



FACULTY HANDBOOK

AUGUST 2016

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CHAPTER 1

GOVERNING DOCUMENTS

HERITAGE, MISSION, VISION, COMMITMENTS, AND FINLANDIA INSTITUTIONAL LEARNING OUTCOMES

HERITAGE

Suomi College was established in 1896 by Finnish immigrants to the Copper Country. At its inception, the College served to preserve Finnish culture, uphold and teach the tenets of the Lutheran religion, train Lutheran clergy, and educate students in skills that would provide job opportunities in their new land. After over 100 years of service, change, and growth, in 2000 the institution was granted university status and was renamed Finlandia University.

Today Finlandia remains the only university in North America founded by Finns, and is the only private university in the Upper Peninsula. It maintains its affiliation with the Evangelical Lutheran Church in America. The University's two colleges and two schools offer baccalaureate and associate degree programs to people of all ages, races, religious affiliations, and ethnic backgrounds.

MISSION STATEMENT

A learning community dedicated to academic excellence, spiritual growth and service.

UNIVERSITY VISION STATEMENT

Finlandia University is committed to offering liberal arts based, globally connected, international, ecologically sensitive, spiritually engaged and career focused baccalaureate and associate degree programs as well as community education opportunities. A dynamic Lutheran institution located in the pristine beauty of Michigan's Upper Peninsula, the University fosters intellectual challenge, open dialogue service to others and an entrepreneurial response to a world characterized by change. With a diverse faculty and student body, the University provides a connection to contemporary Finland and celebrates its Finnish-American and community roots. The University works to provide a nurturing, caring community focused on connecting theory and practice to the service of human beings and to good stewardship of natural resources.

COMMITMENTS

The University is committed to the following:

1. Offering bachelor and associate degree programs that promote the well-being of the human community and the natural environment.
2. Providing an atmosphere and environment supportive of open inquiry, personal growth and collaborative approaches to teaching, campus life, and administration.
3. Providing and encouraging opportunities for service to others.
4. Maintaining a diverse Board, faculty, staff, and student body that includes international members.
5. Maintaining programs of mutual cooperation and exchange with institutions of higher education in Finland and other foreign countries.

6. Maintaining an active Lutheran presence on campus and promoting the spiritual growth of students, faculty, and staff.
7. Serving our region and the Finnish- American community.
8. Partnering with individuals, groups, agencies and institutions in Finland to promote Finnish culture, design, business, and the arts within the United States and abroad.
9. Achieving recognized standards of quality for students, employees, programs, service areas, and fiscal performance.

FINLANDIA INSTITUTIONAL LEARNING OUTCOMES

Finlandia University, mindful of its Finnish and Lutheran heritage, believes the attainment of certain knowledge and skills is essential to leading a healthy and productive life.

Communication, analytical and critical thinking, creative insight, personal and global perspectives are an integral part of Finlandia's curriculum. Learning outcomes and assessments are based on the elements of the plan. Students are expected to increase their levels of achievement in these areas within their program of study. A description of the learning outcomes for these skills is as follows:

1. **Communication** – Students will be able to communicate in both the spoken and written word, with clarity and originality while adapting to diverse situations.
2. **Analytic and Critical Thinking** – Students will be able to gather relevant data and information, evaluate ideas, and draw relationships and conclusions across areas of study.
3. **Creative Insight** – Students will be able to integrate knowledge, skills, diverse perspectives, and collaborative processes to produce an expansive holistic approach to problem solving.
4. **Personal Perspective** – Students will be able to articulate and model a personal philosophy that expresses care for self, community, and lifelong learning.
5. **Global Perspective** – Students will be able to exhibit an understanding of and appreciation for diverse cultures and the natural environment, and demonstrate a sense of belonging in an interdependent world.

AMENDING THE FACULTY HANDBOOK

Amending the Faculty Handbook may be proposed by the Board of Trustees, faculty members, key administrators, or the President. Normally amendments to the Handbook will be presented in a proposal to the Academic Council. If the change is accepted by this council, it will go to the full faculty for ratification. Once ratified, it is conveyed to the President for approval who presents it to the Board for final approval. The change(s) to the Handbook will be entered electronically to maintain an up-to-date document.

DIVERSITY STATEMENT

As a learning community Finlandia University recognizes and affirms the dignity and worth of all people and cultures. We will strive to provide an institutional climate that does not perpetuate or tolerate forms of discrimination. We are committed to recruiting, developing and retaining a qualified and diverse faculty, staff and student body.

Please see the complete Finlandia University Policy Statement on Equal Opportunity, Harassment, and Nondiscrimination: Civil Rights Equity Grievance Resolution for all Students, Faculty, and Staff located in Appendix A of this document.

NON-DISCRIMINATION POLICY

Finlandia University does not discriminate in matters of admissions, employment, and access to its educational programs, or co-curricular activities. No person shall be discriminated against on the basis of race, national origin, ethnicity, age, gender, sexual orientation, marital status, religion, creed, disability, height or weight.

Because the primary focus of the university is on liberal education and co-curricular activities that support student learning, these pursuits cannot take place without the civil exchange of ideas. The nondiscrimination policy extends to maintaining the free and open sharing of perspectives in and out of the classroom. The University will maintain and foster its identity as an institution of the Evangelical Lutheran Church in America. Recognizing the mission of the University in a pluralistic society, the Board reserves the right to approve candidates for academic positions on an individual basis, based on qualifications, merit, experience, and appropriateness to the mission of the University and positions to be filled. All such academic persons serving Finlandia University will be expected to support the mission of the University as spelled out in terms of a basic commitment, as stated in Article XXIII of the Finlandia University Constitution and Bylaws.

Please see the complete Finlandia University Policy Statement on Equal Opportunity, Harassment, and Nondiscrimination: Civil Rights Equity Grievance Resolution for all Students, Faculty, and Staff located in Appendix A of this document.

CHAPTER 2 EXECUTIVE GOVERNANCE

BOARD OF TRUSTEES

The members of the governing body that shall establish policy for and have the management and care of the University shall be known as the Board of Trustees (Board). The total number of members of the Board shall be no fewer than fifteen and no more than twenty-five.

All officers of the Board shall be elected at an Annual Meeting in accordance with Article XII of the Constitution that governs Finlandia University. In the event of a failure for any reason to so elect any or all of the officers or in case of any vacancy occurring in said officers from any cause whatsoever, an election may be held at any regular or special meeting.

The officers of the Board are:

- The Chair of the Board
- The Vice-Chair of the Board
- The Secretary of the Board
- The Treasurer of the Board

THE EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES

The Executive Committee shall consist of the Chair of the Board of Trustees and its three other officers of the Board. The President of the University shall be an *ex officio* member of the committee with a voice but no vote. The committee shall have full power and authority *ad interim* between Board meetings to do all such things as may be done by the Board of Trustees, but all actions taken by such Executive Committee shall be subjected to the approval and ratification of the Board of Trustees at its next meeting. The Executive Committee can effect faculty in respect to new hires, as well as curriculum and co-curricular issues that need immediate attention.

DUTIES OF THE PRESIDENT AND OFFICERS OF THE UNIVERSITY

THE PRESIDENT – Chief Executive Officer

The President shall be the chief executive officer of the institution, providing educational leadership and administrative direction of all academic, co-curricular, and business activities. He or she shall recommend to the Board of Trustees members of the faculty who have successfully been processed for tenure and/or promotion by the Tenure and Promotion Review Committee chaired by the chief academic officer. The Board bestows rank and tenure on faculty members. The President shall present a budget and shall see that the activities of the institution are carried out within the approved budget. He or she shall exercise leadership also in the development, public relations, and fundraising activities of the University. He or she shall be the official agent of communication between the faculty and Board, between the students and the Board, and between any administrative officer or other individual and the Board.

VICE PRESIDENT OF ACADEMIC AND STUDENT AFFAIRS (VPASA) – Chief Academic Officer

The Vice President of Academic and Student Affairs serves as the chief academic officer who shall develop with the deans educational objectives, policies, plans, and academic programs. All academic or co-curricular programs that need ratification must be sent to the faculty. There are various processes that are employed for curriculum, co-curricular activities, and planning documents to be ratified. If the ratification is successful, then the initiative goes to the President who presents it to the Board. The VPASA shall administer the academic programs of the university, acting as Chair of the Faculty. He or she shall maintain desirable personnel relations with faculty. He or she should be involved in all searches for candidates for replacement or new positions as part of the interview process. He or she shall see that the religious activities through the office of the Campus Pastor are properly emphasized and integrated with the general educational and counseling program developed by the Campus Pastor or Chaplain. He or she shall work closely with the University Registrar to maintain an orderly schedule and he or she shall supervise the general functioning of Maki Library as an educational resource. The VPASA is responsible for appraising the deans and others who report to him/her. The VPASA is responsible for recommending disciplinary actions as well as dismissal or non-renewal.

CHIEF FINANCIAL OFFICER

The Chief Financial Officer (CFO) shall develop business objectives, policies, and programs for the approval of the President. He or she shall counsel with the Board and the Committees on Business and Finance, Human Resources, and Facilities on the Broad all financial aspects of university administration. He or she shall manage the General Funds of the institution within the approved budget. He or she shall furnish the President with regular balance sheets, income and expense statements, and budgeting control reports. He or she shall give bond in favor of the University for the faithful performance of his or her duties in such sums as may be fixed by the Board of Trustees with some responsible Surety Company to be paid by the University. He or

she shall administer the business and control activities of the University, including office management and personnel services, accounting, Financial Aid, and the operations and maintenance of buildings and grounds. He or she shall provide control over the University's inventories and the shipping, receiving, storing, and disbursing functions, as well as over the receipt, allocation, accounting and deposit of all current income. He or she shall see that buildings and grounds and auxiliary service operations are efficiently and economically conducted, and shall require regular reports on such operations. He or she shall control building usage and space assignment, other than the assignment of classrooms in regular academic session.

