tours and field trips) so that students miss other classes only when it is absolutely necessary.
3. Advise all instructors in advance of any activity which will require a student's absence from classes and provide a list of students involved.
4. Cooperate in cases of multiple sections of a course with other division faculty in order to standardize course requirements, texts, and a system of grading.
5. Remain familiar with resources available in the James Addison Jones Library; include such information when making class assignments, and recommend new acquisitions.
6. Serve on committees of the College and/or the faculty.
7. Attend Convocations, Honors and Awards Day, Commencement and other College Functions, and wear academic regalia as required. Absences from these events must be approved by Division Chair.

II. K. Faculty Responsibilities for Record-Keeping & Control

(Board Approved 2-19-16)

In order to encourage sound administration and records control, each faculty member is expected to:

1. Receive training from the Information Technology Department in access and use of the campus- wide computer systems.
2. Hold, and be present for, final examinations as scheduled, unless an exception is approved by the Division Chair and the Vice President for Academic Affairs.
3. File with the Division Office a copy of each examination and retain all final examinations for at least one year.
4. Submit mid-term and final grades (and supporting materials on the proper forms if necessary) by the deadlines announced by the Registrar.
5. Exercise the greatest possible degree of accuracy in assigning and reporting grades.
6. Be accessible to administrators and students between the last day of examinations and Commencement Day.
7. Submit all proposed courses to the Division for approval and, with approval, submit them to the Curriculum Development and Assessment Committee for consideration by the announced deadline each academic year.
8. Get the written approval of the Division Chair and place on file with the Office of the Registrar the proper form for offering independent study, directed study, practicums, or internships. Documentation must be submitted no later than the last day to add a course for the term in which the credit will be earned.
9. Provide unlisted telephone numbers to the Division Chair and Office of Academic Affairs. (Such information will be kept confidential.)
10. Meet the following responsibilities when serving as a supervisor work-study:
 - a. Time Cards: In order to prevent error or fraud, Work-Study supervisors are **required** to keep work-study timecards in their possession (**not the student's**) and **personally** to turn them in to the Financial Aid Office by the first of each month.
 - b. Verification: Before signing and submitting a timecard the supervisor must verify for each student the hours each worked.
 - c. Questions: If a student misses work, or there is any question about the student worker's status or performance, contact the Office of Financial Aid.

II. L. Faculty Compensation

(Board Approved 2-19-16)

While administration reserves the right to make exceptions, the following principles apply:

1. **New Teaching Faculty:** The base salary for new full-time faculty is determined at the time of appointment between the faculty member and the Vice President for Academic Affairs.
2. **Adjunct Faculty:** Compensation is determined by the Vice President for Academic Affairs, in consultation with the appropriate Division Chair.
3. **Returning Faculty:** Employment letters for continuing faculty will be offered by April 1 for the upcoming academic year and will indicate any changes in compensation or duties.
4. **NOTE:** Brevard College faculty may apply for contracts or grants **only after** these contracts and grants have been reviewed and approved by the appropriate Division Chair and the Vice President for Academic Affairs. They must be supportive of the mission of Brevard College, not only that of the applicant.

II. M. Faculty Sabbatical Policy
 (Board Approved 2-19-16)

BREVARD COLLEGE Policies provide for a limited number of sabbatical leaves awarded on a competitive basis for the professional development of full-time faculty. Standard compensation for leaves is a full year at half pay, or a single semester at full pay. Faculty members who are granted a sabbatical leave maintain their eligibility for institutional benefits as a full-time employee. The College's overall financial situation has a bearing on the number and type of sabbatical opportunities available during any given year. Sabbatical applicants may apply simultaneously to be considered for the Johnnie H. Jones Sabbatical Award for Teaching Excellence. To assist course scheduling, professional scheduling, and other academic planning objectives, it is in the College's interest to establish institutional procedures for the application, review, and approval of individual requests for sabbatical leaves.

1. Faculty members are initially eligible for sabbatical after seven years of full-time faculty appointment at Brevard College and a proven record of active professional development. They are again eligible for sabbatical upon completion of each six-year period of full-time faculty appointment thereafter.
2. Faculty members on sabbatical shall be relieved from all teaching and administrative functions and committee work for the period of the leave so that their full time may be devoted to the purposes for which the leave is granted. For the same reason, faculty members are not ordinarily expected to engage in other employment during the period of sabbatical. Should the applicant propose to do so, any such plans must be justified in terms of the general spirit of the sabbatical program and approved by the Vice President for Academic Affairs.
3. Eligible faculty members apply for sabbatical leave through their Division Chair.
4. To assist both faculty members and the institution in making appropriate arrangements, applicants are strongly encouraged to begin planning for sabbatical the academic year prior to making an official proposal. Initial proposals for sabbatical leaves must be submitted to the pertinent Division Chair as far in advance as possible, and in any event not later than October 1 for proposed leaves in the following academic year. In addition, faculty members are strongly encouraged to apply for Appalachian College Association Fellowships to support their sabbatical applications. Deadlines for ACA Fellowship applications are listed on the ACA webpage.
5. A complete application for sabbatical leave consists of the following: (a) a letter of request for sabbatical leave; (b) a one or two-page statement of the activities to be conducted during the leave period, including a description of the outcomes of the proposed activities as well as their importance to the College's educational program and the applicant's professional development; (c) a statement (worked out in consultation with the pertinent division chair) anticipating ways in which the faculty's normal teaching (etc.) may be covered during the period of the leave; (d) a statement identifying any proposed funding sources other than salary from the campus while on leave; (e) a statement acknowledging an obligation to return to the College for a minimum of one year at the conclusion of the leave or to repay the college all salary received while on leave; (f) a copy of the applicant's current curriculum vitae; and (g) where applicable, a copy of the report following the applicant's last sabbatical leave and/or other statements describing the value of the last leave. Supporting materials – e.g., copies of invitations from host institutions for a period of residency, other letters of support – may also be attached as appendices.
6. Initial applications will be reviewed by the applicant's Division Chair, who will provide a written statement recommending or not recommending the proposed leave. The Division Chair may ask for additional information and/or consult with others in evaluating the

request. The Division Chair's recommendation must address the impact of the leave on the applicant's department or program – i.e., describe how the leave will benefit the institution; anticipate ways in which the applicant's normal teaching load will be covered during the time period proposed for the leave.

7. Upon review of revised and completed applications, Division Chairs will submit these materials and their recommendation letters to the Vice President for Academic Affairs, normally by November 1. Proposals initiated after November 1 will be less likely to be approved unless they relate to an unanticipated contingency—e.g., an unexpected prestigious fellowship or other professional opportunity.
8. The Vice President for Academic Affairs will review applications and forward them with his/her recommendation to the President. If the Vice President for Academic Affairs declines to endorse a proposal, the application form and supporting materials will also be forwarded to the President with a statement indicating the reasons for not recommending the leave; in such cases, a copy of the Vice President's statement will be transmitted to the applicant.
9. The President will send applicants written notification of approval or disapproval of sabbatical leave requests. Normally notification will be provided by December 1. However, if any ACA fellowship applications are being considered, notification will be in January.
10. Changes in approved sabbatical leave plans must be promptly communicated to the Vice President for Academic Affairs through the applicable division chair.
11. The faculty member must submit an activity report as soon as possible following the leave, and no later than the end of the first full semester after return from the leave. Depending on the nature of the proposed project, a mid-year progress report may also be required from individuals who are granted a full year sabbatical.
12. If a faculty member chooses not to return to full-time employment at the College following a sabbatical, he or she will be required to pay back to the College all salary and benefit funds received during the sabbatical period.
13. NOTE: Any break in service (such as leave without pay, leave with partial pay) may result in a change in eligibility for a sabbatical.

II. N. Other Faculty Leaves <i>(outside Sabbatical Policy)</i> (Board Approved 2-19-16)
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Leave of Absence without Assistance from the College: Faculty may request a leave of absence without financial assistance from the College, subject to the following conditions:

1. Application must be made and faculty member's plan approved by December 15 of the year preceding the leave.
2. Approval for an official leave of absence is contingent upon the ability of the College to locate a temporary replacement for the duration of the leave of absence.
3. If unpaid leave of absence is granted, the College may continue contributing to the benefit programs, as allowed by the various plan documents; but if the faculty member does not return to Brevard College upon completion of the leave of absence, the College's contributions to the separate benefit programs must be refunded in full by the faculty member.
4. In unusual and extenuating circumstances the Vice President for Academic Affairs may make exceptions to the aforementioned details.

Application of FMLA policy for Faculty: Faculty may request leave during the academic year under the FMLA policy, which provides 12 weeks of unpaid leave. Because faculty schedules operate within 16-week semesters, solutions for how to apply this policy are naturally varied.

1. A faculty member needing to request leave should notify the Vice President of Academic Affairs and Dean of the Faculty regarding the nature of their leave, including the reason and length of absence.
2. The Dean of the Faculty will work with faculty on a case by case basis to determine the best course of action.
3. For those faculty requesting FMLA leave of 12 weeks, and upon conferring with the Dean of the Faculty and Division Chair, a revised letter of agreement will be issued to the faculty member within 30 days to clarify coverage for classwork as well as any other duties (e.g., committee work, advising, task groups).

Special Leave: In addition to the above, faculty members will, upon request, be considered for special leave for medical or other reasons, subject to the following conditions:

1. The faculty member must apply for the special leave by December 15 of the year preceding the special leave, except for medical reasons, and have the plan approved by the Vice President for Academic Affairs.
2. Ordinarily financial assistance will be provided, but exceptions may be made for unusual and extenuating circumstances.
3. If the special leave is granted for approved medical reasons, the College will continue benefit programs, subject to the conditions described separately therein.
4. If the special leave is for advanced study, the College will not routinely continue benefit programs.
5. A special leave never guarantees a faculty member continuation at the College. However, in the event there is an opening, the faculty member may apply and be considered for that opening in competition with other candidates.
6. A special leave will be terminated at the discretion of the administration of Brevard College.
7. In cases of special leave, the President is authorized to make exceptions to the policy described above, should an exception be in the best interest of the College. Exceptions shall not be made routinely.

II. O. Faculty Development (Board Approved 2-19-16)

In order to encourage and support professional faculty development with limited funds, the following principles have been established:

1. All funded requests must relate directly to the faculty member's position and/or duties at Brevard College. The appropriateness and relevance of the initiative must be endorsed by the applicant's division chair.
2. Preference will be given to the following types of requests:
 - a. Those which involve a conference presentation or artistic performance by the applicant.
 - b. Those which involve participation in an activity sponsored by the Appalachian College Association because such activities often enable our limited funds to be matched by external sources.
 - c. Those which support full-time faculty in pursuit of terminal degrees.
3. Within these preferences, funds will be awarded on a rolling, first-come, first-served basis.
4. Given the level of funding, the caps for awards will be established and announced at the

beginning of each academic year by the Vice President for Academic Affairs.

5. Requests for support of student travel, usually accompanied by faculty, to present research projects at conferences will be funded from a separate budget line and will be considered on a case-by-case basis.
6. Requests for such funds must be submitted to the Office of Academic Affairs as far in advance of the supported activity as possible on the application form available from the Office of Academic Affairs.

II. P. Faculty Community Life (Board Approved 2-19-16)

The Brevard College faculty is an interdisciplinary community with a common purpose, similar needs, and reciprocal rights and responsibilities. Community life expresses itself in a number of ways, including but not limited to the following:

1. **Faculty Meetings:** The faculty holds regular meetings as announced each academic year. These meetings are chaired by the Vice President for Academic Affairs, and records are kept by an appointed secretary.
 - a. **Attendance:** All members of the College faculty are expected to attend all faculty meetings, except with the approval of the Division Chair.
 - b. **Special Meetings:** In addition to the schedule of faculty meetings announced at the beginning of the academic year, special meetings of the faculty may be convened by the President or by the Vice President for Academic Affairs.
 - c. **Academic Program and Division Meetings:** In addition to meetings of the full faculty, each academic program and division hold meetings for information, implementation, and assessment of academic programs, discussion of college policies, and faculty development. Meetings are scheduled at the discretion of the Academic Program Coordinators and/or the Division Chair, who chair the meetings and is responsible for ensuring that a scribe records and posts the proceedings. All faculty members are expected to attend these meetings.
2. **Faculty Workshops:** At the beginning of each academic semester, and as otherwise scheduled, special sessions may be scheduled for programs of faculty organization, development, and governance. All members of the faculty are expected to attend these meetings unless excused by their Division Chair.
3. **Summer Responsibilities:** Faculty members should provide summer schedule and contact information to their Division Chair, and be available for a limited number of summer responsibilities, especially student academic advising, or seek approval to be excused from such limited responsibilities in advance.

II. Q. Standing Faculty Committees (Board Approved 2-19-16)

1. The **Brevard College Pedagogies (BCP) Committee** assists the Director of Teaching and Learning in the design, implementation, and assessment of programs to enhance faculty use of active learning pedagogies, toward the end of creating more engaged learners (exemplifying the “5P” behaviors of presence, preparation, participation, professionalism, and passion).

Membership of the group consists of the Director of Teaching and Learning (chair), one member from each academic division, one member (which may be the chair) to serve as a liaison with the Curriculum Development and Assessment Committee, and at least one student whenever possible.

2. The **Advisory Council for Teacher Education (ACTE)** provides counsel to the Director of Teacher Education, helps evaluate the College's Teacher Education Program, and makes recommendations for modifications in the Program to the Program Director, CDAC, and the Vice President for Academic Affairs. Chaired by the Teacher Education Director, the Committee includes all teacher education faculty, faculty coordinators of each licensure area, two students, and community and school partner representatives.
3. The **Curriculum Development and Assessment Committee (CDAC)** is responsible for overseeing and approving the College's curricular offerings, including course and program additions and deletions. The Committee also oversees and evaluates programs through ongoing reviews. Voting membership includes one faculty representative from each academic division. Serving the Committee in an advisory capacity are the Vice President for Academic Affairs, the Associate Vice President of Academic Affairs, and the Registrar.
4. The **Institutional Review Board (IRB)** has the responsibility to ensure that the rights and welfare of human subject research participants are adequately protected in research conducted under the College's auspices, including compliance with Federal, state, or local laws as they relate to such research [pursuant to the Code of Federal Regulations (45CFR46)]. The full Policy and Procedure Manual for Research Involving Human Subjects, including committee composition and responsibilities, is available in the Office of Academic Affairs and will be provided to faculty, staff, and students upon request.
5. The **Promotion and Tenure Committee** is responsible for reviewing and making recommendations in response to faculty applications for promotion and/or tenure (following the guidelines and procedures presented in Section II.D. above). The Committee is also charged to review and recommend changes in the policies and procedures for faculty hiring, promotion, and awarding of tenure. The Committee also oversees and administers the "Third-Year Preliminary Review" process which is described in Section II.D. above.
 - a) Membership includes one tenured faculty member from each academic division, one tenured at-large faculty member elected by the faculty, and one tenured alternate faculty member elected by the faculty. The Committee selects its own chair.
 - b) Election:
 - a. Terms of Committee members are for two years beginning the fall semester following the spring election
 - b. Election schedules: Terms for Committee members are for two years beginning the fall semester following the spring election. Election of division committee members and the at large member occur every other year, on an alternating basis, as terms expire for each. In odd years, the full faculty will elect the at-large member and the Fine Arts and Science Division will elect their members; in even years the Humanities and Social Science Divisions will elect their members.
6. **Faculty Council** (Board Approved Update 5-17)

Function and Scope: The Faculty Council is the representative body that addresses concerns of the faculty and oversees and enhances faculty participation within the shared governance system. The Faculty Council's responsibilities extend to all areas related to the welfare of the faculty as well as to maintaining and improving open communication among faculty, students, and administration.

Responsibilities:

- a) To review policies related to faculty hiring, compensation and benefits; grievances and appeals; duties and responsibilities; development and evaluation; and give that feedback to the administration.
- b) To investigate suggestions, complaints and/or concerns of the faculty and to serve as a resource on behalf of faculty members who have a concern.
- c) To advise and make recommendations regarding concerns of the faculty to the President and Vice President for Academic Affairs, or, as appropriate, to the Staff Council or SGA.
- d) To consider matters referred to the Council by the President, Vice President for Academic Affairs, the faculty, or other institutional entities
- e) To create an annual State of the Faculty report. Each year the Faculty Council in consultation with the Dean of the Faculty will conduct a confidential survey of all faculty members, including adjuncts, to assess perspectives on key aspects of the institution, including but not limited to the direction of the college, management effectiveness, compensation, morale, and working conditions. The Faculty Council will present the State of the Faculty Report to the faculty; the Dean of the Faculty and then the Academic Affairs Committee of the Board of Trustees annually. The Faculty Council representative in charge of the presentation also will answer questions and facilitate discussion. In preparation for this report, the Vice President of Academic Affairs will present comparative information on salaries and benefits from peer and aspirant institutions to the faculty, Faculty Council and the Board of Trustees.
- f) To organize and coordinate Faculty Forums for discussion of issues of importance to the faculty.
- g) To assist faculty in the appeal process.

Membership:

- a) Faculty Council is formed by the election of 5 members: Each of the academic divisions shall elect a division member to serve as its representative on the Council, and the Chairperson of the Faculty is elected by the full faculty as an At-large member.
- b) No faculty member may serve for more than two consecutive terms—four years. After two years off the Council, a former representative may be re-elected as a Council member.
- c) Only full-time faculty members may serve on Faculty Council. The division representatives may or may not be tenured faculty. Division Chairs are ineligible for membership.
- d) The Chairperson of Faculty Council must be a tenured faculty member.

Election:

- a) Each division shall elect one representative plus an alternate to the Faculty Council
 - i. These elections shall take place no later than April every other year for a two-year term beginning the fall semester following the spring election.
 - ii. It is the responsibility of each Division Chair to see that these elections are held as scheduled.
 - iii. Division alternates do not have to attend Council meetings; they only become active on the Council if their division representative temporarily or permanently “steps off” the Council.
- b) The full-time faculty of the College shall elect by written ballot a tenured faculty to serve as the Council's Chairperson.
 - i. The names on the Chairperson ballot will be drawn from the pool of eligible, tenured faculty, generated by the Office of Academic Affairs upon the Council's request.
 - ii. Current Faculty Council members run the election, and prior to election day eligible Faculty will have an opportunity for recusal for an explicated conflict or hardship.
 - iii. In the event that no person receives a majority of votes, the two (or more, in case of a tie) individuals with the most votes shall participate in a run-off election. The winner of this

election will be named Chair of the Faculty Council.

- iv. If the Chair is unable to complete their term of service for any reason, the Faculty Council shall select a current member to serve as an Acting Chair until an election can be held.
- c) Terms and Election Schedule: Terms on Faculty Council are for two years beginning the fall semester following the spring election. Election of division representatives and the Chairperson occur every other year, on an alternating basis, as terms expire for each.

II. R. Academic Rights and Responsibilities

(Board Approved 2-19-16)

The College accepts the basic concept of academic freedom as described below:

1. **Freedom in the Classroom:** A faculty member is entitled to full freedom in the classroom in discussing the subject of the course, but should exercise care not to introduce into the classroom unrelated controversial topics. The College expects each faculty member to be aware that Brevard College is a liberal arts college related to the United Methodist Church and to accept the dedication to Christian ethics, the ideals of Christian behavior, and the academic excellence implied in our United Methodist Church relationship. Faculty and students are expected to avoid language or behavior, which could be crude, vulgar, or otherwise offensive.
2. **Brevard College Code of Academic Integrity:** In all academic endeavors, students and faculty follow the Brevard College Code of Academic Integrity:

Brevard College expects all members of the College to commit their hearts and minds to this community of learning, to pursue truth with humility, to become wise stewards of the earth, and to live responsibly before God and their fellows. By becoming a member of the Brevard College Community, you commit yourself to upholding standards for honest and fair dealings with others, as expressed in the following affirmation(s):

Student Affirmation: *I agree to respect the integrity, ideas, and property of the College community—fellow students, faculty, and staff—by refraining from acts such as plagiarism, cheating, theft, harassment, and abusive language or behavior. I further agree to abide by the academic policies of the institution as outlined in the Brevard College Catalog and the guidelines for Student conduct maintained by the Division of Campus Life, the Student Judicial Board, and the Honor Council.*

Faculty/Staff Affirmation: *I agree to respect the integrity, ideas, and property of the College community—students, faculty, and staff--by refraining from acts of intellectual or personal dishonesty, harassment, and abusive language or behavior. I further agree to abide by the policies of the institution as outlined in the catalog and Brevard College Employee Handbook and to conduct myself in a professional manner, congruent with the mission of the College.*

3. **Faculty Member as a Private Citizen:** A faculty member is a private citizen, a member of a learned profession, and an officer of Brevard College and must clarify whether he or she is speaking or writing personally or as a spokesperson for Brevard College.
 - a. When a faculty member speaks or writes as a professional and officer of Brevard College, the faculty member should at all times be accurate, exercise restraint, and show respect for the opinions of others.
 - b. When a faculty member speaks or writes as a private citizen, there is no institutional censorship or discipline.

4. **Research and Production:**

Subject to adequate performance of other academic duties and the expectation that teaching is the first priority, a faculty member is entitled to full freedom in research, publication of the results,

and production. Research or production for pecuniary returns, as any other activity undertaken for pecuniary return, while on the property of the college must be based upon consultation and an understanding with the Vice President for Academic Affairs and the President. Faculty should provide a copy of all professionally-related publications (including professional recordings, CD's, etc.) to the Vice President for Academic Affairs.

5. Academic Rights of a Faculty Member: Academic rights of a faculty member at Brevard

College include the following:

- a. To establish course standards in keeping with the purpose and objectives of Brevard College
- b. To assess the student's progress in meeting course standards, including the determination of grades earned by the students, except the following:
 - i. Where a duly appointed Committee on Appeals decides otherwise
 - ii. Where the faculty member violates the academic procedures established for the College and printed in the Brevard College Catalog or other official College publications
- c. To expect students to keep informed about and to be punctual with assignments
- d. To expect students legitimately absent from class to assume responsibility for making up missed work in the manner prescribed by the faculty member. (No make-up work may be punitive in nature.)
- e. To enforce a course attendance policy, provided that such policy is written, is distributed to students at the beginning of the course, and is enforced consistently for all students in the course
- f. To exclude from class (subject to appeal) any student whose demeanor or activity is detrimental to the student or to the class as a whole. (See College Catalog section on Class Conduct)
- g. To be informed immediately in writing of any student appeal initiated against the faculty member as well as to be informed punctually of progress and resolution of the appeal
- h. To appeal to the Vice President for Academic Affairs, an appointed appellate committee, and/or the President any decision of the Division Chair or Registrar
- i. To seek counsel from the Faculty Council and to have Faculty Council, if it deems appropriate, to support a position before the Vice President for Academic Affairs and/or the President of the College
- j. To challenge any appeal made by a student and, in the event that the appeal finds for the student, to carry the appeal to the Vice President for Academic Affairs.

6. Appeals Procedure for Faculty Members:

- k. A faculty member may appeal any decision of the Division Chair or Registrar to the Vice President for Academic Affairs.
- l. A faculty member may appeal any decision of an appointed appellate committee or of the Vice President for Academic Affairs to the President of the College.
- m. A faculty member may request advice and counsel from the Faculty Council before presenting an appeal to either the Vice President for Academic Affairs or the President of the College.

7. Student Academic Policies, Rights, and Complaint Procedures: See Brevard College Catalog.

II. S. Academic Procedures
(Board Approved 2-19-16)

It is the responsibility of every faculty member to follow academic standards, procedures and policies established by the College and as described in detail in the Brevard College Catalog, as well as in this Handbook.