THE VICE PRESIDENT FOR UNIVERSITY RELATIONS

The office of the Vice president for University Relations serves as an extension of the office of the president, providing executive-level leadership for the institution's Internal and External Relations activities. The Vice President for University Relations enthusiastically promotes the president's vision and institutional strategies in order to strengthen and broaden Finlandia's appeal and build long-term support and growth of its mission to both internal and external constituencies.

The Vice President for University Relations shall develop and supervise the implementation of a strategic marketing plan to ensure the promotion of the University, and administer all areas of the Human Resources, Communication and Marketing, Jutila Center, Finnish American Heritage Center and Gallery, Maintenance and Housekeeping, Information Technology, Northwind Book Store, Dining Service, and Security departments.

He or she shall establish performance standards, shall appraise the activities of his or her staff according to these standards, reporting thereon regularly to the President, and shall perform such other duties as the President of the University may from time to time designate.

In addition, the Vice President for University Relations shall initiate, respond and manage all external affairs including community relations, programs and projects with outside organizations including the business community, non-profits, and ELCA affiliated programs.

THE MANAGEMENT TEAM

The President's Management Team consists of the Vice Presidents and Chief Financial Officer under direction of the President. They are the Vice President of Academic and Student Affairs (CAO), Vice President for University Relations, and the Chief Financial Officer (CFO), respectively. The duties of all other appointed and hired administrative officers and members of the faculty shall be such as are usually delegated to their respective offices and as are set forth in the bylaws and the rules and regulations of the University. The management team is responsible for university-wide budgeting, planning, personnel and policy. The general purpose is to support Finlandia's Mission by providing executive, institutional-wide support, and oversight.

CHAPTER 3 ACADEMIC AND FACULTY STRUCTURE

ORGANIZATIONAL STRUCTURE

BOARD OF TRUSTEES

The members of the governing body that shall establish policy for and have the management and care of the University shall be known as the Board of Trustees (Board). The total number of members of the Board shall be no fewer than fifteen and no more than twenty-five.

PRESIDENT

The President is administratively responsible to the Board of Trustees. The President exercises administrative responsibility for the entire University and immediate responsibility for the Management Team.

VICE PRESIDENT FOR ACADEMIC AND STUDENT AFFAIRS

The VP for Academic and Student Affairs is the chief academic officer of the University and serves as liaison between the faculty and the Management Team, and provides leadership for the Academic Deans and all faculty members. The VP for Academic and Student Affairs reports to the President.

Summary of Position:

Reporting to the President, the VP for Academic and Student Affairs oversees and is accountable for the administration, development, and quality of Finlandia's academic programs and support areas. The responsibilities of the VP for Academic and Student Affairs include developing an academic vision, providing leadership in academic planning, participating in the development and administration of academic budgets, and encouraging excellence in teaching, advising, scholarship, and service. The VP for Academic and Student Affairs acts for the President in his or her absence.

Primary Duties/Responsibilities:

- Develops with deans and appropriate faculty, a plan for the administration, recruiting, and hiring of personnel in the areas under the VP for Academic and Student Affairs.
- Makes final recommendations to the President in all personnel matters in the areas under academic affairs, including appointments, re-appointments, awarding of tenure.
- Provides leadership to the faculty and makes final recommendations to the President on curriculum matters.
- Administers the academic policies and requirements of the University.
- Promotes excellence in teaching and scholarship and the increased use of technology in teaching.
- Ensures that all programs have an on-going program of assessment.
- Provides leadership and direct supervision to those reporting to the VP for Academic and Student Affairs.

- Develops budgets and monitors expenditures for the academic offices under the VP for Academic and Student Affairs, coordinating with the Office of the Vice President for Business & Finance.
- Assists the President and the Vice President for University Relations in fund-raising and public relations efforts of the University. Encourages and assists faculty in applying for grants.
- Oversees academic committees.
- Presides over the Academic Council.
- Acts and speaks for the President in the President's absence.
- Promotes and advances the University by actively participating in appropriate state, regional, and national organizations.
- Promotes and advances the University by active participation in charitable and civic organizations.

SCHOOL OR COLLEGE DEANS (ACADEMIC DEANS)

The University curriculum and faculty are organized into the College of Health Sciences, the International School of Art & Design, the International School of Business, and the Suomi College of Arts & Sciences. An Academic Dean provides leadership for each area.

ACADEMIC DEAN

Position Summary: The Dean is the chief academic and administrative officer for the unit. Key among the many dimensions of the Dean's role is that of providing leadership for the faculty. The Dean guides academic program planning, recruitment, and resource allocation, and directs the unit's budget and administrative services. The Dean is also the unit's principal representative to other academic units of the University and to appropriate internal and external groups and individuals.

The Dean guides the people and programs that encompass undergraduate study culminating in a degree in the appropriate field. Normally the Dean is responsible for teaching during each academic year. The Dean participates in developing and sustaining the curriculum of the school or college. To foster these programs, the Dean works directly with the faculty, admissions, and VP for Academic and Student Affairs. For those programs that are accredited, the Dean and or Department chair maintains all required documentation. For programs that are considering or actively seeking accreditation, the Dean oversees these activities.

The Deans report to the VP for Academic and Student Affairs. The Deans of the four major academic units are members of the Academic Council, each dean chairs the unit's committees, and participates in other matters as assigned by the VP for Academic and Student Affairs. Each Dean has significant responsibility for developing and monitoring the budgets associated with that unit's programs. For those programs that are accredited, the respective department chair has the responsibility for developing, managing and monitoring the budget and accreditation reports

for their respective program. Each Dean, Academic Program Director, or Department Chair may be assisted by administrative personnel.

Required Qualifications:

- A terminal degree and/or rank of associate or full professor in a discipline in the school or college.
- A record of academic achievement appropriate for a senior faculty appointment in one of the disciplines represented in the unit.
- Experience at the department chair or dean level.
- Collegial, consultative management style, combined with the ability to be strong and decisive.
- Demonstrated leadership and management skills, with particular strengths in strategic planning and grant writing in higher education.
- Strong advocacy skills, coupled with a well- developed institutional perspective.
- Vision, creativity, and resourcefulness.

Desired Qualifications:

- Established record of scholarship in the dean's discipline.
- Strong network of colleagues at other colleges and universities.
- Membership and/or leadership in professional associations.

Essential Responsibilities:

- Builds a community of learning through collaboration with faculty, staff, and students, and with other partners, institutions, and constituents.
- Leads the unit's faculty in developing and implementing educational programs, and collaborates with deans of other academic units to develop joint and cooperative programs with those units.
- Leads the unit's faculty in developing and implementing programs of faculty development and creative endeavor in their fields and in cooperation with colleagues in other academic units and other institutions.
- Participates in the review of faculty appointments, promotions, awards of tenure, and compensation in the School or College.
- Recommends the appointment of department chairs and the faculty and evaluates their performance. Actively pursues diversity along with academic excellence in faculty recruitment.
- Represents the interests and enhances the prominence of the unit within the University and with all external constituencies.
- Works with the president, VP for Academic and Student Affairs, and deans of other units to advance the interests of the entire University.
- Develops annual operating budgets as well as short- and long-range financial plans for the unit, and administers the unit's financial management within the University's overall policies and guidelines.
- Prepares grants for funding and resource support for the unit's programs.
- Oversees the scheduling of courses and placements of adjuncts for all the unit's courses.
- Prepares and updates the unit's strategic plan.

- Oversees all assessment activities within the unit's curriculum areas. Works directly with the Director of Academic Success and Student Life on disciplinary actions.
- Holds meetings with the members of the unit's Faculty on a regular basis.
- Annually develops goals and strategies for the School or College, which are submitted to the VP for Academic and Student Affairs at the beginning of each academic year.
- At the end of the year, the dean prepares an annual review report for the VP for Academic and Student Affairs. The dean and the vice president meet to discuss the annual review and to discuss direction for the next academic year. The VP for Academic and Student Affairs provides written comments that serve as an evaluation of the dean's strengths and areas where improvements can be made.
- Deans are normally expected to teach an average of 6 credits or 2 courses per semester during the academic year unless there is a justification not to teach. Additional teaching duties may be required as a result of staffing or enrollment needs.
- Deans support the institutional identity and mission of Finlandia University as "a learning community dedicated to academic excellence, spiritual growth, and service."
- Deans recommend to the VP for Academic and Student Affairs hiring decisions, including adjuncts. The VP for Academic and Student Affairs, in turn, sends the hiring recommendation of full-time faculty to the President.
- Deans, in consultation with the VP for Academic and Student Affairs and Human Resources, follow the Faculty Handbook when an appointment is not renewed to a non-tenured or adjunct hire.
- Accepts other responsibilities as assigned.

ASSOCIATE DEAN

Position Summary: Under the supervision of the Academic Dean, the Associate Dean is responsible for planning and development activities, and other administrative activities as assigned by the Dean. The Associate Dean will represent the Dean in her/his absence. Typically an Associate Dean will also have earned the rank of Professor or Associate Professor and teach within the college or school.

Essential Responsibilities:

- Participates in the maintenance and further development of college or school's strategic planning.
- Participates in budget review as it affects planning and program development.
- Works with Dean, Assistant Dean, and/or Department Chairs to develop new faculty positions that are justified by a needs assessment and a budget review.
- Works with Dean, Assistant Dean, and/or Department Chairs to bring forward new courses and programs of study.
- Represents the Dean in his/her absence.
- Assists the Dean with other administrative, managerial, and academic duties as assigned.

ASSISTANT DEAN

Position Summary: Under the supervision of the Academic Dean and/or the Associate Dean, the Assistant Dean is responsible for planning and development activities, and other administrative activities as assigned by the Dean. The Assistant Dean will represent the Dean or the Associate Dean in her/his absence. Typically an Assistant Dean will also have earned the rank of Assistant Professor and teach within the college or school.