- 1. English Placement:** The initial placement of students into the English curriculum is based on successful completion of high school or college-level English courses with a C or better.
- 2. Mathematics Placement:** Placement in a mathematics course at Brevard College is based on the following information:
 - a) Completion of Algebra II in high school with a C or better.
 - b) Student's SAT math score.
 - c) Completion of college-level mathematics courses with a C or better.
 - d) This information is used to determine placement according to the following schedule:

- High School pre-calculus or calculus: Math 211
- Algebra II with a C or Math SAT of 470 or better: Math 111, 121, 141
- Failure to reach preceding standard: Math 100

3. Enrollment Verification Rosters:

- Preliminary Class Roster:** At the beginning of the semester faculty should work closely with the Office of the Registrar to ensure that all students are properly and officially enrolled in the appropriate courses and sections.
- Enrollment Verification Roster:** Following the Drop Course without Record Date, the Office of the Registrar alerts each faculty member to confirm the official roster of students for each course. The faculty member reports any corrections to the Office of the Registrar by the stated deadline. Once corrections are made, these rolls are the official rosters for the semester and will be used to prompt faculty members to report mid-semester and final grades.

4. Students with Disabilities:

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 require that faculty members provide reasonable accommodations upon request for students with documented disabilities. Students may have learning, physical, psychiatric, or medical disabilities that necessitate accommodations. Reasonable accommodations in higher education are changes or modifications that enable an “otherwise qualified” individual with a disability to have equal access to the college’s facilities, programs, and activities. Reasonable accommodations modify nonessential elements of college courses; they should not fundamentally alter the degree, course of study, or course. Faculty members will know if a student’s disability is appropriately documented upon receiving an accommodation letter from the student. This letter is prepared by the Disability Specialist in the Academic Enrichment Center.

a. Office for Students with Special Needs and Disabilities Responsibilities:

1. Verify disabilities and the need for accommodations
2. Recommend reasonable accommodations
3. Advocate for facility, program, and activity access

b. Student Responsibilities:

1. Identify him/herself to professor
2. Present professor with an official accommodation letter
3. Contact the professor each time he/she would like an accommodation. (At times, and with faculty agreement, an accommodation arrangement can be worked out once and remain in place throughout the course.)

5. Academic Probation Policy: For all details related to academic good standing, probation, and suspension, faculty members should consult the relevant sections of the current College Catalog.

6. Student Class Attendance: The College attendance policy is published in the College Catalog. The specific attendance policy for each class is stated in the course syllabus.

7. Learning Management System Policy (CANVAS)

All faculty are required to use CANVAS, the College’s online learning management system for their classes. Faculty must publish (at the latest, by the first day of class) a CANVAS site for each of the classes that they are teaching that includes a copy of the syllabus. Faculty must also use the attendance and grade book tools in CANVAS to track student attendance and student grades.

8. Course Syllabi: Each faculty member is responsible for preparing and making available to enrolled students in CANVAS (the College's Learning Management System) a syllabus for each section of each course assigned to the faculty member each semester. The syllabus must include, but is not limited to, the following information:

a. Course & Section Identification:

- 1) Brevard College
- 2) College mission statement and faculty approved definition of experiential education:
 - a) Mission Statement: Brevard College is committed to an experiential liberal arts education that encourages personal growth and inspires artistic, intellectual and social action.
 - b) Educational Philosophy Statement: "Experiential education is a philosophy and methodology in which educators purposefully engage with learners in direct experience and focused reflection in order to increase knowledge, develop skills, and clarify values."
- 3) Number and title of course
- 4) Semester and year
- 5) Name of faculty member
- 6) Office Telephone, location, and office hours
- 7) Required and supplemental texts
- 8) ISBN numbers for texts
- 9) Class meeting times and location
- 10) Final examination date and time

b. Descriptive Information:

- 1) Course description
- 2) Prerequisite (if any)
- 3) Statement of purpose, goals, objectives, expected outcomes
- 4) Methods and frequency of testing and other evaluations of student learning
- 5) Other emphases specific to the course

c. Grading Information:

- 1) Grade scale
- 2) Weight of items used in determination of final grades
- 3) Policy on revision to improve grades (if allowed)
- 4) Policy on penalties for late assignments (if applicable)

d. Assignments:

- 1) Units of work, organization of material, course outline, chapters studied and due dates
- 2) Target due dates for major assignments

e. Classroom Policies:

- 1) Attendance, absences, penalties (if any)
- 2) Late work
- 3) Make-up work
- 4) Tardiness to class
- 5) Examination exemptions (if awarded)
- 6) Honor Code (Cheating/plagiarism offenses)

f. Special Concerns:

- 1) Statement regarding students who need accommodations
- 2) Supplies required and/or recommended for the course beyond the text(s)

g. Distribution and Record-keeping of Syllabi:

- 1) At the first class meeting each student receives a printed syllabus and/or instructions for access to an electronic version of the syllabus
- 2) Any student who later enters the course must receive a printed syllabus and/or instructions for access to an electronic version of the syllabus.
- 3) Each syllabus must be sent electronically to the Division Secretary to post electronically; and one hard copy will be kept in the Division Office.
- 4) The faculty member will retain a copy of the course syllabus throughout the semester and have it readily available for purposes of evaluation by the Division Chair and reaccreditation report preparation.

9. Tests and Examinations:

Since tests and examinations are both a tool of measurement and a means of education, it is recommended that tests be given with sufficiency to become actual learning instruments, to help the student form a realistic self-evaluation in the course, and to provide the faculty member with a sound basis for determination of the course grade.

- 1) **Scheduling:** The faculty member is encouraged to schedule tests so as to avoid conflict with major College functions or programs.
- 2) **Final Examinations:** All courses, except those explicitly exempted, must conduct an educationally meaningful activity during the officially scheduled exam period. This activity does not necessarily have to be an exam. If an exam is given, the form of such examination is at the discretion of the faculty member and should be described in the course syllabus.
 - a) **Schedule:** The examination schedule for the semester is distributed before the semester's beginning by the Office of the Registrar. The course syllabus must include the date, time, and place of the final examination for the course.
 - b) **Exemption Policy:** Exemptions are in the purview of the individual faculty member. Exemptions may be made by the individual faculty member only in cases where the faculty member can determine that the student has already attained "A" level work and will benefit no further from a final examination.
- 3) **Academic Difficulties:** In regard to students experiencing academic difficulty, the faculty member should first communicate directly with the student and then, as appropriate, with the Associate Dean of Academic Affairs for Student Success.

10. Notification of Grades:

- a. **Midterm Grades:** Midterm grades are made available to the student electronically via MyBrevard.
- b. **Final Grades:** Final grades are made available to the student electronically via MyBrevard. A student may request that grades be sent home by completing and turning in to the Office of the Registrar each semester a Request for Mailed Grade Report. The form is available on the web at the Registrar's form page.
- c. **Posting Grades:** If a faculty member wishes to post grades, a posting code must be assigned. The code must not use or include the student's social security or College ID numbers.

11. Field Trip Notification Policy:

- a. All required class field trips outside the normal class meeting time must be approved by the appropriate division chair
- b. The date and time of a required class field trip should be listed in the course syllabus whenever possible so that students can plan appropriately and discuss any missed class time with their other instructors.
- c. If a course has a required weekend field trip, then it must be listed in the course schedule

for pre-registration.

- d. If a required field trip is not listed in the syllabus, then it must be approved by the division chair and notification given to the students in the class and the faculty as a whole at least 4 weeks prior to the date of the field trip. Otherwise, the field trip cannot be required.
- e. At least 4 weeks prior to the field trip, instructors must send a general email to the faculty listing the students who will be attending the field trip and the date, time and nature of the field trip. Notification of field trips listed on the syllabus that will occur during the first 4 weeks of the class should be sent by the first day of the semester. In addition, a follow up reminder email must be sent a week before the trip.
- f. As a professional courtesy and to encourage field related experiential educational opportunities across the curriculum, instructors will make every effort to accommodate a student for a required class field trip, as long as a student's absence from their class does not lead to an excessive number of class absences or severely adversely affect a student's grade.
- g. Please keep in mind the college's attendance policy when evaluating accommodations for field trips.

12. Co-Curricular Participation: It is expected that students who participate in College-sponsored activities will miss as few classes as are possible.

Responsibility of the Sponsors: Coaches and others responsible for scheduled activities requiring students' absences from classes must try to keep such absences at a minimum by using the following strategies:

- a. Scatter absences throughout the week, so that they do not occur always on the same day(s).
- b. Tours or activities requiring sequential absences should be scheduled, whenever possible, to coincide with College vacation periods.
- c. Notify student at the beginning of the activity of all probable absences from classes.
- d. Notify faculty member(s) in advance of the student's absence.
- e. Teach the student of his or her responsibility to initiate conversation with the faculty member about the absence and to make up work prior to the absence.

13. Athletic Activities Scheduling Policy:

Afternoon Window with Restricted Class Offerings: 3:50-7:00 P.M (with the actual athletic activity time being 4:00-6:30 P.M.).

- a. Few classes will be scheduled during this time period; any that are scheduled will require prior review for approval.
- b. Exceptions will be granted for multi-section courses, small musical ensembles, and a few classes and labs that meet in this window only once a week.
- c. Evening classes will begin at 7:00 P.M. or later.
- d. Student-athletes will be able to register for classes at all class times outside this window and not be allowed to miss classes outside this window for athletic responsibilities, except for primary season intercollegiate competitions.
- e. Responsibilities of student-athletes outside this window (practices, team meetings, etc.) may be scheduled after students register for classes (based on student class schedules), not before. Any early-morning athletic activities must end by 7:30 A.M.

14. Special Learning and Credit Opportunities: The Mission of Brevard College recognizes and encourages individualized learning, including that which results from practical and life experience. Students may pursue the following ways to earn credit toward their degrees:

- a. **Credit for Experiential Learning:** Learning that takes place outside the classroom and for which credit may be granted is called "experiential learning." Specific conditions for

the awarding of credit for experiential learning are presented in the current College Catalog.

- b. **Independent Study:** Students may seek approval to pursue specially designed independent-study courses, which are developed in concert with faculty interests and specialties and carry variable credits (normally one to three semester hours). Specific conditions governing independent studies are presented in the current College Catalog.
- c. **Directed Study:** Directed Study is the teaching of a catalog course when issues of scheduling prevent a student from taking the course as a regular, classroom offering. The Directed Study option should be exercised only in extraordinary circumstances. The faculty member and student work together to cover the same subject matter covered in the course during the regular term. Specific conditions governing directed studies are presented in the current College Catalog.
- d. **Internships:** As a required or optional part of many academic programs, students may pursue an internship under the supervision of both a faculty supervisor and an on-site supervisor. The purpose of an internship is to give students on-the-job experiences in their field of interest and to provide opportunities to apply their classroom knowledge and experiences. Students should consult with the program coordinator or their academic advisor for more information. Specific conditions governing internships are presented in the current College Catalog.

II. T. Faculty Grievance Policy

1. **Purpose:** Brevard College recognizes the right of faculty to seek a solution concerning disagreements arising from working relationships, working conditions or employment practices that might arise between the college and its employees. Whenever possible, problems should be resolved informally. However, any full- or part-time teaching faculty member has the right to petition for a hearing for redress of grievances outlined by this procedural policy. This policy is intended to assist college faculty to work harmoniously toward the collective goals and objectives of the College as approved by the Board of Trustees and to provide an avenue for the resolution of informal and formal grievances.
2. **Definitions and Exclusions:** For purposes of this policy, grievance is defined as a complaint concerning a decision, action, or lack of action by a person or group of persons acting in an official College capacity, which directly and adversely affects the professional or personal well-being of the grievant and which can be corrected by the College and are not addressed by their own specific policies and procedures.
3. **Informal Procedure:** Brevard College encourages all grievances to be resolved informally. Please begin the grievance process by having a conversation with your division chair and/or other involved parties about your complaint. If your division chair is the subject of the grievance, you may meet with the VPAA to discuss your concerns. If a staff person is subject to your complaint, please work with the VPAA to have a conversation with their direct supervisor.
4. **Formal Grievance Procedure:** If you were unable to resolve your grievance through the informal process, you may begin the formal process by writing a letter to the Grievance Committee (HR Director, VPAA/Dean of Faculty, and Faculty Council Chair).
 - 1) Your letter to the Grievance Committee should contain:
 - a) An explanation of your complaint, including:
 - i) A clear and factual description of the issue
 - ii) The impact on your work or work environment
 - iii) The attempts that have been made to resolve the issue
 - b) A description of your desired remedy
 - 2) In addition to your letter, you may also submit any documentation that supports your grievance.

- 3) The Grievance Committee will respond to your complaint within ten (10) business days to detail further action. Possible next steps might include:
 - a) Meeting with the grievant
 - b) Meeting with other involved parties
 - c) Mediation
 - d) If Mediation is suggested, an agreed-upon internal mediator will be assigned or an outside mediator will be brought in.
- 4) After the above processes have been completed, the Grievance Committee will respond to the grievant in writing outlining any remedial actions taken, or to be taken, and final decisions from the committee. The committee, at its discretion, will also respond to other involved parties.
- 5) An appeal of any decision by the Grievance Committee may be made to the president. Any decision made by the president will be final and will conclude the grievance process.

Faculty Council may decide not to hold the hearing on the following grounds:

1) The grievance does not contain a remediable injury attributable to the alleged violation of a right or privilege based on federal or state law, college policies or regulations, or commonly shared understandings within the academic community about the rights, privileges and responsibilities related to college employment.

2) The grievance addresses an issue that is not within the Faculty Council's advisory sphere (a disciplinary issue or a matter that is the responsibility of another committee).

If Faculty Council decides not to hold the hearing, the grievant may appeal as specified in Section 4 below.

b. Hearing Process

If the Faculty Council chooses to hold the hearing, the process will begin within 30 days. Reasonable allowances will be made in this timetable when classes are not in session and for final examination schedules. Faculty Council will work to ensure that all parties to the complaint have guarantees of due process, including but not limited to recusal, equal access of involved parties, and co-worker assistance.

The following procedures will be applied:

- i. The hearing will be scheduled for no later than 45 days after the filing of the formal grievance, unless unusual circumstances exist;*
- ii. Any accused individuals will receive notice of the complaint and the evidence against them no less than 5 business days before the hearing, an opportunity to review the evidence used against them, and an opportunity rebut the charges before the Faculty Council during the hearing;*
- iii. Hearsay evidence will be admitted, if the Faculty Council determines that it is sufficiently reliable and probative;*
- iv. The evidentiary standard to be applied at the hearing by the Faculty Council will be the preponderance of the evidence standard. This means that it is more likely than not that the alleged conduct occurred.*
- v. After an initial hearing, Faculty Council may investigate further.*
- vi. A majority vote of the Faculty Council will be required to render a decision on the*

grievance.

Within 10 days after reaching a determination, Faculty Council will prepare an official written decision and mail it to the grievant and relevant administrative officials via Campus Mail.

If Council recommends in favor of the grievant, the administrative official will respond in writing within 10 days to the grievant and the Council.

The individual bringing the grievance can withdraw the complaint at any point prior to the adjournment of the hearing by notifying the Chair of Faculty Council. An individual who files a complaint in bad faith, for harassing purposes or without substantial justification, may be subject to discipline.

c. Mediation Procedure

In lieu of the formal grievance procedure or prior to filing a formal grievance, the parties to a grievance may elect to mediate the dispute. The parties must notify the Vice President for Academic Affairs, in writing, that they wish to mediate the issue. The Vice President for Academic Affairs will conduct a mediation within 30 days of receiving a request to mediate. The Vice President for Academic Affairs will notify both parties of the date, time and location of the mediation at least five days before it is scheduled to occur. If the mediation does not resolve the issue, the parties to the grievance may then file a formal grievance in accordance with the procedures stated above.

2. Appeals

Any grievant may appeal the Faculty Council or appropriate administrative office's decision on the formal grievance to the Vice President for Academic Affairs, or to the President. If the Vice President for Academic Affairs or the President is a party to the grievance, the grievant may appeal to the Chair of the Board of Trustees. The grievant must submit an appeal in writing, no later than 30 days after the receipt of the decision on the grievance. An appeal of the grievance will only be granted if the grievant can show, by a preponderance of the evidence, that:

- (a) There is new evidence that could have affected the decision that was not reasonably known;*
- (b) The investigation or decision exhibited prejudice, bias or other unfair treatment that could have affected the outcome of the case; or*
- (c) The institution's stated procedures were not followed.*

The individual reviewing the appeal (Vice President for Academic Affairs, President, or Board of Trustees) will render a final written decision and distribute copies of the same to the grievant and the appropriate administrative official within 60 days of the filing of the appeal. If the decision cannot reasonably be issued within 60 days, then the reviewing individual shall alert the grievant of the same.

3. Deadlines & Timetables

Although every effort will be made to comply with the above-stated deadlines, all deadlines are subject to change in the event that: (1) more time is needed to investigate, (2) the grievance falls during an examination period or academic break period, (3) witnesses are unavailable, or (4) the circumstances are complex or unusual. If the above-stated deadlines are modified, all parties will be notified in writing as soon as possible after the decision to modify the deadlines has been made.

II. U. Faculty Emeritus/a Status

(Board Approved 2-19-16)

Professor *Emeritus/Emerita* is a distinction of honor conferred by the Brevard College Board of Trustees on members of the college faculty at the end of their academic careers in recognition of their professional contributions to the institution. Individuals receiving the honor normally will have served meritoriously as full-time faculty members at the college for at least ten years and have officially announced their retirement. Faculty Council will make nominations to the Board of Trustees from the names of such individuals.

It is the desire of Brevard College that Professors Emeritus/Emerita will continue to make valuable contributions to the college community. From time to time, these individuals may be asked to serve on established or ad hoc committees and to assist the campus in other ways. Individuals holding the distinction should hold themselves to the same professional standards and ethics of all full-time faculty members.

Brevard College will announce individuals awarded Professor Emeritus/Emerita status at institutional ceremonies and present certificates indicating that title. Individuals holding the appointment will have their names published annually in the Brevard College Catalog and other suitable outlets. This recognition will continue for the life of the appointee. Furthermore, Professors Emeritus/Emerita are eligible to attend all appropriate faculty meetings with voice but without vote; and to march in academic processions.

The College, upon request, will provide individuals with this status with a College photo identification card allowing:

- 1) free admission to home athletic events and use of the Fitness Center;
- 2) a Porter Center discount equal to the discount offered to current full-time employees;
- 3) access to employee dining hall pricing once a declining balance account is established;
- 4) use of Jones Library;
- 5) a bookstore discount equal to the to discount offered to current full-time employees;
- 6) a campus parking decal;
- 7) a Brevard College e-mail account.

SECTION III: Policies and Procedures Applicable to All Employees

III. A: EQUAL EMPLOYMENT OPPORTUNITY POLICY

It is the policy of Brevard College to provide equal opportunity in employment for all qualified persons and to prohibit discrimination because of race, color, religion, sexual orientation, national origin, age, disability, veteran status or any other legally protected category. In furtherance of this policy Brevard College will:

- 1) Recruit, select, hire, place, train and promote persons in all job classifications without regard to race, color, national origin, religion, sexual orientation, age, disability or veteran status;
- 2) Base selection, hiring and promotion decisions solely on valid requirements and criteria which relate to work experience and performance;
- 3) Administer all employment practices including salary, benefits, promotion, training, tuition assistance, transfer, demotion, termination and reduction in force objectively without regard to race, color, national origin, religion, sexual orientation, age, disability or veteran status;
- 4) Provide, where necessary and appropriate, reasonable accommodations for applicants and employees when doing so will enable them to perform the essential functions of the job;
- 5) Prohibit retaliatory action against employees or applicants who make a charge of employment discrimination, or who testify, assist or participate in any manner in a hearing, proceeding or investigation of employment discrimination; and
- 6) Assure a work environment that is free from discrimination.

III. B: SEXUAL AND OTHER UNLAWFUL HARASSMENT POLICY

It is Brevard College's goal to maintain a workplace in which all employees and students are free from discomfort or pressure resulting from jokes, ridicule, slurs and harassment either relating to an employee's race, color, religion, age, sex, sexual orientation, national origin, disability or veteran status or simply resulting from a lack of consideration for another person. In furtherance of this policy, the College will not permit the use of epithets, innuendos, slurs, jokes or any other inappropriate, harassing behavior related to an employee's race, color, religion, age, sex, national origin, disability or veteran status anywhere on campus or at any campus sponsored event. In addition, all forms of verbal and physical harassment based on the above listed protected categories are strictly prohibited and will not be tolerated.

1) Sexual Harassment

a) Unwelcome sexual advances, requests for sexual favors and any other verbal or physical conduct of a sexual nature are considered harassment when:

- i) Such behavior has the purpose or effect of unreasonably interfering with an employee's work performance or creates an intimidating, hostile or offensive work environment;
- ii) An employee's submission to or rejection of such conduct is used as the basis of employment decisions which affect the employee; or
- iii) Submission to such conduct is implied or stated to be a term or condition of the employee's employment.
- iv) It is important to remember that behavior which one individual considers innocent or harmless may be regarded as sexual harassment by another.

- v) In addition to violating the College's policy, sexual harassment is illegal and will not be tolerated by faculty, administrators, supervisor, trustees, coworkers, students or individuals conducting business with the College.
 - vi) Any employee who violates this policy will be subject to disciplinary action up to and including discharge.
- 2) **Institutional Superior/Subordinate Relations:** Brevard College does not condone intimate and/or sexual relationships between faculty and/or staff, in which an Institutional superior/subordinate relationship exists. Brevard College does not condone intimate and/or sexual relationships between faculty and students or between staff and students. Such relationships, whether or not consciously advanced or consented to as quid pro quo, may result in an eventual charge of sexual harassment. When reported the charge, if found to have merit, will result in disciplinary action.
- 3) **Sexual and Other Unlawful Harassment Reporting Procedures**
- a) If at any time you feel you have been subjected to harassment of any type, you must contact your immediate supervisor immediately, so that an investigation can be conducted and appropriate action can be taken.
 - b) If for any reason you do not feel comfortable contacting your direct supervisor about the matter, instead you must contact the College Title IX Coordinator or the Director of Human Resources.
 - c) If for any reason you do not feel comfortable contacting your direct supervisor about the matter, you may contact **Campus Conduct Hotline**© toll-free at 1-866-943-5787.
 - d) Once the employee has reported the harassment, the Title IX Coordinator will conduct an investigation and take prompt remedial action if necessary.
 - e) The confidentiality of all inquiries will be respected to the fullest extent possible.
- 4) **Disciplinary Action:** If it is determined that sexual or any other unlawful harassment has occurred, an employee will receive discipline up to and including termination from employment, a student will receive discipline up to and including suspension from the College, and a vendor's contract may be cancelled.
- 5) **Retaliation:** Employees will not be retaliated against in any manner for reporting perceived harassment pursuant to this policy.

III. C: DRUG AND ALCOHOL FREE WORKPLACE

It is the College's desire to provide a drug-free, healthful and safe workplace. To promote this goal, employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

- 1) **Policy:** The use, sale, purchase, manufacture, transfer or possession of alcohol or any illegal drug while performing College business or on College property, or being under the influence of alcohol or any illegal drug while performing College business or on College property is strictly prohibited.
- 2) **Disciplinary Action for Violation of Policy:** Violations of this policy may lead to disciplinary action, up to and including discharge, and/or required participation in a substance abuse rehabilitation or treatment program. Such violations may also have legal consequences.
- 3) **Prescribed Drug(s) Usage:** The legal use of prescribed drugs is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger other individuals in the workplace.
- 4) **Testing for Controlled Substances:** The College reserves the right to conduct drug, alcohol, or any controlled substance testing on a random and for-cause basis.

III. D: SALARY, WAGES & BENEFITS INFORMATION

Personnel Records: The Office of Human Resources maintains employment and benefit records for all current and past members of the faculty and staff. Records include both hard copy documents and data entered into the payroll system. Employees are encouraged to advise the Director of Human Resources immediately whenever there are changes in home address, telephone number, marital status, number of

dependents or insurance beneficiary. Incorrect information can cause problems concerning pay, benefits, or state and federal taxes.

- 1) **Access to File and Disclosure of Information:** An employee may inspect his/her own employment and benefit file by submitting a written request to the Office of Human Resources. Access to employee records may be made available to the employee's supervisor, area Vice President, President, Director of Human Resources, or Vice President for Finance and Operations acting in the normal course of business or, as required by Federal or State officials. In addition, the College may release employment dates and positions held only without first obtaining the consent of the employee. Benefit records and any medical information are considered confidential.