Essential Responsibilities:

- Participates in the maintenance and further development of college or school's strategic planning.
- Participates in budget review as it affects planning and program development.
- Works with Dean, Associate Dean, and/or Department Chairs to develop new faculty positions that are justified by a needs assessment and a budget review.
- Works with Dean, Associate Dean, and/or Department Chairs to bring forward new courses and programs of study.
- Represents the Dean or the Associate Dean in his/her absence.
- Assists the Dean with other administrative, managerial, and academic duties as assigned.

DEPARTMENT CHAIR AND ACADEMIC PROGRAM DIRECTOR

Position Summary: Under the supervision of the Academic Dean and/or the Associate and Assistant Deans, the Department Chair and/or Academic Program Director is responsible for planning and development activities and other administrative activities within a specified program in the college or school. The Department Chair will typically have achieved the rank of Professor or Associate Professor and teach within the college or school. Typically a Department Chair will oversee a program that requires specific professional accreditation.

Essential Responsibilities:

- Participates in the maintenance and further development of the programs accreditation activities, daily operation and strategic planning.
- Participates in budget review of the program
- Works with Dean, Associate Dean, and/or Department Chairs to develop new faculty positions in the program that are justified by a needs assessment and a budget review.
- Works with Dean, Associate Dean, and/or Department Chairs to bring forward new courses within the program.
- Assists the Dean with other program-specific administrative, managerial, and academic duties as assigned.

ESTABLISHMENT OF PROFESSIONAL FULL-TIME FACULTY POSITIONS

When an academic program has cause to request a new full-time position, or needs to fill a vacant position, a formal request for a faculty position is made by the College or School dean to the Vice President for Business and Finance. All new positions should be reflected in the unit budget for the following academic year. In the event of a negative response, a written explanation will be provided to the requesting dean by the Vice President for Business and Finance through the VP for Academic and Student Affairs. All parties must act in a timely and responsible manner to ensure that position requests can be processed within the appropriate academic year budget. If a new or replacement position is needed after the budget has been approved, then budgetary adjustments need to be made to accommodate the position.

The Constitution grants the Board of Trustees final authority to appoint a candidate to the permanent instructional staff upon recommendation of the President.

PLACEMENT AND PROMOTION IN RANK

PLACEMENT IN RANK

Professor

- Earned doctorate or an institutionally accepted equivalent terminal degree in faculty member's field, or professional equivalent.
- Three years at the Associate level at Finlandia University.
- Outstanding teaching, advising, professional development, and University/community service.

OR

- Five years at the Associate level.
- Fifteen years as a faculty member at Finlandia University.
- Outstanding teaching, advising, professional development and University/community service.

Associate Professor

- Terminal degree or relevant professional experience typically upon receiving tenure at Finlandia University.
- Outstanding teaching, advising, professional development and University/community service or professional equivalent.

Assistant Professor

- Terminal degree or relevant professional experience without tenure at Finlandia University, and/or the specific discipline's credential or certification.

Instructor

- Master's degree without tenure and/or relevant professional experience; and/or, dependent on the field, the instructor is expected to hold the discipline's credential or certification.

ELIGIBILITY FOR PROMOTION

Promotion and Tenure details are outlined in Chapter 5 of this document.

HUMAN RESOURCES ADMINISTRATION

The task of handling human resources records and related human resources administration functions at the University has been assigned to the Human Resources director or specialized personnel identified by the office of Human Resources. Questions regarding benefits and interpretation of non-academic policies can be directed to the Human Resources Specialist. Payroll questions can be directed to the Payroll Office housed within the Business Office. Names and extensions for these personnel are noted in the Personnel Directory or can be obtained through your dean.

DEFINITION OF FACULTY TERMS

PROFESSIONAL FULL-TIME FACULTY

Finlandia University employs full-time professional faculty members to teach during the fall, spring, and summer terms. Generally, appointments are made annually and may vary in length of service (eight, nine, ten, eleven, or twelve months). Faculty rank varies from Instructor to Full Professor as defined in Chapter 3: Academic and Faculty Structure. Occasionally an appointment of a full-time faculty may be made on a semester-by-semester basis. Full-time professional faculty members are subject to the same recruitment, hiring, and evaluative processes.

ADJUNCT INSTRUCTORS

Adjunct Instructors are expected to teach courses for which they are assigned/contracted; maintain office hours; and be evaluated by the dean of the college or school in which they teach. Adjuncts do not teach more than nine credits a semester, exceptions are to be proposed by the Academic Dean or Department Chair and approved by the chief faculty officer and Human Resources. They are appointed to teach on an as-needed, semester-by-semester basis. Adjuncts are not required, but encouraged to attend departmental meetings and be involved with student and/or campus activities. *Adjunct instructors are required to submit student evaluations.*

OTHER CATEGORIES OF FACULTY

Administrative Staff Who Teach

Administrative staff whose primary function is non-teaching but are appropriately credentialed may teach one or two courses annually. Administrative duties beyond teaching and office hours are defined in the staff member's position description upon mutual agreement between the staff member, the staff member's supervisor, and the VP for Academic and Student Affairs. If an administrator holds an academic rank, she or he may vote. The President has voting rights.

Head Librarian

The Head Librarian shall have faculty status as a non-tenure-track faculty member. Faculty status is assigned to the position and is non-transferable if she or he moves to a non-tenured or a

tenure-track position in the university. The Head Librarian shall have voice and vote on all faculty matters except for votes limited to tenured and tenure-track faculty.

FACULTY ASSIGNMENT OF CREDIT COURSES

Courses will be assigned to each faculty member by the Academic Dean, Associate/Assistant Dean and or Department Chair of the unit housing the faculty member.

Full-time professional faculty will be assigned a workload of 12-15 credits hours per semester or as dictated by governing accreditation requirements. If fewer than 12-15 instructional credits are allocated during a semester, additional responsibilities will be assigned as work load credit: e.g., curriculum development, student development, program development and syllabi preparation for new or revised programs and courses, grant research, or other duties. Ordinarily there is no provision for overload.

Instructional credit hours are defined as student credit hours or approved equivalents based on the special roles associated with laboratories, clinical instruction, private music instruction, art and design studio, or field experience, preparation for accreditation, or accreditation requirement.

CRITERIA AND PROCEDURES FOR APPOINTMENT OF ADJUNCT INSTRUCTORS

In consultation with the VP for Academic and Student Affairs, deans are authorized to hire adjunct instructors as needed. Posting notices are not required for hiring adjunct instructor but deans are encouraged to work with their full-time faculty and the Office of HR in coordinating Adjunct Instructors

An adjunct instructor teaches one or more courses (9 instructional credits or fewer per semester) by contractual agreement and maintains a half-hour of office hours per week for each credit taught. The stipend levels for adjunct instructors are typically based on level of education:

- Level One: Bachelor's Degree
- Level Two: Master's Degree
- Level Three: Doctoral Degree

Standard compensation rates are associated with each level. Adjunct Instructors may be moved to a higher level with approval from the VP for Academic and Student Affairs for reasons including: longevity in the position, professional certification, demonstrated commitment to the university, and additional education or professional experience.

COMMITTEE STRUCTURE

INTRODUCTION

The campus committee structure and content is intentionally aligned with Plan 2021. The following committee structure or similar will serve for 2014-2021. Committee composition will be modified as needed or desired. What follows is the current committee structure which aligns with Plan 2021, as adopted in 2014. Assignments are distributed at the beginning of each academic year and are determined by the deans in conjunction with the VP for Academic and Student Affairs.

Assignments for committee membership are guided, in part, by 1) specific position responsibility for a given committee function, 2) broad distribution, 3) required representation, and 4) professional interests. Committee participation is considered a vital part of faculty and staff service to the University and ultimately to our students. Some committee assignments rotate from year to year. All committees meet in September to determine meeting times and frequency and to affirm or re-affirm their purpose and function. Committee chairs are responsible for meeting with sub-committee chairs to affirm existing guidelines or develop new guidelines. Committees are set by the President and members are settled on by the VP for Academic and Student Affairs in consultation with the Management Team.

The core committee structure includes: a) The Management Team and president; b) two Councils: the Institutional Planning Council (IPC) and Academic Council (AC); and c) Standing Committees and committees. A quick reference is as follows:

MANAGEMENT TEAM AND PRESIDENT

Area of Responsibility: University-wide Strategy, Budget and Policy

General Purpose: Support Finlandia's Mission with executive, institution-wide support and oversight

INSTITUTIONAL PLANNING COUNCIL (IPC)

Area of Responsibility: Unit-level Strategic Planning

General Purpose: IPC meetings will be used to provide orientation, accountability, and support related to campus planning for Plan 2021, facilitate implementation and continuous assessment.

Primary Functions:

- 1) To earnestly attend to the implementation and integration of unit-level plans supporting the commitments of Plan 2021
- 1) Receive, act on, or forward matters arising from the Standing Committees
- 2) Provide opportunity for campus-wide communication

- 3) Regular engagement with commitments to improvement as identified in Finlandia's 2014 Self-study Report

ACADEMIC COUNCIL (AC)

Area of Responsibility: Academic Structure and Governance (includes policy)

General Purpose: To design an academic structure that promotes student learning, efficiency, relatedness among disciplines, and shared governance

Primary Functions:

- 1) Develop, review, and assess academic policy, practice, and procedure
- 2) Oversee all matters related to curriculum and academic program development
- 3) Develop, enforce, and assess guidelines for academic grievances
- 4) Review current academic structure of 2 college and schools, make recommendations for improvement
- 5) Study and recommend master calendar improvements, including online, weekend, and evening course offerings

STANDING COMMITTEES-

Standing committees and membership are disseminated at the start of each academic year. For 2016-17, changes anticipated within the committee structure include the establishment of a Faculty Committee that will report to Academic Council.

CHAPTER 4

FACULTY EXPECTATIONS AND EVALUATION

Faculty who began employment at Finlandia University prior to May 21, 2011 may choose to follow the Tenure and Promotion language in Chapter 4 of the 2009 Faculty Handbook or the May 21, 2011 language. Faculty who began employment at Finlandia University after May 21, 2011 are under the revised language as noted in Chapter 5 of the current handbook (previously Appendix B of the previous handbooks). Promotions not associated with the granting of tenure will be under the new language for all faculty.