Benefit Plans: Besides salary or wages, the College provides a comprehensive benefit package to each full-time exempt and non-exempt hourly employee. This program is directed by the Vice President for Finance and Operations and administered by the Director of Human Resources, who can help any individual with specific questions. Benefits are provided for all full-time exempt and non-exempt employees. All benefit packages are subject to change by the provider or the College. Whenever possible, employees will be given advance notice of any changes.

- 1) **Salary and Wages:** Establishment of salary and wages is under the single authority of the President of the College, in consultation with the appropriate Vice President or supervisor.
 - a) **Salaried Employees:** Salaried employees are paid on the last business day of each month. The College encourages all salaried employees to use direct deposit at the financial institution(s) and account(s) of their choice. Certain employees may be on a 9-month (usually faculty), 10-month or 12-month contract. All other employees are considered to be at-will employees, with no definite term of employment.
 - b) **Non-Exempt Hourly Employees:** Non-exempt hourly employees are paid on a bi-weekly basis. The College encourages all non-exempt hourly employees to use direct deposit at the financial institution(s) and account(s) of their choice.
 - c) **Deductions:** The College is required by law to deduct from employees' paychecks: 1) Federal and State withholding taxes; 2) Medicare and OASDI; 3) tax levy as served; and 4) court ordered garnishments. Other deductions may also be made from your paycheck; however, they must be requested and authorized by you. Among these are insurance premiums, tax sheltered annuity contributions, college housing payments and other payments for College services.

2) Insurance Plans

- a) **Group Medical and Dental Insurance Plan:** The College provides medical and dental employer/employee participation plans to active, full-time employees who regularly work not less than 30 hours per week. The medical plan includes Point-of-Service medical benefits and the dental plan includes comprehensive dental benefits.
 - i) **Enrollment Schedule:** An employee must enroll within 30 days in which he or she is hired (qualified dependents also). Coverage will commence the first day of the month after completing 30 days of employment. If you fail to enroll at this time, you and your dependents will not be allowed to enroll until the annual open-enrollment period. An annual open-enrollment period is at the discretion of the College.
 - ii) **Employee Cost:** Employees are responsible for paying their share of all premiums. The premium cost is based on the policy selected and is subject to change. All employees will be notified of any change in the amounts of the premiums. All employee costs are withheld from salary or wages in advance.

- b) **Life Insurance:** The College provides life insurance for the employee equal to the employee's annual salary at no expense to the employee. This is group term insurance and is not available after separation from the College. To be eligible for coverage, employee must work regularly throughout the entire workweek, a minimum of 30 hours per week.
- c) **Accidental Death and Dismemberment Insurance:** This plan covers the employee only and is provided by the College, at no expense to the employee.
 - i) **Eligibility:** Regular employees of the College who work at least 30 hours per week.
 - ii) **Accidental Death Benefit:** The benefit for accidental death is one times employee's current annual salary.
 - iii) **Dismemberment Benefit:** Benefits vary with the degree of dismemberment.
- d) **Long Term Disability:**
 - i) **Eligibility:** Regular employees of the College who work at least 30 hours per week.
 - ii) **Benefit:** This benefit is equal to 60% of basic earnings (up to \$5,000.00 per month) and is provided by the College, at no expense to employee, after 90 days of qualified disability, in coordination with other disability programs.
 - iii) **Coverage:** The Plan covers employee only (not spouse and/or dependents); maximum period of payment is determined at the time of the disability. For further information, refer to the Long Term Disability Insurance Plan booklet.
- e) **Flexible Benefits Plan:** This is an optional plan, separate from Group Health Insurance, which allows pre-tax salary contributions to "flexible spending accounts" to pay eligible expenses, which may include medical, dental, vision, and/or dependent care expenses. More information on this Section 125 Flexible Spending Plan is available in the Office of Human Resources or at <https://myplans.cbiz.com>.
 - i) **Enrollment:** Enrollment is available during open enrollment. Enrollment forms are also available in the Office of Human Resources.
 - ii) **Limits:** The employee determines the amount to contribute to the plan, up to the plan maximum. Any changes to an employee's premium amounts during a plan year must meet IRS guidelines. Based upon IRS guidelines, the plan does not provide rollover of unused amounts from one 12-month period to the next.
- f) **Workers' Compensation:** As required by law, the College provides workers' compensation insurance to reimburse employees for medical expenses incurred for treatment of any injuries or illnesses sustained in the course of employment with the College. Workers' compensation insurance also provides for partial reimbursement of wages lost as a result of such injury or illness. All accidents and injuries, no matter how slight, must be reported immediately to your supervisor and/or the Director of Safety and Risk Management for the completion of the necessary paperwork.
 - i) College is required to file a report of each incident within 72 hours with our insurance carrier.
 - ii) No claim will be considered valid without the timely and accurate submission of the report.
- 3) **Retirement Savings:** TIAA/CREF retirement savings plans are available to every regular employee as defined in the plan document. An eligible employee is fully vested from the beginning of the plan and has discretion at any time to determine the desired investment options. Investments to the Retirement Annuity (RA) may be made on a pre-tax or post-tax basis, at the discretion of the employee. Investments to the Supplemental Retirement Annuity (SRA) are made on a pre-tax basis. The Director of Human Resources provides each employee with a Plan Document, "Brevard College Defined Contribution Retirement Plan," which describes these options in more detail.
 - a) **Definitions:**
 - TIAA (Teachers Insurance and Annuity Association):** TIAA provides a traditional annuity and a variable annuity through its Real Estate Account.

CREF (College Retirement Equities Fund): CREF is TIAA's companion organization, providing variable annuities, at various risk levels.

- b) **Participation & Enrollment:** The employee is required to contribute 1% of his/her base salary in order to be eligible for Brevard College's additional contribution of 1% of employee's base salary. Normally requires a two-year waiting period before employee is eligible for matching dollars.

Years of Service: An employee is credited with a year of service for each 12-month period (computation period) during which the employee completes 1,000 or more hours of service.

Start of Computation Period: For purposes of determining eligibility to participate, the computation period starts with the date of full-time employment.

Retirement Age: The normal retirement age under the Plan is age 65. Annuity income usually begins on the first of the month following that date. (See Plan Document for details.)

Receipt of Benefits Outside of Retirement: In the event of the employee's separation, death, or disability, any or all retirement plan earnings may be paid under the relevant funding vehicle, and are subject to applicable income taxes.

Cash Withdrawals: Are not permitted while employees are actively employed.

Limits on Contributions: The total amount of contributions made on an employee's behalf for any year will not exceed the limits imposed by IRS Sections 415 and 403(b). The amount of Plan contributions will also be subject to the IRS Section 401(m) limit. For more information on these limits, contact the Director of Human Resources.

- c) **Supplemental Retirement Annuity (SRA)** In addition to TIAA/CREF, an employee may participate in further retirement investment through the TIAA/CREF Supplemental Retirement Annuity. Advice on limits and funds may be obtained directly from TIAA/CREF (1-800-842-2888) or at www.tiaa.org, for both the RA and the SRA.

Enrollment: An employee may enroll at any time, with no waiting period.

Participation: Only the employee participates in SRA investment; there is no College matching of investments.

- d) **Limits on Contributions:** The total amount of contributions made on an employee's behalf for any year will not exceed the limits imposed by IRS Sections 415 and 403(b). The amount of Plan contributions will also be subject to the IRS Section 401(m) limit. For more information on these limits, contact the Director of Human Resources.

- 4) **Employment Forms.** None of the above listed benefits apply unless the employee has filled out completely and accurately the forms listed below which are required by the College and the sponsors of the plans immediately upon employment.

- a) Confidential Brevard College Personnel Information Form;
- b) Signed Letter of Employment
- c) Form I-9, Employment Eligibility Verification;
- d) Life and Accidental Death & Dismemberment Enrollment Form (full-time employees only);
- e) Long Term Disability Form (full-time employees only);
- f) Plan Participation Form - Flexible Benefit Plan;
- g) Direct Deposit Authorization;
- h) W-4, Federal Tax Withholding Authorization;
- i) NC-4, State Tax Withholding Authorization;
- j) State of North Carolina New Hire Reporting Form;
- k) Receipt of college property and clearance form;
- l) Acknowledgement of Receipt of Employee Handbook; and
- m) Brevard College Policy on Illegal Drugs.

5) Employee Education Assistance

Policies in Section 5a ii are effective for faculty and staff hired on or after June 1, 2006.

Employment status is set forth in the faculty or staff *Brevard College Letter of Agreement*.

a) Courses at Brevard College:

- i) **Employees:** Recognizing the mutual benefit derived from personal growth and increased work competence, it is the policy of the College to provide tuition assistance to staff and faculty members interested in furthering their formal education by taking classes offered by the College. All full-time employees are eligible once they have completed their probationary work period. An employee may take up to two courses per semester, with only one of those courses interrupting their regular work schedule. In addition, permanent, part-time employees working a minimum of twenty hours per week during the academic year may take one course per semester. The course should not interrupt their regular work schedule. In order to receive the benefit, participating employees must complete an Employee Education Assistance Application (available in the Financial Aid Office) and have the pre-approval of their supervisor and Vice President, where applicable. Arrangements must be made with the supervisor to make up any hours missed during the workday.
- ii) **Employee Dependents:** Employee dependent(s) are eligible for tuition benefits for undergraduate courses only. Tuition benefits for dependents are applicable only to full-time employees.
 - (1) **Definition:** Dependents are defined as the employee's current spouse, domestic partner and children. Dependents must be under the age of 24.
 - (2) Benefits are based on years of service as follows:
 - (a) Following the employee's probationary period (normally 90 days) and up to one year of service, the employee's dependents qualify for remission of one-third of the cost of tuition only;
 - (b) During year two of employment, the employee's dependents qualify for remission of two-thirds of the cost of tuition only;
 - (c) After two full years of employment, the employee's dependents qualify for a full tuition only grant. Room, board, and fees are not covered.
 - (3) Term: The grant is renewable for a maximum of eight semesters of study.
- iii) **Requirements:** In order to receive these tuition benefits, all degree-seeking employees and their dependents are required to file the Free Application for Federal Student Aid (FAFSA). The amount of the tuition grant awarded will not exceed the amount of tuition less the North Carolina Legislative Tuition, WNC Residency Grant, Pell Grant or other applicable federal, state, or institutional aid.
- iv) **Exceptions:** Independent and Directed Study Courses, as well as courses offered through Special Programs, Programs Abroad, or Workshops offered at various times during the year are not included in this benefit. In addition, Summer School courses offered during regular working hours are not included in this benefit.
- v) **Former Employees:** Former employees with at least 25 years of continuous full-time service to the College and those whose age at the time of separation plus years of service (with a minimum of 15 years of continuous service) equals a minimum of 72 are eligible for benefits under Section (a).

- vi) **Separation from the College:** Employees receiving a benefit under this policy who leave the College before completion of the term will be granted the tuition benefit for the current term. Dependents receiving a benefit under this policy will be granted the tuition benefit for the current term at the time of the employee's separation.
- vii) **Appeals:** Appeals should be directed to the supervisor and/or the Vice President, where applicable. If the supervisor and the Vice President are one and the same, then the appeal should be directed to the President. Procedural appeals should also be directed to the President.
- b) **Tuition Exchange Program:** In addition to tuition remission at Brevard College, employees and dependents may take advantage of two tuition exchange programs.
 - i) **NC Independent Colleges and Universities:** As a member of the North Carolina Private College Tuition Exchange Program, certified dependents of Brevard College employees (see definition in section 5 a ii) may apply to attend school tuition-free at any of the participating colleges and universities.
 - (1) **Procedures for Participation:**
 - (a) Employee dependents apply to their chosen institutions in the normal manner. (This program will have no bearing on the admissions acceptance decisions of participating institutions.) In the course of their applications, employee dependents apply for all "normal" financial aid.
 - (b) Once formal application is made, the dependent and/or employee will inform the Brevard College President's Office, who will in turn inform the President's Office at the "host" institution that a certified dependent has applied for admission. The "host" President will inform his or her Business Office and, if accepted, the dependent's bill will be prepared accordingly. (This program covers tuition only; not fees, books, room, or board.)
 - (2) **Participating Institutions:** For a list of participating institutions, please contact the Office of Human Resources.
 - ii) **Council of Independent Colleges:** As a member of the Council of Independent Colleges, certified dependents of Brevard College employees (see definition in section 5 a ii) may apply to attend school tuition-free at any of the participating colleges and universities.
 - (1) **Procedures for Participation:**
 - (a) Employee dependents apply to their chosen institutions in the normal manner. (This program will have no bearing on the admissions acceptance decisions of participating institutions.) In the course of their applications, employee dependents apply for all "normal" financial aid. Student applicants must request that the Liaison officer at the home/exporting institution complete the Tuition Exchange Program Student Application Form and direct it to the Liaison Officer at the host/importing institution for determination of acceptance to the CIC-
 - (b) TEP. Student applicants must apply to their home institution annually. Brevard College's Liaison officer is the Director of Financial Aid.
 - (c) **Participating Institutions:** For a list of participating institutions, please visit www.CIC.edu.

III. E: FAMILY AND MEDICAL LEAVE POLICY

- 1) **Eligibility:** Employees must have been employed for a minimum of 12 months and must have worked at least 1,250 hours in the preceding 12 months immediately before the date when they would begin to be eligible for family and medical leave. Paid but unworked hours such as holidays and paid time off do not count in computing eligibility under the 1,250 hour threshold.
- 2) **Types Of Family And Medical Leave Covered By This Policy: Under the Family and Medical Leave Act of 1993, as amended (“FMLA”), eligible employees are entitled by law to the following unpaid leaves of absence:**
 - a) **Birth/Adoption/Foster Care Leave:** An employee may take up to the maximum family and medical leave (12 weeks) for the birth of the employee’s natural child or the placement of a child with the employee for adoption or foster care. Birth leave may be a combination of parental leave and pregnancy leave. Parental leave is time off work for employees who are physically able to return to work but choose to stay home and care for newborn children. Pregnancy leave is characterized by physical disability because of childbirth or a related medical condition. The leave period begins the first day of work that is missed and ends when the employee returns to work. Leave may begin prior to birth or placement, as circumstances dictate. The leave entitlement for birth, adoption or foster care placement extends only until one year from the birth or the placement.
 - b) **Medical Leave:** An employee may take up to the maximum family and medical leave (12 weeks) if he or she suffers from a serious health condition which renders the employee unable to perform his or her duties. A “serious health condition” means an illness, injury, impairment or condition involving any of the following:
 - i) **Inpatient Care** in a hospital, nursing home or hospice, including any period of incapacity or subsequent treatment in connection with or consequent to such inpatient care; or
 - ii) **Outpatient care** that requires continuing treatment or supervision by a health care provider involving any of the following:
 - (1) a period of incapacity of more than three (3) consecutive calendar days that also involves treatment two (2) or more times by a health care provider or treatment by a health care provider on at least one (1) occasion which results in a regimen of continuing treatment (the taking of over-the-counter medications, bed-rest, drinking fluids, exercise, and other similar activities that can be initiated without a visit to a health care provider are not, by themselves, sufficient to constitute a regimen of continuing treatment for purposes of FMLA entitlement).
 - (2) any period of incapacity due to pregnancy or for prenatal care.
 - (3) a chronic condition which requires periodic visits for treatment by a health care provider (at least once every six months), continues over an extended period of time and may cause a periodic rather than a continuing period of incapacity (e.g., asthma, diabetes or epilepsy).
 - (4) a period of incapacity which is permanent or long term due to a condition for which treatment may not be effective (e.g., Alzheimer’s disease or severe stroke; the employee or family member must be under the continuing supervision of, but need not be receiving active treatment by, a health care provider); or.
 - (5) any period of absence to receive multiple treatments, including any period of recovery there from, within 30 days of the initial incapacity by a health care provider, either for restorative surgery after an accident or other injury, or for a condition that would likely result in a period of incapacity of more than three (3) consecutive calendar days in the absence of medical intervention or treatment (e.g., chemotherapy, physical therapy and dialysis).
 - c) **Family Care Leave:** An employee may take up to the maximum family and medical leave (12 weeks) to care for a family member suffering from a serious health condition (as described above). For these purposes, the term “family member” means an employee’s spouse, domestic partner, parent, or child under the age of 18, as well as any other family member disabled under applicable federal or state regulations.

- d) **Qualifying Exigency for Military Family Leave:** A parent, spouse, son or daughter of a Reservist, National Guard member or retired member of the Regular Armed Forces called to qualifying active duty may take leave for the following:
- i) instances where a qualifying family member is given less than seven days notice of deployment (up to seven days' leave);
 - ii) military events and related activities;
 - iii) childcare and school activities;
 - iv) financial and legal arrangements;
 - v) counseling for oneself, for the covered military member, or for a child of the covered military member;
 - vi) rest and recuperation (up to five days per leave);
 - vii) post-deployment activities;
 - viii) additional activities agreed upon by the College.
- e) **Leave to Care for Covered Service member:** An employee who is next of kin (spouse, parent, son, daughter, or qualifying relative) to a family member who becomes seriously ill or injured as a result of active military service, may take up to 26 weeks leave in a single 12-month period. This leave is only available for use in connection with a qualifying illness or injury occurring during one FMLA 12-month period and may not be used beyond that 12-month period. This leave is also combined with all other FMLA leaves in that period, resulting in a maximum total leave entitlement of 26 weeks. For example, an employee who has already taken 10 weeks of leave for his or her own serious injury or illness during one 12-month FMLA period would only be eligible for an additional 16 weeks of leave to care for eligible injured kin who are service members.

3) Maximum Period For Leave

- a) **In General:** FMLA leave may not exceed 12 weeks (or 26 weeks) in a 12-month period, measured backward on a rolling basis. For example, if an employee uses 12 weeks of leave between March 1, 2009 and May 23, 2009, then he or she would not be eligible again for any FMLA Leave until after March 1, 2010, except when requesting leave to care for a covered ill or wounded service member. Leave to care for a wounded service member will be measured forward from the first day of leave. The leave entitlement for birth, adoption or foster care placement extends only until one year from the birth or the placement.
- b) **Intermittent Leave:** Intermittent leave or reduced working hour arrangements may be provided for family care leaves or medical leaves when required as part of a medically necessary course of conduct, provided adequate medical certification of such need is obtained. Intermittent leave or reduced working hours for birth, child placement, or other non-health related reasons is at the discretion of the College. The College reserves the right to temporarily transfer an employee to an alternative position with equivalent pay and benefits to accommodate scheduled intermittent leaves.
- c) **Two Employee Households:** In the event two employees working for the College are married to each other, they may only take a combined total of 12 weeks of FMLA leave in connection with a birth, adoption, foster care, the care for an ill parent or for military family qualifying exigency leave. They may take a combined total of 26 weeks to care for a covered ill or wounded service member. If such an employee would be entitled to family leave for another reason within the same 12-month period (e.g., due to personal illness), he or she would be entitled to the difference between 12 weeks and the leave he or she already has taken under this paragraph. However, if one of the two spouses suffers from a serious health condition, they may each take the 12 weeks of FMLA leave as provided above.

4) Scheduling/Notice and Certification

- a) **Scheduling:** A leave of absence request must be completed and submitted to the employee's

supervisor for all leaves of absence whether paid or unpaid. An employee intending to take leave must give 30 days advance notice to the College if the leave is foreseeable. If not foreseeable, the employee must provide as much advance notice as possible. In situations involving leave for a medical condition, the employee must make every reasonable effort to schedule medical treatment so that it does not disrupt the College's operations.

- b) **Certification:** An employee requesting medical leave must provide medical certification indicating that a serious health condition exists and other information as requested within 15 days after the employee makes the request for leave. The certification must include:
 - i) **Date:** the date on which the serious health condition commenced;
 - ii) **Duration:** the probable duration of the condition;
 - iii) **Diagnosis;**
 - iv) **Medical Facts:** the appropriate medical facts within the knowledge of the health care provider regarding the condition and a brief description of the prescribed regimen of treatment;
 - v) **Indication of Hospitalization:** indication of whether hospitalization is required; and
 - vi) **Statement of Employee's Ability to Function:** for an employee's own illness or serious health condition, a statement that the employee cannot perform the essential functions of his or her job.
 - vii) **Certification of Leave for Care of Immediate Family Member:** If the leave is to care for a child, parent or spouse, the certification must state that the employee is needed to care for the family member and provide an estimate of the amount of time the employee will be needed to provide care or assistance. If the employee requests intermittent leave or reduced working hours, the medical certification must include a statement of the medical necessity for such leave. The expected duration and schedule of the intermittent or reduced working hours must also be included.
 - viii) **Insufficient Certification:** If an employee returns an incomplete or insufficient medical certification form, once he or she is notified by the employer of the deficiencies, the employee will have up to seven additional days to cure any deficiencies. The College may discretely contact the employee's healthcare provider using someone other than the employee's direct supervisor to clarify or to authenticate information provided in the medical certification form.
 - ix) **Second and Third Opinions:** The College is entitled to request a physician's second opinion at its expense.
 - (1) **Third Opinion (Conflict Resolution):** If necessary to resolve a conflict between the original certification and the second opinion, the College will require the opinion of a third physician at its expense.
 - (2) **Third Opinion Selection of Physician:** The College and the employee will jointly select the third doctor, and the College will pay for the opinion. This third opinion will be considered final.
 - (a) **Certification Form.** A medical certification form to be presented to your physician or other qualified health care provider is available for employees' use in the Office of Finance.
 - (b) **College's Right to Seek Medical Recertification:** The College reserves the right to seek periodic medical recertification during an employee's medical leave. Employees are also required to report periodically to their Supervisor or the Human Resources Department on their status and intent to return to work
 - x) **Military Leave:** For military family leave, the College reserves the right to request a copy of the qualifying family member's orders, or for information confirming the qualifying exigency.
- c) **Return to Work:** Failure to return to work after the scheduled end of FMLA leave without notifying the College shall be considered a voluntary resignation of employment.
 - i) **Early Return:** If the employee is able to return to work earlier than anticipated, he or she must provide the College with at least 2 business days notice before being reinstated.

ii) **Extension of Leave:** If medical reasons require extension of leave beyond a scheduled date of return, and if the employee retains accrued but unused family and medical leave, the employee must give the College as much advance notice as possible of the need for additional leave. *The College may require additional certification to demonstrate the medical need for the additional leave.* Employees who have exhausted family and medical leave and request an extended leave of absence are not eligible for an additional twelve (12) weeks of insurance coverage. If medical reasons require the extension of family and medical leave, the College may require additional certification to demonstrate the medical need for an extension of leave. The College will attempt to hold the employee's position open during an extension of leave.

However, after an employee's Family and Medical Leave has been exhausted, the College reserves the right to fill the position at any time and for any reason.

d) **Fitness for Duty Certificate:** Prior to returning to work at the conclusion of an FMLA leave for the employee's own serious health condition, the employee must furnish a fitness-for-duty certification from a health care provider stating that the employee is able to return to work. *The College reserves the right to delay reinstatement until the employee submits the required fitness-for-duty certification and terminate the employee upon conclusion of the FMLA leave if the required certification has not been submitted by that time.* If the College requests a detailed certification, it will provide the employee with a list of essential functions for his or her position at the time the leave is designated as FMLA leave.

5) Use of Sick Leave And Vacation Days During Family And Medical Leave

- a) If the employee has accrued vacation leave, sick leave or any other form of paid leave, the employee must use paid leave first and take the remainder of the leave unpaid. Any College observed holidays that occur during your leave will not count towards paid leave time. Your paid leave benefits run concurrently with FMLA leave and will not add to the total length of the 12 or 26 week FMLA periods.
- b) FMLA leave will run concurrently with workers' compensation leave for any employee who is eligible for both.

6) Group Health Benefits During Leave

- 1) **Group Health Insurance:** During the period of leave, participants in the group health insurance plan will continue to receive coverage on the same basis as employees not on leave.
 - i) **College's Payment of Premiums:** The College will continue to pay the same portion of the insurance premiums for employees on leave as it pays for active employees.
 - ii) **Employee's Payment of Premiums:** The employee on leave will be responsible, in advance, for the employee's or any additional costs such as costs associated with obtaining family/dependent coverage.
 - (1) **Payment Methods:** Payment will be made in advance, either through payroll deduction, if available, or by personal check as scheduled by the Payroll Department.
 - (2) **Late Payment:** If the employee's payment is late, the employee's health insurance coverage may be dropped for the duration of the leave.
 - (3) **College's Right To Seek Reimbursement for Premiums Paid:** If an employee does not return to work after leave because of personal rather than medical reasons, the College will seek reimbursement for all health care premiums paid on behalf of the employee during the leave.
- 2) **COBRA:** If an employee does not return to work at the end of leave, he or she is entitled to receive information about rights to COBRA continuation of medical insurance coverage at the expiration of the family and medical leave period. The employee's and his or her dependents' medical coverage will end at that time unless it is continued by the employee through COBRA.