PROFESSIONAL FACULTY

Faculty responsibilities for full-time faculty include teaching, advising, professional growth and scholarship, retention and recruitment, and campus and local community service.

Full-time professional faculty members have a workload of 12-15 instructional credit hours per semester as defined in Chapter 3. Release time is possible for professional faculty teaching fewer than 12-15 credit hours who have other duties, such as heading a program, developing new programs or curriculum, and writing grants that bring funding to the university. If a faculty member is released to perform one or more of these responsibilities, the task is assigned a credit hour equivalency by mutual agreement between the Academic Dean, the faculty member, and the VP for Academic and Student Affairs. Regardless of the number of credits a faculty member teaches during a semester, he or she also advises students, participates in professional growth activities, and campus and community services.

Full-time professional faculty members are expected to advise up to 20 students and to maintain scheduled office/contact hours at ½ hour per credit hour per week. Faculty members are expected to serve on at least one, but not more than three, University committees, and to participate in School, College, and faculty meetings. Only professional full-time faculty members hold voting privileges. Adjuncts, part-time faculty, and visiting scholars such as Paloheimo and Fullbright Scholars do not have voting privileges.

Full-time faculty members may apply for tenure consideration during the sixth year of full-time employment at Finlandia University, unless otherwise specified in their letter of appointment. All full-time faculty members on a tenure track are expected to produce an interim portfolio after the three years to assure proper mentorship.

FACULTY RESPONSIBILITIES

It is assumed that a professional full-time faculty member at Finlandia University will fulfill the following responsibilities. *Expectations of performance evaluation are further delineated under Indicators of Performance later in this chapter.*

TEACHING - Number of credits and credit values are assigned by dean, associate/assistant dean, or department chair.

- Teach courses as assigned by dean, associate/assistant dean, or department chair.
- Generally full-time faculty are expected to carry a workload of 12-15 instructional credits each semester.
- Maintains minimum posted office hours of ½ hour for each credit hour of teaching.
- Demonstrate success in teaching using qualitative and/or quantitative assessment measures.

ASSESSMENT OF STUDENT LEARNING– An expectation of teaching responsibility

- Develop annual assessment reports and submit these reports to the appropriate dean at the end of each academic year. The assessment report will include, but not be limited to:
 1. Course demographics, such as number of students taught per course, average GPA, attrition rates per course (number of students who dropped and number of students who were assigned an F).
 2. Student evaluations for one semester (fall or spring) for each course taught.
 3. Written self-evaluation of teaching with strengths and areas of improvement cited.
 4. Evidence that all courses are aligned with university mission and Institutional Learning Outcomes (aka Finlandia Plan).

ADVISING - *See Advising Handbook for further details.*

- Provide up-to-date guidance on courses in program of study that students need to take or have taken.
- Provides solid guidance to students as they manage their academic progress for the degree audit process.
- Posted advising hours are to include a minimum of two meetings per student per semester.
- Work with registrar, director of student affairs, academic success, and other offices as appropriate to meet students' advising needs.
- Provides information to student affairs and academic success offices as appropriate during the first three weeks and at mid-term of each semester.
- In cases where students are on academic probation, more than two meetings per semester may be warranted.
- Maintain documentation of advising sessions.
- Demonstration of successful advising based on student evaluations.

PROFESSIONAL DEVELOPMENT/ SCHOLARSHIP – Release time may be assigned depending on nature of scholarship.

- Demonstration of active commitment to discipline that is reinvested in teaching and/or published.

- Evidence of new learning (pedagogy) to be applied in classroom teaching.
- When relevant, faculty members will show evidence of progress toward terminal degree in their discipline.
- Preparation of scholarship for presentation at professional conferences and/or associations.

UNIVERSITY SERVICE

- Faculty are strongly encouraged to attend Baccalaureate and expected to attend Commencement, and other University events designated by the president.
- Evidence of regular contributions to departmental or program planning.
- Mandatory attendance at faculty and departmental meetings.
- Membership on University committees and/or task forces. Deans and full professors are expected to chair committees and/or task forces.
- Consistent involvement with student group(s).
- Evidence of regular contributions to campus/student life as demonstrated by articles in the Bridge, The Roar, participation in dramatic productions, or other relevant campus activities.
- Evidence of sharing of knowledge gained at conferences, workshops, and training sessions.
- Community service that reflects the mission of Finlandia University.

For faculty members on the tenure track, documentation must be prepared and reviewed by dean following third year in rank. Faculty members applying for promotion need to prepare a portfolio that clearly makes the case for being awarded the next academic rank. Refer to Chapters 4 and 5 for specific faculty expectations and responsibilities.

Full-time, non-tenure-track faculty members follow the same responsibilities as all full-time professional faculty or as determined between the faculty member and his or her dean.

RELEASE TIME

DEFINITIONS

Release time enables a faculty member to be partially or fully freed from teaching duties during one or more semesters.

Release time may take the following specific forms:

- Formal academic work.
- Reading and research leading to increased personal command of subject matter.
- Writing and editing; planning and reorganization of courses, study guides, lectures, for professional improvement.
- Participation in conferences and other activities of professional organizations.
- Services, both inside and outside the University, which professional achievements and position enable the faculty member to render, e.g., developing new academic or academic support programs, participating in panels and colloquia, lecturing at other institutions, etc.
- Research that is related to the professional practice.

TYPES OF RELEASE TIME

In determination of seniority, or participation in any schedule of salary increments based on time of service, no distinction is made between periods of classroom responsibilities and periods of “release time.” However, for any release time the faculty member needs to consult with the appropriate Dean.

A *leave of absence* is defined as any period of time during which the salary payments and the salary obligations of the University cease for an agreed upon period for personal reasons or medical reasons. A leave is negotiated between the faculty member and the faculty member’s Academic Dean and or Department Chair. A leave of absence for medical reasons must also be coordinated with the Office of Human Resources.

An *exchange* is defined as the loan of a faculty member to another institution and the receipt from that institution of one of its faculty members. Financial arrangements must be made with the cooperating institution with terms satisfactory to all parties in the exchange.

A *release from teaching to pursue non-teaching tasks* frees the faculty member from teaching a negotiated number of credit hours for the purpose of completing a non-teaching task (e.g., a developing a new academic curriculum, an academic support program, process and/or system, etc.). The number of released credit hours is negotiated between the faculty member and the Academic Dean and/or Department Chair. Although the suggestion for a non-teaching task leave will usually be made by the Academic Dean and/or Department Chair, a faculty member may propose an idea to the Academic Dean for approval.

LEAVES OF ABSENCE AND EXCHANGE

The implementation of leaves of absence and/or exchanges will follow these procedures:

- Specific conditions for either shall be determined by mutual agreement of the faculty member and the Academic Dean, with the exception of a leave of absence for medical reasons.
- Plans for either a leave of absence or an exchange shall normally be formulated by January prior to the academic year in which the release time will be taken. A written request for release time, precisely stating the activities to be engaged in and the period of time desired, shall be delivered to the Academic Dean, who must respond in writing within sixty days of receipt of the request.
- At the conclusion of this release time, the faculty member shall submit a written account of the experience to the Academic Dean. This report will be sent to the Academic Affairs Committee of the Board of Trustees.

FAMILY AND MEDICAL LEAVE

- Please see the Finlandia Employee Manual for rights and responsibilities regarding these types of leaves. Contact the Human Resources office for details.

FACULTY SABBATICAL LEAVE POLICY

Contingent upon university funding of sabbaticals, the purpose of sabbatical leave is to provide tenured full-time faculty members an opportunity for personal and professional development in accordance with departmental and institutional goals. The sabbatical may be taken for one semester at full salary, or for the entire academic year at half salary. A faculty member choosing the one semester option may take leave in either the fall or spring semester, providing he/she carries a full load the other semester.

A full-time, tenured faculty member is eligible to apply for a sabbatical leave as early as the sixth year of full-time teaching at Finlandia University, with the leave taken as early as the seventh year of service. If approved, sabbatical leaves may be granted each seventh year.

Application for sabbatical leave shall be made in writing to the VP for Academic and Student Affairs through the appropriate Academic Dean no later than October 15 of the year preceding the proposed leaves. The application shall include a statement describing the proposed activity, with supporting rationale detailing the methods; personal, professional, and institutional development; and the anticipated individual, departmental, and institutional benefits.

The sabbatical leave application should include suggestions for affected course rescheduling and potential faculty replacements. The leave should be planned as far in advance as possible so that courses may be arranged to minimize the cost of replacements. The recipient of the leave has an obligation to return for at least one year following the leave. At the conclusion of the leave, the faculty member is required to submit a formal written report to the VP for Academic and Student Affairs summarizing the activities pursued and evaluating the benefits derived from the leave.

A limited number of sabbatical leaves may be granted each year based on available funding. The following selection guidelines are used:

1. applicant's fulfillment of the required years of service and tenure criteria;
2. the extent to which the proposed leave promises to serve the faculty member and the university; and
3. the date of the original application if the sabbatical has been administratively deferred.

The procedure for making the selections shall be as follows:

1. The Tenure and Promotion Committee will consider all applications and make recommendations to the President.
2. The final decision is made by the President and Board of Trustees.

Applicants shall be notified by January 15.

The faculty member is encouraged to seek outside funding for the leave and is permitted to receive money from outside sources for approved study or research without prejudice to the receipt of the sabbatical, provided that the total remuneration from all other sources does not exceed total project-related expenses.

Time spent on sabbatical leave will be considered as regular service and will be counted for promotion and salary increases. Participation in employee benefit plans such as insurance and retirement will continue in accordance with plan or policy guidelines.