7) Rights Upon Return To Work

- a) Employees who return to work within the approved family and medical leave period and who are capable of performing all essential functions of their position will be reinstated to their same or equivalent position in accordance with applicable federal and state laws. The College

reserves the right not to reinstate employees who exceed the maximum family and medical leave, who would not otherwise be employed at the time reinstatement is requested due to layoff or other reasons, or those highly compensated "key employees" defined as exempt from reinstatement rights under federal law. Key employees are those salaried employees among the highest paid 10% of all the College employees. If reinstatement of a key employee from leave causes substantial and grievous economic injury to the College, the College reserves the right not to reinstate such employee.

- b) This policy is meant to comply with applicable federal and state laws. It is not intended to provide benefits beyond those required by such laws.

III. F: EXTENDED PERSONAL AND OTHER LEAVE

- 1) **Extended Personal Leave:** In special and unusual circumstances, employees may request additional extended personal leave beyond their accumulated vacation leave and the FMLA leave to which they are entitled.
 - a) **Procedure:** Employee submits a written request to supervisor who in turn conveys the request with recommendations to the President of the College. The supervisor may require the employee to provide necessary medical documentation.
 - b) **Authority for Decision Making:** The President of the College has the sole authority and full discretion to grant extended personal leave and to determine whether circumstances warrant the continuation of partial or full salary and benefits during the period of extended personal leave.
 - c) **Notification of Decision about Employee's Request:** The President of the College will convey the decision in writing to the employee, the immediate supervisor of the employee, and the Vice President for Finance and Operations.
 - d) **Benefits During Personal Leave:**
 - i) **Accumulation of Leave Days:** The employee retains any accumulation of unused leave days but does not accumulate any leave days during approved personal leave time.
 - ii) **Retirement Status:** The employee retains accumulated service for retirement status during the personal leave time.
 - iii) **Premiums (if applicable):** During approved personal leave time without pay, the College may pay some or all premiums, based on plan requirements, to the employee's benefit accounts. If the College does not elect to pay any premium(s), the employee may continue his or her applicable premium(s), paid in advance, for the duration of the approved personal leave time.
 - iv) **Cessation of Benefits:** If, after the approved period of time for the employee's personal leave, the employee does not return to the College, any and all salary, benefits, accumulation of leave days and retirement status, rights to reinstatement and/or agreement with the College cease.
- 2) **Leave to Fulfill Civic Responsibility (Jury Duty):** In recognition of each individual's civic responsibilities, the College will grant leave with pay and benefits, to an employee called to jury duty.
 - a) **Procedure:** As soon as the employee is called by a court of law for jury duty, the employee is to notify their supervisor in writing, and provide a copy of the notification from the court.
 - b) **Employee's Responsibility:** The employee is to keep the supervisor informed of the length of time of commitment to jury duty. If excused from the full term of jury duty, the employee is expected to return to work immediately.
 - c) **College's Responsibility:** Pay, all benefits, accrual of leave and service status all continue throughout the employee's serving on jury duty.
 - d) **Juror's Pay:** If the Brevard College employee receives from the court compensation for jury duty, there is no reduction or other effect on the employee's College compensation and benefit package.
- 3) **Military Leave:** The College recognizes special needs of employees serving any of the military

forces of the United States. Upon receiving written documentation of the employee's military leave obligation, the College will provide leave as required by applicable law.

- 4) **Bereavement Leave:** A maximum of three (3) days of bereavement leave will be granted to an employee for each incident of death in the immediate family upon the approval of the immediate supervisor or Vice President.
 - a) **Immediate Family:** The immediate family is defined as mother, father, brother, sister, husband, wife, domestic partner, child, grandchild or grandparent of the employee.
 - b) **Additional Leave Time:** The employee may use vacation time for any extended leave after the three-day leave period.
 - c) **Death Outside Immediate Family:** For a death outside of the employee's immediate family as defined above, employees may use accrued vacation.

III. G: SCHEDULED WORK WEEK

The College's normal operating hours are 8:00 a.m. to 4:30 p.m., Monday through Friday. However, because Brevard College is a residential campus requiring 24/7 staffing and because some positions require varied hours, your position and the department in which you work determine your working hours. These hours are established by your Department Chair and your direct supervisor and must be approved in advance by your Vice President. Be sure that you understand what hours you are required to work. Workweek is further defined in either the faculty or staff section of your particular handbook.

III. H: OTHER SERVICES AND PROCEDURES

- 1) **Bookstore:** Kings Creek Books, a member of the Follett chain, is located in Coltrane Commons and is open to all faculty, staff, students, and local citizens.
 - a) **Discounts:** Members of the Brevard College faculty and staff may receive discount on all purchases, to be determined by Follett.
- 2) **Use and Reservations of Campus Facilities:** Any use of College facilities and space must be coordinated through the Office of Event Planning and Central Scheduling, which is responsible for planning, scheduling, and coordinating requests for facility and equipment use by groups and individuals from both on and off campus. Policies, procedures and the fee schedule are available in the Office of Event Planning and Central Scheduling and the College intranet.
- 3) **College-Wide Programs:** The College sponsors a number of College-wide programs in which employees may be asked to participate. These programs include:
 - a) **Porter Center for the Performing Arts:** One of the great benefits of working at Brevard College is the extraordinary offering of concerts, plays, and recitals. Admission is free to many of the college-operated performances. For those college-operated performances which do charge admission, faculty and staff are offered opportunities for discounts.
 - b) **Boshamer Gymnasium and Athletic Facilities:** Attendance at home athletic games and events is free to employees upon the presentation of Employee ID card.
- 4) **Campus Dining Services:** Food service is provided in the Myers Dining Hall, Coltrane and the Coffee Shop. During the academic year, breakfast, lunch, and dinner are served in Myers Dining Hall; a limited menu is served in Coltrane and coffee and pastries are available in the Coffee Shop. Faculty and Staff are provided five (5) free meals a week in the Dining Hall and may use a meal in exchange in Coltrane and the Coffee Shop. A college ID is required.
 - a) **Catering Services:** The Dining Services staff are happy to provide catering for special functions and/or meetings on campus. Contact the Director of Dining Services for menus, fees and availability.
- 5) **Housekeeping and Facilities:** For all housekeeping or facility requests, contact the Facilities Office at extension 8279 or use the on-line work order system. Please contact the Security Officer on duty for all requests for after business hours.
- 6) **Banking:** Two local banks offer Brevard College employees 'Banking at Work' packages. Wells

Fargo, offers the ‘Wells Fargo at Work’ program and First Citizens Bank offers the ‘Bank at Work’ program. These programs offer many free or discounted financial services to members. Please contact the Office of Human Resources, or visit the local Wells Fargo or First Citizens branch, or visit www.wellsfargo.com, www.firstcitizens.com.

7) J. A. Jones Library:

- a) **General Information:** The J. A. Jones Library offers easy accessible library collections and services to meet the general, instructional, research, and recreational information needs of the Brevard College community. Constructed in 1967, the library is named for James Addison Jones, a benefactor of the College. For further information on hours of operation and current collections, please contact the Library staff at 828-884-8268. Employees of the college may use their employee identification cards to reserve and check out library materials.
- 8) **Keys:** For reasons of security and control, all faculty and staff keys are issued through the Director of Safety and Risk Management, on the approval of the employee’s immediate supervisor.
 - a) **Transferal:** Under NO circumstances may keys be directly transferred from one employee to another or to a student.
 - b) **Loss:** If an employee loses a key, the loss should be immediately reported to Director of Safety and Risk Management.
 - c) **Termination:** When an employee leaves the College, for whatever reason, keys must be returned to the immediate supervisor or the Director of Human Resources who in turn will return the keys to Director of Safety and Risk Management.
- 9) **Mail, FEDEX, & UPS:** Mail service is provided through the College Post Office located in Coltrane Commons, where student mailboxes are located.
 - a) **Incoming Office Mail:** Incoming mail is received by the College Post Office daily.
 - b) **Outgoing Office Mail:** Outgoing mail, both off and on campus, is processed by College Post Office.
 - c) **FEDEX & UPS:** Deliveries and outgoing parcels are processed by the College Post Office.
 - d) **Personal Mail:** Postage may be purchased at the College Post Office on a limited basis.
- 10) Maintenance and Repairs:**
 - a) **Facilities, Vehicles, College Equipment:** All requests for maintenance and/or repairs are made to the Office of Facilities by using the on-line work order system.
 - b) **Computers:** Contact Office of Information Technology for any needed repair or malfunction of any aspect of College owned computer hardware or software. An on-line Helpdesk system is available for non-urgent requests.
- 11) Personal Vehicles and Parking:** All College personnel, for safety reasons, are required to register their vehicle(s) with the Office of Security and to display the mirror hang tag issued by the Office of Security. On-campus parking is provided without charge.
 - a) **Designated Parking Areas:** Spaces marked with yellow lines are specifically designated for faculty, staff, and campus visitors. Spaces marked with white lines are for all vehicles, including students.
 - b) **Registration:** Employees are required to complete a Vehicle Registration form to register their vehicle.
 - c) **Procedural Guidelines:** The following procedural guidelines apply at all times to personal vehicles and parking on campus:
 - i) **Damage or Loss:** Brevard College assumes no responsibility for any damage or loss to a personal vehicle while it is parked or in operation on campus.
 - ii) **Responsibility for Safe Operation:** The registrant of a vehicle is responsible for the safe operation and proper parking of the vehicle, regardless of who may be operating the vehicle.
 - iii) **Violation:** The officer writing the ticket has no authority to arbitrate the issuance of a ticket. Any question or appeal should be made directly to the Dean of Students.
 - iv) **Traffic Regulations:** All traffic regulations will be strictly enforced. All employees should be

aware that Brevard College is a pedestrian campus.

- (1) **Speed Limit:** 15 miles per hour, campus wide.
 - (2) **Handicap Spaces:** To park in a space designated as handicap, the vehicle must have a valid handicap registration prominently displayed.
 - (3) **Driveways and Walkways:** No parking is permitted in driveways, on walkways or on the lawns.
 - (4) **Towing, Impoundment & Storage:** Anyone in violation of parking regulations runs the risk of being fined by the College, and/or of having the vehicle towed, impounded and stored, all costs of which are the responsibility of the vehicle registrant.
- 12) **College Identification Cards:** Each employee must have an up-to-date Brevard College photo id card. Employee ID cards may be obtained from the Campus Life Office in Coltrane Commons.