GENERAL PROCEDURES FOR SABBATICAL LEAVE

1. Faculty members seeking sabbatical leave prepare electronic applications and submit them to the Academic Dean for approval. The Dean prepares copies for the Tenure and Promotion Committee.
2. The School or College dean forwards approved applications to the VP for Academic and Student Affairs with recommendations.
3. The VP for Academic and Student Affairs forwards the applications to the Tenure and Promotion Committee for evaluation and recommendation.
4. Upon receipt of these recommendations, the VP for Academic and Student Affairs transmits the applications with his or her recommendations to the President.
5. After appropriate review of the applications and recommendations from the University community, the President submits his or her recommendations to the Board of Trustees Executive Committee for final approval.

STATEMENT OF PLANS

Each application for sabbatical leave must be supported by a Statement of Plans describing the activities to be undertaken during the proposed leave. The Statement of Plans should include the name of the applicant, college or school affiliations, period and place of proposed leave, a brief title, the date of submission, and a description of the activities to be undertaken.

The description should:

- Explain in detail how the proposed activities are to be accomplished.
- Indicate what facilities will be used and if arrangements for them have been made.
- Indicate why the period of leave will be taken in a particular location.
- Indicate the general plan or procedure.
- Indicate both the relationship of the activity to other work in the field and its potential significance or usefulness as a scholarly or creative production, an educational tool, or a means of improving the applicant's capabilities/value in carrying out his/her duties.
- Show how the proposed activity will improve the applicant's ability to carry out objectives of the Department/College/School and the University, and explain unique features relating to institutional goals.

The Statement of Plans should be not more than 1,000 words but should provide sufficiently detailed information concerning the proposed course of study, travel, research, creative work, or investigation to permit an evaluation of the program to be undertaken. The Statement of Plans should be understandable to faculty's colleagues in other disciplines and should help the reviewers understand the relation of the proposed activities to the applicant's career in programmatic, University, disciplinary, scholarly, and other appropriate contexts. The Statement of Plans should be attached to the electronic application form.

**STATEMENT BY THE ACADEMIC DEAN
(AND DEPARTMENT CHAIR, IF APPLICABLE)**

Recommendations from the Academic Dean and department chair concerns, if any, must accompany the application, and include a statement of provisions to be made for the workload of the applicant during his or her absence. The statement should indicate whether any additional expenses to the University would be involved if the leave were granted.

REQUIRED REPORT

Upon return from sabbatical leave, the faculty member is required to submit, through the Academic Dean to the VP for Academic and Student Affairs, a report in duplicate of his/her study or travel during the sabbatical period. The VP for Academic and Student Affairs will refer the report to the President and to the Board of Trustees for evaluation and comments.

SUBMISSION DEADLINE

Applications for sabbatical leave will be forwarded to the VP for Academic and Student Affairs with appropriate recommendations from the Academic Dean and/or Department Chair no later than October 15 of the year preceding the proposed leave. Applications receiving recommendations from the Tenure and Promotion Committee, the VP for Academic and Student Affairs, and the President will be referred to the Board of Trustees at their January meeting.

Applicants will be notified of approval of their application no later than January 15.

FACULTY EVALUATION

The success and reputation of the University are built by its faculty. Skill and enthusiasm mark their teaching, as well as dedication to learning and vigor to scholarship. It is essential, therefore, to be particularly attentive to the quality of this primary work of this University.

Teaching is the primary work of this University and is the primary emphasis of faculty evaluation. In addition, scholarly or creative contributions to the field in which the faculty member is involved as well as university and community service will be used regarding for faculty evaluation. The fundamental purpose of these tools is to nurture and improve the learning experience of Finlandia University students.

PROCEDURES FOR EVALUATION OF FACULTY

During the fall semester, each School or College faculty member will formulate a written statement of goals and activities for the academic year. Assessment of progress, achievements, and recommendations will be completed and submitted to the faculty member's dean and/or department chair by the following May. This activity will relate to the University strategic plan and to individual faculty and their professional growth.

Each faculty member shall select either the fall semester or the spring semester for administration of the student evaluation instrument. During that semester, the faculty member shall administer the Finlandia Student Evaluation Form in all classes being taught. New faculty members shall administer the student evaluation in all classes during their first year. Completed surveys will be reviewed by the VP for Academic and Student Affairs, Academic Dean and or the Department Chair (as applicable), who will provide feedback, along with the surveys, to the faculty member.

Each faculty member is encouraged to periodically invite a peer faculty member to observe one's teaching performance. Observation of individual teaching by the Academic Dean is encouraged on a periodic basis and can include the procedures for observation and feedback noted below.

REGARDING PEER OBSERVATION

Before a visit, the peer observer will meet with the faculty member to learn the purpose of the course, about the use of instructional techniques in the class, special approaches required because of the particular diversity of student population, and the particular material and language used in the context of the course.

Following the classroom visit, the peer observer will discuss the visit with the faculty member. The observer will complete the observation form.

Regarding the Academic Dean's observation The Academic Dean will use the same procedure and instrument as described under peer observation. A copy of the completed observation form will be given to the faculty. The Dean will write a letter summarizing the Dean's and faculty member's comments and will give a copy of this letter to the individual faculty member. The observation form and letter will be filed in the VP for Academic and Student Affairs' and Dean's offices and in the faculty member's file.

INDICATORS OF PERFORMANCE

The following indicators are listed to facilitate the faculty member's writing of objectives and are not intended to be inclusive or mandatory. Attainment of these indicators will depend upon individual initiative and activity, as well as the levels of available University support. These indicators guide the evaluation of performance for all faculty regardless of rank and tenure status. Faculty applying for tenure and/or promotion are to use these indicators as evidence of performance.

Documentation will be copied to the Human Resource office personnel file.

Teaching

- Expresses clearly and convincingly the important goals of the courses, explains why these goals are important, and tells how the instructor and students will reach these goals
- Distributes a syllabus at the beginning of the course specifying course objectives, assignments, grading criteria, textbooks, attendance policy, performance outcomes, and class and laboratory rules and regulations.

- Demonstrates currency in knowledge of subject matter.
- Demonstrates currency in pedagogical techniques and willingness to use a variety of teaching strategies.
- Shows respect to and interest in students' academic progress.
- Encourages student participation.
- Monitors student progress and responds accordingly.
- Meets with all assigned classes as scheduled.
- Keeps posted office hours and is present during these hours.
- Communicates enthusiasm for subject matter and love of learning which influences students' desire to learn and achieve. Reflects as much of the University's mission statement as is relevant to the course.
- Demonstrates new and creative ways of presenting subject matter and engaging students:
 1. Restructures courses both conceptually and methodologically,
 2. Experiments with varied media.
- Provides for individualized learning to meet various needs of, and accommodations for, the students.
- Exhibits ability/performance to assist under- prepared students to improve their academic performance.
- Provides leadership in their instruction.

Assessment of Student Learning

- Development and submission of annual assessment reports.
- Reports to include data collection, analysis, identification of interventions needed for improvement, and analysis of the effectiveness of these interventions.

Advising

- Meets regularly with advisees to assist them with their educational program planning, including registration.
- Keeps posted office hours and meets with students during these hours.
- Monitors advisees' academic progress
- Prepares upon request of the Director of Academic Success and Student Life a recommendation to retain or dismiss a faculty member's advisee.
- Familiarizes oneself with each advisee's academic background.
- Monitors the advisee's progress in meeting the objectives of a planned program of study.

Professional Growth

- Holds terminal degree in area of instruction or relevant professional experience.
- Maintains membership in professional associations and societies.
- Attends and/or presents paper at one professional meeting annually as financial support allows.
- Produces creative work in one's area of instruction or expertise.
- Assumes leadership in societies and/or associations.
- Reads current literature in innovative teaching of content area at the university level.
- Attains professional honors or recognition.

University and Community Service

- Actively participates in committee work as assigned or elected.
- Is actively involved in department meetings and programs.
- Serves as chair of committees and *ad hoc* task forces when called upon.
- Supports other institutional activities and offices, such as admissions, student development, or grants procurement.
- Participates in social, athletic, spiritual, and/or out-of-class intellectual activities of the University.
- Serves as faculty advisor to student organizations.
- Participates significantly in other institutional activities, such as recruitment, grant proposals, and student and faculty retention efforts.
- Participates in local community service activities.

EVALUATION PROCESS FOR DEANS AND VP FOR ACADEMIC AND STUDENT AFFAIRS

- Deans are evaluated by their faculty members from time to time. The timing of the evaluations of the deans is left to the deans to decide, but an evaluation should occur at least every three years.
- Forms or a format for the evaluation will be provided by the dean that is being evaluated. The format will be based on the dean's job description.
- The forms will be turned into the VP for Academic and Student Affairs.
- The VP for Academic and Student Affairs will meet with the deans to discuss the outcomes of this exercise in evaluation.

The VP for Academic and Student Affairs will be evaluated by the deans in much the same manner as the deans, and the results will be forward to the President.

RELEASE OF FACULTY

Release of Tenured Faculty

The appointment for tenured faculty is for an indefinite term and can be terminated by the University only by action of the Board of Trustees for specific reasons:

- Work which does not meet satisfactory levels of performance (as defined in this handbook).
- Moral turpitude.
- Financial exigency, elimination of program and/or downturn of enrollment in institution.
- Negligence in the performance of faculty responsibilities as judged against the "Indicators of Performance" criteria in the Handbook.

A released tenured faculty member may appeal to the Board of Trustees.

Release of Non-Tenured Faculty

Non-tenured faculty may be released at any time by the University.

GRIEVANCE PROCEDURE

Faculty members who think that they have been treated unjustly may grieve a decision of release, change in course load, or for other reasons identified within the Faculty Handbook.

These steps are also followed in the case of grievances.