III. I: GENERAL POLICIES:

- 1) **E-Mail and Computer Use:** The College provides for every employee access to a personal computer via a personal account. All employees are responsible for all activity that takes place with their personal account. Use of the computer, internet, and email is intended to support the educational research and business objectives of the College. Employees shall not use the computing and network resources of the College for commercial purposes or for financial gain. Transmission of any material in violation of any federal or state law, or any College policy is prohibited. Complete details of the College's Acceptable Use Policy is available to all faculty, staff and students on the College's intranet page.
Property of Brevard College: Unless contractual agreements dictate otherwise, messages sent over the computer and communications systems are the property of the College. To properly protect and manage this property, the College reserves the right to examine all data stored in or transmitted by these systems. Since the computer and communication systems are to be used for administrative purposes, you should have no expectation of privacy associated with the information you store in or send through these systems.
- 2) **Personal Appearance/Dress Code:** Appropriate attire, grooming and personal cleanliness contribute to the professional image that Brevard College presents. Therefore, it is essential that all employees model effective personal grooming habits and have a positive appearance. Dress and grooming should be appropriate for each work situation. An employee's job responsibilities, position and circumstances dictate dress code; however, dress must be in good taste and be sensitive to students, peers, and the general community.
- 3) **Safety and Risk Management:** Safety of individual, group, and College equipment and buildings is everybody's business! All safety and risk management policies and issues are implemented and reviewed by a campus-wide Committee on Campus Safety and Risk Management, which in turn makes recommendations for additions and/or changes to policies and practices to the Committee on Institutional Effectiveness.
 - a) **Clery Act:** In compliance with the Clery Act, as required by the Department of Education in the Crime Awareness and Campus Security Act of 1990, a report containing information regarding security at Brevard College (including statistical information) is available on the College's website. A paper copy of the statistical report is available upon request in the Security Office.
 - b) **Weapons on Campus:** It is a violation of North Carolina Law (General Statute 14-269.2) and the College policy to possess or carry any weapon on the College campus or any other property owned or used by the College. The only exceptions are for law enforcement or military personnel carrying out their official duties or weapons used in the conduct of ceremonial or educational activities authorized by the President. The definition of weapon includes firearms, powerful explosives, and devices such as knives, clubs and other instruments intended for use in personal combat.
 - c) **Evacuation Routes and Safety Drills:** In each building on campus evacuation routes are posted. During each academic year, the Director of Public Safety and the Committee will hold periodic

and unannounced evacuation drills. In such an event, each person MUST IMMEDIATELY follow the evacuation procedure, as described in the Campus-wide Evacuation and Safety Plan. *There is no exception to this rule, no matter how much of an interruption a drill may seem.*

- 4) **Serious Diseases:** It is the policy of the College that employees with infectious, long-term, life-threatening, or other serious diseases may work as long as they are physically and mentally able to perform the duties of their job without undue risk to their own health or that of other employees, students, or other persons. Such serious diseases include, but are not limited to, cancer, heart disease, multiple sclerosis, hepatitis, tuberculosis, and acquired immune deficiency syndrome (AIDS).
 - a) **Employee Rights:** Where feasible and practical, the college will support educational programs to enhance employee awareness and understanding of serious diseases
 - i) **Affliction:** If an employee is afflicted with a serious disease, he or she is to be treated the same as any other employees.
 - ii) **Duties:** If the disease affects the employee's ability to perform assigned duties, the employee is to be treated like other employees who have disabilities that limit job performance.
 - b) **Employee Responsibilities:**
 - i) **Serious Infectious or Contagious Disease(s):** Employees diagnosed with a serious infectious or contagious disease shall immediately inform their Supervisor and the Director of Human Resources.
 - ii) **Serious Disease(s) not Infectious or Contagious:** Employees may, and are encouraged to, report the diagnosis to their supervisor and the Director of Human Resources.
 - iii) **Providing Records:** Employees who have a serious disease are to provide the Director of Human Resources any pertinent medical records needed to make decisions regarding job assignments, ability to continue working, or ability to return to work. The College may require a physician's certification of such employee's ability to perform duties safely.
 - c) **College's Responsibilities:** The College will respond with compassion and understanding and review with the employee such issues as employee assistance, leaves and disability, infection control, expectation regarding the employee's performance and attendance, consideration of any special accommodations required by the employee, and available benefits.
 - i) **Confidentiality:** The College will maintain the confidentiality of employee medical records except as expressly provided by law in limited circumstances.
 - ii) **Compliance:** The College will comply with applicable occupational safety regulations concerning employees exposed to blood or other potentially infectious materials.
 - iii) **Precautions:** Universal precautions, engineering and work practice controls, and personal protective equipment will be used to limit the spread of diseases in the work place.
 - d) **Other Employees' Responsibilities:** Employees concerned about being infected with a serious disease by a coworker, student, or other person should convey this concern to their supervisor or the Director of Human Resources.
 - i) **Refusal to Work with Person with Serious Disease:** Employees who refuse to work with or perform services for a person known or suspected to have a serious disease, without first consulting with their supervisor and Director Human Resources, will be subject to discipline.
 - ii) **Co-Worker with Serious Disease:** When there is little or no evidence of risk of infection to others, the afflicted employee may be assigned to work with or perform services for any other employee, student, or other person, as required by the College.
- 5) **Conflicts of Interest:** Situations may arise in which the private financial or business activities of an employee may conflict with the employee's obligations to the College, or with the best interests of the College, or may raise a reasonable question of concern in this respect.
 - a) **Disclosure:** Each employee shall disclose, in writing, to his or her immediate supervisor and the College and direct or indirect interest which the employee has or may have in any existing or proposed transaction to which the College is a party, by reason of such employee also being a party thereto, or being an officer, director, partner in or personally significant owner of a

corporation, partnership, or other business entity which is a party to such transaction.

b) **Situations which Constitute Conflicts of Interest:** These include, but are not limited to the following:

- i) Holding either directly or indirectly, a position or financial interest in an outside concern which provides services competitive with services rendered by the College, or an outside concern from which the college secures goods or services if the employee is involved in or may influence the ordering of such goods or services.
- ii) Competing either directly or indirectly, with the College in the purchase or sale of property or property rights, interests, or services.
- iii) Disclosing or using nonpublic information obtained through College employment for personal profit or gain or for the profit or gain of others.
- iv) Accepting gratuities or special favors from any outside concern that does, or is seeking to do business with the College; or extending gratuities or special favors to employees of the College under the circumstances which might reasonably be interpreted as an attempt to influence the recipient in the performance of their duties. This does not include the acceptance of items nominal or minor values that are clearly tokens of respect or friendship and not related to any particular transaction or activity of the College.

6) **Use of College Vehicles:** In order to help carry out the Mission of Brevard College, the College provides vehicles for transportation of students and personnel to and from off-campus locations. Safety and protection of individuals are of highest priority. The College's complete policy on use of college vehicles is available in the Offices of Security and Facilities, as well as on the college intranet.

7) **Children on Campus:** The College recognizes the challenges employees face in balancing professional and personal responsibilities. At the same time, the College must maintain a safe, professional environment that is conducive to learning and efficient in its business operations. Therefore, children are generally not allowed to be in campus workplaces or in unsupervised circumstances on campus. Such situations may not be conducive to the health and welfare of the child and may be disruptive to the operations of the College. Accordingly, the College observes the following policies as related to the presence of children in the workplace and/or unsupervised on campus:

- a) Children under the age of 14, when on campus, must be supervised by a responsible adult or be properly enrolled in a supervised campus activity.
- b) Children should not be present on a regular or consistent basis in a parent or caretaker's campus workplace. The College understands there are times of exception or emergency when a child must be with the parent for a short period of time. In this instance, the employee should notify his/her supervisor of the need for the child to be present in the workplace during working hours. If the child becomes disruptive, the College reserves the right to ask the employee to remove the child from campus and/or to find alternative arrangements for the child.
- c) Supervisors are encouraged to accommodate employees as much as possible in scheduling sick and annual leave in order to provide or arrange for child care in accordance with College leave policies and applicable law.
- d) Eligible employees are encouraged, when necessary, to use their Family Medical Leave Act (FMLA) benefits for qualifying circumstances as outlined at <http://www.dol.gov/esa/whd/fmla>. The employee should refer to the College's FMLA policy and contact his/her supervisor for additional information when scheduling FMLA leave.

III. J: INCLEMENT WEATHER POLICY:

In cases of severe inclement weather, the Vice President for Academic Affairs, in consultation with other appropriate college officials, will decide if the College will close and will notify employees

according to the following policy.

- 1) **Suspension of Operations:** Since most students live on campus and many faculty and staff live nearby, Brevard College will not ordinarily suspend operations due to bad weather. Faculty will make allowances for commuting students who miss class on days of severe weather conditions. It is the student's responsibility to notify instructors promptly and make arrangements for making up missed work.
- 2) **Individual Safety:** Individual faculty, staff, and commuting students should use their best judgment about traveling in severe weather conditions.
- 3) **Whom to Inform:** Faculty who are unable to reach campus due to inclement weather should inform their respective division chair in a timely manner. Staff should notify their supervisor in a timely manner. Commuting students should notify their instructor in a timely manner.
- 4) **Essential Personnel:** In order to provide a safe and secure campus during severe inclement weather the College has designated essential personnel that must be in place.
- 5) **College Announcement:** When possible, as of 7 a.m. on days of inclement weather a recorded voice mail message will be posted to inform faculty, staff, and students of any decision involving the operations of the College (883-8292). In the event that extreme severe weather necessitates the closing of the College, notification will be made by WLOS-TV station. In addition, it will be posted on the College's web site.
- 6) **College Closing during Operations:** Only in the event of extremely severe weather will the College consider closing down its normal operations. In such an event, anyone unable to leave campus safely will be accommodated in emergency shelter. The College will post the closing time on campus-wide email and on the College's web site.

III K. INSTITUTIONAL SHARING OF PERSONAL INFORMATION

within the Brevard College Employee Community (i.e. birth, illness, death)

1) Employee Confidentiality

Every employee has the legal right to decide whether to share personal information. The College respects and observes the employee's right to privacy and will not release information unless authorized by the employee or other family member authorized to release such information on behalf of the employee. On occasions when an employee desires for the college community to receive accurate and timely knowledge of an important event in one's life, then the following protocols will be utilized.

- (1) In the event that an employee desires to share personal information about an important life matter with Brevard College's faculty and staff, the employee is encouraged to do so by contacting the President's Office. The President's Office will then release the information requested by the faculty or staff member.
- (2) In the event an employee hears information of a personal nature about another employee and news is circulating among the college faculty and staff, the faculty or staff with questions or concerns about another employee's personal situation should contact the President's Office directly.
- (3) Any follow-up information will also be shared in the same manner by the President's Office directly if and when employee chooses.

2) Student Confidentiality

Brevard College values the confidentiality and privacy of medical, disability, and mental health issues that students may experience. In consideration of FERPA / HIPAA regulations, the college has adopted a procedure for the disclosure, use, and communication of student personal health information. Faculty and staff members should send questions or concerns of this nature to the Associate Dean for Student Success. Individual faculty and staff members should be careful not to

share such personal information or concerns about students with others. The Associate Dean will confirm or relay this information to the Sub-Hub Committee, and the appropriate information will be shared with permission of the student with appropriate individuals and offices. The Sub-Hub Committee is made up of members of different offices that will provide, as appropriate, support services to students experiencing such issues.

III. L: ADA POLICY:

Brevard College complies with the Americans with Disabilities Act (ADA) and applicable state and local laws providing for nondiscrimination in employment against qualified individuals with disabilities. The College provides reasonable accommodation for such individuals in accordance with these laws.

Policy:

Title I and Title V of the American with Disabilities Act of 1990, as amended, protect qualified individuals from discrimination on the basis of disability in hiring, promotion, discharge, pay, fringe benefits, job trainings, classification, referral and other aspects of employment. Disability discrimination includes failure to make reasonable accommodation to the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, barring undue hardship.

Under the ADA, a person has a disability if he or she has a physical or mental impairment that substantially limits a major life activity. A substantial impairment is one that significantly limits or restricts a major life activity such as hearing, seeing, speaking, breathing, walking or caring for oneself.

Qualified individuals with disabilities are treated in a nondiscriminatory manner in the pre-employment process and employees with disabilities are treated in a nondiscriminatory manner in all terms, conditions and privileges of employment.

Volunteering information about a disability will not subject an employee to any adverse treatment or penalty. All information concerning disabilities will be considered confidential and will be released only in accordance with the requirements of the ADA and other applicable laws.

Process for Requesting an Accommodation:

Qualified individuals with disabilities may make requests for reasonable accommodation to the Director of Human Resources. The employee is responsible for requesting accommodation and for providing medical documentation to assist in understanding the nature of the employee's functional limitations.

The Director of Human Resources, the Director of Security and Campus Services and the appropriate management representatives identified as having a need to know (e.g., the individual's supervisor/department head or Dean of Faculty, if accommodation is made for a member of the faculty), will determine the feasibility of the requested accommodation, considering various factors, including but not limited to the nature and cost of the accommodation, the availability of tax credits and deductions, outside funding, the College's overall financial resources and organization, and the accommodation's impact on the operation of the department, including its impact on the ability of other employees to perform their duties and on the College's ability to conduct business.

The Director of Human Resources will inform the employee of the College's decision on the accommodation request. The accommodation shall be reviewed annually or in the event of a change to the medical status of the employee.