- Within thirty days after a perceived grievance has occurred, the faculty member shall write a statement which includes the date the grievance occurred, a specific statement of the facts, and a statement of relief sought. This document will be sent to the VP for Academic and Student Affairs. In the event the VP for Academic and Student Affairs is named in the grievance or wishes to be excluded the document will be sent to the President.
- Within ten business days of receipt of the grievance, the President or VP for Academic and Student Affairs shall respond to the grievance in writing and give a copy to the allegedly aggrieved faculty member (grievant). It is the President or VP for Academic and Student Affairs' responsibility to notify the party or parties (respondent) against whom the grievance has been filed.
- If the written response does not satisfy the grievant or the respondent, either can appeal the decision to a tripartite Grievance Committee of an administrator selected by the VP for Academic and Student Affairs (or President), a faculty member selected by the grievant, and a second faculty member approved by both the VP for Academic and Student Affairs and respondent. The appeals board will meet within ten business days of the grievant's or respondent's receipt of the VP for Academic and Student Affairs' response.
- The appeals board has ten business days from the date of their meeting to deliver a written recommendation to all parties concerned. The Grievance Committee may use any written records or oral testimony it deems necessary to adjudicate the grievance.
- If, upon receipt of the Grievance Committee's recommendation, either party is still not satisfied, the person can appeal the matter to the University President for final determination. This appeal to the President shall be in writing within five business days of receipt of the Grievance Committee's recommendation.
- The written response of the President, delivered to the all parties within five business days of the person's appeal, will be final.

EMERITUS STATUS

Tenured faculty members who have given distinguished service to Finlandia University and who retire at fifty-five years of age or older after a minimum of ten years' continuous full-time service may be granted emeritus status.

Upon a faculty member's retirement, the Chair of the Tenure and Promotion Committee, after having verified that the retiree meets the tenure, age, and length of service criteria, shall notify the retired faculty member in writing that he or she is eligible to apply for emeritus status.

Within sixty days of the date of notification, the applicant shall submit the following documents to the Tenure and Promotion Committee for consideration:

- A letter of intent requesting emeritus status.
- A letter of recommendation from the applicant's School or College Dean or Department Chair.
- An updated *curriculum vitae*.

The Tenure and Promotion Committee shall meet to review the documents and to make a recommendation on the granting of emeritus status. The Committee's recommendation shall be the majority opinion and shall be forwarded in writing to the President.

The President shall retain the right to reverse the Tenure and Promotion Committee's action. In discussion with the Tenure and Promotion Committee, the President shall provide supporting rationale for such a reversal. Within fifteen days of a decision by the President, the Chair of the Tenure and Promotion Committee shall inform the applicant of the President's decision and supporting rationale.

The President's affirmative recommendation shall be included in the meeting agendas of the Instruction and Student Life Committee and the full Board of Trustees. The Faculty Affairs Committee shall consider the applicant's supporting documents, the Tenure and Promotion Committee's written recommendation, and the President's evaluation of the applicant. The Faculty Affairs Committee shall present its recommendation to the full Board of Trustees for action. The Chair of the Tenure and Promotion Committee shall inform the applicant of the Board's decision within fifteen days of being notified of its action.

The University encourages emeriti faculty members to remain part of Finlandia University by providing to them these privileges when possible:

- Invitations to academic functions.
- Listing in the University catalog.
- Receipt of University publications.
- Access to the University library, fitness center, and invitations to other University events.
- University will issue ID cards to Emeriti.

CHAPTER 5

TENURE AND PROMOTION

APPOINTMENT, PROMOTION, AND TENURE POLICIES FOR TENURE-TRACK AND TENURED FACULTY

Approved by faculty ballot
October 16, 2012 Approved by
Board of Trustees May 24, 2013

This section supplants some language in Chapter 4 and Appendix B of the 2009 Faculty Handbook dated November 2011 for all faculty who began full time tenure-track positions beginning with the 2011-2012 academic year. Faculty who began full time tenure-track positions prior to the 2011-2012 academic year may choose to apply for tenure under this process or the 2009 process. Application for promotion from associate to full professor will follow the terms as outlined in the new Section 1 and Section 2 in this Appendix.

Preamble: A well-designed promotion and tenure system attracts capable and highly qualified faculty, strengthens the university by enhancing faculty members' institutional loyalty, and encourages academic excellence by retaining and rewarding the most able teachers. Tenure and promotion imply selectivity and choice; they are awarded for academic and professional merit, not merely for longevity.

Section 1: Appointment, Promotion, and Tenure Policies for Tenure-Track and Tenured Faculty

1.1. Criteria for Initial Appointment to Rank

- 1.1.1. Consistency with Regional and Professional Accreditation Standards: Finlandia University's educational (degree) criteria for initial appointment to rank must comply with standards of regional accreditation and professional accrediting organizations and should be consistent with standards of ELCA Colleges and Universities with small enrollments such as Bethany, Newberry, Texas Lutheran, and Thiel. Finlandia University will periodically review these criteria and make adjustments as necessary.
- 1.1.2. Initial Appointment as an assistant professor: An earned master's degree in a discipline related to the person's instructional duties or an ABD is required for initial appointment as an assistant professor.
- 1.1.3. Initial Appointment as an associate professor: Normally, a master's degree or an earned doctoral degree in a discipline related to the person's instructional duties or an MFA in creative writing, performance or studio arts is required for initial appointment at the rank of associate professor. Usually, such appointments do not include granting of tenure. However, in exceptional circumstances, tenure may be granted if the Dean of the school or college, the Chief Academic Officer, the

President, and the Board of Trustees agree that it is a necessary condition for the hiring to be made. Initial appointments as associate professor will be rare and will be made in consultation with the Dean of the relevant Finlandia school or college, the Chief Academic Officer, and the President.

- 1.1.4. Initial Appointment as a Professor: Normally, an earned doctoral degree or an MFA in creative writing, performance arts or studio arts is required for initial appointment at the rank of professor. Usually such appointments do not include granting of tenure. However, in exceptional circumstances, tenure may be granted if the Dean of the school or college, the Chief Academic Officer, the President, and the Board of Trustees agree that it is a necessary condition for the hiring to be made. Initial appointments as professor will be rare and will be made in consultation with the Dean of the school or college, the Chief Academic Officer, and the President.

1.2. The Tenure Probationary Period

1.2.1. Length of the Probationary Period

- 1.2.1.1. Assistant Professors: Persons initially appointed as assistant professors will be considered for tenure during their sixth year of probationary service to the university.
- 1.2.1.2. Associate Professors: Persons initially appointed as associate professors will be considered for tenure during their fourth year of probationary service to the university.
- 1.2.1.3. Professors: Persons initially appointed as professors will be considered for tenure during their second year of probationary service to the university.

- 1.2.2. Beginning of the Tenure Probationary Period: The tenure probationary period begins upon initial appointment as an assistant, associate or full professor unless credit is negotiated for prior teaching experience.

- 1.2.2.1. Prior Teaching Experience Elsewhere: Full-time teaching at the rank of assistant professor or higher at another college or university prior to coming to Finlandia may reduce the period of tenure probationary service by no more than two years. The Dean of the school or college, the Chief Academic Officer, and the President will discuss the terms of such credit at the time of hiring. The President has the ultimate authority to grant credit and will state such terms in the faculty member's initial letter of appointment.

- 1.2.2.2. Prior teaching at Finlandia: Full-time teaching at a lecturer rank at Finlandia may reduce the period of tenure probationary service by no more than two years. The terms of such credit may be negotiated at the time of hiring and will be stated in the faculty member's initial letter of appointment.

- 1.2.3. Non-Reappointment During the Tenure Probationary Period: The Chief Academic Officer will provide written notice that a probationary appointment will not be renewed upon expiration of the appointment according to this timetable:

- 1.2.3.1. For the first three years of full-time faculty service, a faculty member must be

notified in writing at least one semester in advance that her/his appointment will be terminated.

- 1.2.3.2. During the remainder of the probationary period, a faculty member must be notified in writing at least one academic year in advance that his/her appointment will be terminated.
 - 1.2.3.3. The only basis to appeal a termination decision is the failure(s) of a recommending party or parties to follow procedures and/or processes described in the Faculty Handbook or if there is demonstrable bias or prejudice in the termination decision.
 - 1.2.4. Extension of the Tenure Period: Upon the candidate's request, the university may approve a one-year extension of the tenure period for medical or other compelling reasons. Each request will be evaluated on its individual merits. The request must be made in writing to the Chief Academic Officer, who will make a recommendation on the request to the President. The President will inform the candidate of the decision within two weeks of his/her written request.
 - 1.2.5. Declining to Apply for Tenure: A faculty member may decline to apply for tenure at the end of her/his probationary period. In this instance, she/he will retain her/his current academic rank and will not be permitted to apply for tenure at a later date. The faculty member who declines to apply for tenure should be aware that her/his employment will become a year-to-year appointment with no guarantee of continuation beyond each appointment.
 - 1.2.6. Early Tenure Option: A tenure-track faculty member may request consideration for tenure at any time during his/her probationary period. He/she should be aware that, if tenure is denied, he/she will receive a one-year terminal letter of appointment unless the Chief Academic Officer, the President and the Tenure and Promotion Committee jointly determine that extraordinary circumstances merit an additional opportunity for tenure consideration.
 - 1.2.7. Denial of Tenure: The candidate will receive a one-year terminal letter of appointment if tenure is not awarded at the end of the probationary period or following an unsuccessful application for early tenure consideration.
- 1.3. Promotion
- 1.3.1. Promotion from Assistant to Associate Professor: Normally, promotion from assistant to associate professor is associated with granting of tenure.
 - 1.3.2. Promotion from Associate to Full Professor
 - 1.3.2.1. Normally, an earned doctoral degree or an MFA in creative writing, performance arts or studio arts is required for promotion to the rank of professor.
 - 1.3.2.2. Candidates should have at least six years of Finlandia University service at the associate level before being considered for promotion to professor.
 - 1.3.2.3. The candidate's portfolio (see Procedures in Section 2 below) must document evidence of sustained excellence in all areas of faculty

performance (teaching, advising, professional development, and service) since appointment as or promotion to associate professor (as outlined in the Indicators of Performance, Chapter 4 of the 2016 Faculty Handbook).

1.4. Tenure and Promotion Committee

- 1.4.1. Composition: There shall be one Tenure and Promotion Committee consisting of four Finlandia tenured faculty members, each representing a Finlandia University school or college.
 - 1.4.1.1. The tenured and tenure-track faculty of each Finlandia school or college will elect a Committee member from its tenured faculty. These members will have voting rights on the Committee.
 - 1.4.1.2. Tenured Committee members will serve staggered three-year terms with a maximum of two consecutive terms.
 - 1.4.1.3. If there is no tenured faculty member in a Finlandia school or college, the tenure-track faculty of the school or college will elect a tenured faculty member from the faculty at large to serve a two- year term as its representative. This member will have voting rights.
 - 1.4.1.4. The Committee may seek one or more non-voting external members in the candidate's area of expertise. The Committee may consult with the candidate and/or the candidate's Dean to identify the external member(s).
- 1.4.2. Initial Meeting: Annually, the Chief Academic Officer will convene the initial meeting of the Committee in January, at which time the Committee shall select a chair and conduct its business.
- 1.4.3. Function: Each member of the Committee will review the portfolio of each candidate for tenure and/or promotion and prepare a recommendation concerning the candidate's tenure and/or promotion. The Committee will discuss these recommendations and make a recommendation to the Chief Academic Officer no later than March 1. The Committee recommendation will be the majority opinion of voting members. In case of a tie vote, only the vote will be reported to the Chief Academic Officer.
- 1.4.4. Confidentiality: The Committee will ensure that its deliberations are held in strict confidence and will uphold the highest ethical standards and avoid any conflicts of interest in considering promotion and tenure decisions.

Section 2: Tenure and Promotion Procedures for Tenure-Track and Tenured Faculty

- 2.1. Expectations of Performance for Promotion and/or Tenure: While the following are neither inclusive nor mandatory, they provide a basis for what is expected of Finlandia University faculty members as they progress through the tenure and promotion process.
 - 2.1.1. Teaching – The candidate should
 - 2.1.1.1. Demonstrate currency in knowledge of subject matter.
 - 2.1.1.2. Demonstrate currency in pedagogical techniques and willingness to use a

- variety of teaching strategies.
- 2.1.1.3. Communicate enthusiasm for subject matter and love of learning, which influences students' desire to learn and achieve. Reflect as much of the university's mission statement as is relevant to the course.
- 2.1.1.4. Restructure courses both conceptually and methodologically.
- 2.1.1.5. Experiment with varied media.
- 2.1.2. Advising – The candidate should
 - 2.1.2.1. Meet regularly with advisees to assist them with their educational program planning.
 - 2.1.2.2. Assist advisees with registration.
 - 2.1.2.3. Monitor the advisee's progress in meeting the objectives of a planned program of study.
 - 2.1.2.4. Become familiar with each advisee's academic background.
 - 2.1.2.5. Provide academic and career guidance.
- 2.1.3. Professional Growth – The candidate should
 - 2.1.3.1. Maintain membership in professional associations and societies.
 - 2.1.3.2. Attend and/or present papers at professional meetings as financial support allows.
 - 2.1.3.3. Produce creative and/or scholarly work in his/her area of instruction or expertise.
 - 2.1.3.4. Assume leadership in societies and/or associations.
 - 2.1.3.5. Read current literature in innovative teaching of content area at the university level.
- 2.1.4. University and Community Service - The candidate should
 - 2.1.4.1. Participate in committee work as assigned or elected.
 - 2.1.4.2. Contribute to department/school/college meetings and programs.
 - 2.1.4.3. Serve as chair of committees and ad hoc task forces when called upon.
 - 2.1.4.4. Support other institutional activities and offices, such as admissions, student development, or grant procurement.
 - 2.1.4.5. Participate in social, athletic, spiritual, and/or out-of-class intellectual activities of the university.
 - 2.1.4.6. Serve as faculty advisor to student organizations.
 - 2.1.4.7. Participate in other institutional activities, such as recruitment, grant proposals, and student and faculty retention efforts.
 - 2.1.4.8. Participate in local community service activities.

2.2. Procedures

2.2.1. Chief Academic Officer Notification: The Chief Academic Officer will notify candidates for tenure of their eligibility by October 1 of the final year of their probationary period.

2.2.2. The Tenure and/or Promotion Portfolio: Candidates for promotion and/or tenure must prepare a comprehensive document (portfolio) that describes their achievements and potential to reviewers. This document should present a thorough and full profile of the candidate including professional preparation and achievement in teaching, advising, professional development, and community and university service.

The following outline will assist individuals in the preparation of their promotion and/or tenure portfolios. It is not intended to restrict or otherwise limit the latitude of an individual in developing a portfolio that represents a comprehensive and accurate profile of her/his professional achievement.

A narrative summarizing his/her activities in all four categories of faculty performance (teaching, advising, academic/artistic/professional endeavors, and campus and community service).

2.2.2.1. A current curriculum vitae.

2.2.2.2. A narrative evaluation by the faculty member's Dean.

2.2.2.3. A detailed narrative of activities in each category of faculty performance, including evidence of successful teaching and advising, continuing professional development, and active university and community service.

2.2.2.4. A description of long-range plans for continued improvement in the four categories of faculty performance.

2.2.2.5. The appendices should include supporting evidence to accompany the detailed narrative described above. There should be five appendices: one for each area of faculty performance and one for annual performance evaluations.

2.2.2.5.1. APPENDIX 1 – Teaching Performance

- Student Evaluations (which are summarized in the narrative)
- Observations of Teaching: Dean's observations and Chief Academic Officer's observations
- Supporting letters: Dean and may include one from a current or former Finlandia student
- Other supporting evidence relevant to teaching performance

2.2.2.5.2. APPENDIX 2 – Advising

- Advisee evaluations
- Other supporting evidence relevant to advising performance, which may include one letter from current or former advisees

2.2.2.5.3. APPENDIX 3 – Professional Development

- Diploma for earned advanced degree(s)
- Certificates of formal continuing education and/or conference attendance in field(s) of instruction
- Application of new learning to teaching
- Production of original work in the field of instruction. Examples include, but are not limited to: scholarly research and publication, program development, creative writing, art work, musical and/or dramatic performances, and presentations at regional, state or national meetings/conferences. A digital portfolio may be appropriate.
- Professional organization memberships and professional service. Examples include, but are not limited to: service on state and national committees/task forces and office holder in a professional organization.
- One letter of recommendation from a colleague in the field of instruction, but from outside the university, may be included
- Other relevant, supporting evidence

2.2.2.5.4. APPENDIX 4 – Campus and Community Service

- Regular contributions to departmental/school/college planning
- Membership and contributions to university-wide committees and/or task forces
- Consistent involvement with student group(s)
- Regular participation in and contribution to campus life
- Evidence of active membership in community or religious service organizations
- Leadership positions in community organizations
- One supporting letter for community service from outside the university may be included
- Other, relevant supporting evidence

2.2.2.5.5. APPENDIX 5 – If available, annual Objectives and Performance Evaluations

2.2.3. Timeline for a Person Initially Appointed as an Assistant Professor

2.2.3.1. Years 1 to 5

- 2.2.3.1.1. The candidate will conduct and/or collect the following information in each of the first five years of the probationary period: Self-assessment, student evaluations, advising evaluations, Dean's evaluation (annual), peer class observations/evaluations. At the beginning of each academic year, the candidate will prepare a professional development plan outlining goals and objectives for teaching improvement, professional development, advising, and service during the year. He/she will review this plan with his/her Dean.

- 2.2.3.1.2. The Dean will observe one of the candidate's classes at least once annually.
 - 2.2.3.1.3. The Chief Academic Officer will observe one of the candidate's classes in the second and fourth years of the probationary period and may observe more frequently upon request by the candidate or if the Chief Academic Officer or the Dean considers that improvement is necessary.
 - 2.2.3.1.4. At the end of each academic year, the candidate will review progress toward achievement of goals and objectives outlined in this professional development plan with the Dean.
 - 2.2.3.1.5. The Chief Academic Officer and the candidate's Dean will annually review the candidate's progress toward tenure and provide feedback to the candidate.
 - 2.2.3.1.6. The Chief Academic Officer will recommend annual reappointment to the President during the probationary period if she/he considers that the candidate is making progress toward tenure.
 - 2.2.3.1.7. The Chief Academic Officer will provide annual feedback to the candidate and note any issues observed in annual reviews that may be impediments to the candidate's tenurability. The candidate's letter of appointment will not be renewed if these issues are not resolved within the ensuing year.
 - 2.2.3.1.8. In year four of the probationary period, the candidate should begin to prepare his/her tenure portfolio. A draft should be completed in the fifth year.
- 2.2.3.2. Year 6 – tenure review year
- 2.2.3.2.1. Candidate: The candidate will assemble the final Tenure Portfolio during fall semester and will submit it to the Chief Academic Officer in the first two weeks of spring semester.
 - 2.2.3.2.2. Dean: The candidate's Dean will prepare an evaluation letter.
 - 2.2.3.2.3. Promotion and Tenure Committee: The Tenure and Promotion Committee will convene in January and review the candidate's portfolio and make a recommendation on tenure and/or promotion to the Chief Academic Officer no later than March 1.
 - 2.2.3.2.4. Chief Academic Officer: The Chief Academic Officer will consider the Committee's recommendation and make a recommendation to the President no later than April 1. Whenever the Chief Academic Officer and Committee recommendations differ, the Chief Academic Officer and the Committee will meet to discuss these differences before the Chief Academic Officer sends her/his recommendation to the President.

- 2.2.3.2.5. President: The President will forward a positive recommendation for promotion and/or tenure to the Board of Trustees for consideration at its spring meeting.
 - 2.2.3.2.6. The Board of Trustees: The Board of Trustees is ultimately responsible for awarding promotion and tenure.
 - 2.2.3.2.7. The President's positive recommendation will be included in the agendas of the Instruction and Student Life Committee and the full Board at the spring meeting of the Board of Trustees. The Instruction and Student Life Committee will meet in closed session to evaluate a summary of the candidate's portfolio and the Tenure and Promotion Committee's written evaluation and the President's assessment of the candidate. The Committee shall have the candidate's complete portfolio available as a reference if needed. The Committee will present its recommendation to the full Board of Trustees for action at the spring Board meeting.
 - 2.2.3.2.8. Candidate Notification: The Chief Academic Officer will inform the candidate of the decision within five working days following the spring Board of Trustees' meeting.
- 2.2.4. Timeline for a Person Initially Appointed as an Associate or a Full Professor
- 2.2.4.1. The tenure decision for a person initially appointed as an associate professor is made in year four of his/her service at Finlandia University. The tenure process is identical to that for an assistant professor except that the candidate will begin to prepare his/her tenure portfolio in the third year of service and will apply for tenure in the fall of his/her fourth year of service.
 - 2.2.4.2. The tenure decision for a person initially appointed as a professor is made in year two of his/her service and is identical to that for an assistant professor, except that he/she will begin to prepare the tenure portfolio immediately upon beginning service at Finlandia and will apply for tenure in the second year of service.
- 2.2.5. Appeals: This section is based upon the grievance procedure in the Faculty Handbook.
- 2.2.5.1. The only basis to appeal a decision is the failure(s) of a recommending party or parties to follow procedures and/or processes described above or demonstrable bias or prejudice in the process.
 - 2.2.5.2. Within thirty days after the decision, the faculty member shall submit a statement to the Chief Academic Officer that includes the specific statement of the facts and a statement of relief sought. If the Chief Academic Officer is named in the appeal or wishes to be excluded, the statement will be sent to the President.
 - 2.2.5.3. The Chief Academic Officer (or the President) will respond, in writing, to the appealing faculty member within ten business days of receipt of the appeal, unless unusual or complex circumstances exist.

- 2.2.5.4. If the written response does not satisfy the appealing faculty member, she/he can appeal the Officer (or President), a faculty member selected by the appealing faculty, and a second faculty member approved by both the Chief Academic Officer (or President), and the appealing faculty member. The Appeals Committee will meet within ten business days of the appealing faculty member's receipt of the Chief Academic Officer's (or President's) response.
- 2.2.5.5. The Appeals Committee has ten business days from the date of their initial meeting to investigate the appeal and forward its written recommendation to the Chief Academic Officer (or President) and the appealing faculty, unless unusual or complex circumstances exist. The Appeals Committee may use any written records or oral testimony it deems necessary to judge the appeal.
- 2.2.5.6. If the appealing faculty member is not satisfied with the Appeals Committee's recommendation, she/he may appeal the matter, in writing, to the University President within five business days of receipt of Appeals Committee's recommendation.
- 2.2.5.7. The President will respond, in writing, in five business days after his/her receipt of the appeal, unless unusual or complex circumstances exist. The President's decision will be final and will terminate the appeals process

CHAPTER 6

POLICIES AND PROCEDURES

GENERAL ACADEMIC POLICIES AND PROCEDURES

Confidential Information

Our students, donors, and employees entrust the University with confidential information. The nature of this relationship among these groups requires maintaining confidentiality of sensitive or confidential issues. Removal or copying of University records without prior administrative approval is not permitted and disclosure of confidential material is prohibited. Faculty and Academic personnel are expected to follow the tenets of the FERPA regulations. Questions related to FERPA can be posed to the Registrar. (Refer to Employee Manual)

Student Records

Student records are maintained by the University Registrar. Faculty may review these records by request to that office. Advising files are retained by the academic advisor. These records are to be stored in a safe, secure, and private location. (Refer to University Catalog)

Faculty Records

Faculty credential records are maintained by the school or college and the Offices of the VP for Academic and Student Affairs and Human Resources. Faculty members are expected to update these files, providing information regarding course and curriculum development, additions to their résumés, and other relevant professional information.

University Mail Service

Faculty mailboxes are located in the Mail Center on the Main Campus and faculty may pick up their mail there on a daily basis. All on-campus mail is distributed through the Mail Center. On-campus mail addressed to students must include the student's name and dormitory room number.

Mail on the Finlandia campuses is picked up and delivered on a daily basis during the workweek, excepting holidays recognized by the U. S. Postal Service. The Finlandia University Mail Center processes faculty business mail. Outgoing mail should include the sender's name as well as the college or school of origin to facilitate billing. Large volume mailings require previous approval by the Academic Dean or Department Chair of the college or school from which the mailings originate.

University Issued Keys, Parking Permits, and Photo ID Cards

Full-time faculty members are issued building keys as needed for the performance of their duties as authorized by the appropriate college or school. Each faculty member is required to sign a Key Release Form to be kept on file. Keys for Main Campus buildings can be obtained from the Office of Campus Safety and Security. Keys for the Portage Campus are processed through the Jutila Center office. In accepting a Finlandia University key, the faculty member agrees to adhere to the following University policy:

- University issued keys will be returned upon request.
- University issued keys may not be duplicated.
- University issued keys may not be lent to other parties.
- If a University key is lost, stolen or misplaced, the faculty member to whom it was issued

- may be charged a fee to help defray costs related to replacing locks and issuing new keys.
- Students are not authorized to use faculty keys.

Faculty parking permits and photo ID cards are available from the Office of Campus Safety and Security, and designated faculty parking spaces are available on campus.

Instructional Equipment

Faculty members are responsible for the equipment they use that is provided by the University and designated for instructional use. Shared portable instructional equipment should be returned to its assigned secure storage area promptly after each use.

The College or School administrative office

Purchase of new equipment for instructional use will be handled by the Academic Dean or Department Chair of the College or School in which the equipment will be housed

COMPUTER, INTERNET, AND E-MAIL ACCEPTABLE USE POLICY

Finlandia University provides network computer access, access to the Internet, and e-mail services as tools to enhance educational opportunities, to foster professional development and to promote business efficiencies for the entire campus community. Use outside of these parameters could be considered unacceptable and users in violation may risk the loss of network, Internet and e-mail privileges and/or face other disciplinary action.

Finlandia University connects to the Internet via REMC1Net and MichNet (MERIT) and is subject to the acceptable use policies of those providers. The Finlandia University Information Technology staff has the ability to monitor and may monitor any activity on the networks or inspect any files at any time, including e-mail stored on the systems. Privacy is NOT guaranteed. Examples of inappropriate conduct and use may include, but are not limited to:

- Submission, publishing or display of defamatory, inaccurate, abusive, obscene, profane, sexually oriented, threatening, racially offensive or illegal material.
- Transmission of material, information or software in violation of any local, state or federal law.
- Malicious attempts to interfere with the use of the network by other users, including intentional misappropriation of files, data or passwords from other users.
- Deliberate creation or dissemination of computer viruses.
- Use or create routing patterns that are inconsistent with effective and shared use of the network, precluding or hampering use by other users (such as peer-to-peer networking programs used to illegally share files).
- Unsolicited advertising or SPAM e-mail.
- Commercial use for personal gain.

UNIVERSITY VEHICLE SCHEDULING AND USE

Operation of a University vehicle is strictly limited to employees of the University possessing a valid motor vehicle operator's license on file with the Security Department.

Use of Finlandia vehicles can be scheduled through Facilities Management. University vehicles may be used only for school-related purposes and only for the scheduled time allotment. Facilities Management must be informed of the destination of each trip. Keys can be obtained from the Facilities office and must be returned to the Facilities Office or as otherwise agreed upon as in the case of after-hours drop-off. In all cases, keys must be returned as soon as possible after use.

Specific guidelines regarding fuel purchases, fuel status upon return, vehicle cleanup, and mechanical difficulties experienced can be obtained from Facilities Management.

ACADEMIC POLICIES AND PROCEDURES

Class Schedule and Classroom Requests

The Academic Dean should be informed of class schedules and classroom requests and changes for approval and inclusion in the master schedule. Faculty members' schedules are designed to allow adequate preparation time and a reasonable work day. The Academic Dean must approve any class schedule changes.

Class Sessions—Faculty Absence

If a faculty member must be absent from class, the Academic Dean must be notified. If possible, arrangements should be made with other faculty for class coverage or appropriate assignments given. The University may require a written verification for a medical professional if a faculty member is absent for more than five days.

If a faculty member must be absent from a general faculty meeting, the VP for Academic and Student Affairs must be notified.

Syllabus Outline

All faculty members are required to begin each course with a detailed syllabus. A course syllabus template outlining the information required to be included is available from the administrative office of the college or school. A digital copy of each syllabus must be filed with the college or school at the beginning of each semester. Faculty members are responsible for revising syllabi to match changing course content, methodology, course objectives, or institutional learning outcomes. Each syllabus should be aligned with the Finlandia Institutional Learning Outcomes (see the current Finlandia University catalog and Chapter 1 of this document).

Examination/Assessment

All faculty members are strongly urged to make assessments through exams or assignments at the earliest stages of the semester in order to provide students with early feedback regarding their comprehension of course content and expectations.

Mid-semester examinations and assessments are normally scheduled during the seventh week of the semester and are held during regular class periods resulting in mid-semester grades.

A final examination schedule is set each semester that allows two-hour blocks of time. This time

may also be used for examinations, final project reports, and reviews or presentations. Faculty members are expected to proctor their own examinations unless otherwise arranged with the Academic Dean of the college or school.

Field Trips

Faculty members are encouraged to plan field trips that support course objectives. When such trips can be accomplished within class periods without incurring added expenses, special approval is not required. When a field trip extends beyond the normal class period or will incur travel expenses, a request for approval of transportation expenses must be submitted to the Academic Dean or Department Chair for approval before the trip is scheduled. If a field trip is scheduled at a time when it will interfere with other classes, a memo must be circulated by the faculty member to affected colleagues, specifying the time and purpose of the field trip, and the names of students involved.

University vehicles can be made available for transporting students and may be scheduled by contacting Facilities Management. (See guidelines for University Vehicle Scheduling and Use above.)

Report of Academic Risk

All faculty are asked to report to the Director of Academic Success and Student Life and/or the Academic Success Coach the names of students with excessive absences, missing assignments, course work far below expectations, or other at-risk behavior. The Director of Academic Success and Student Life and/or the Academic Success Coach will provide assistance and counsel or referral to the student involved.

Records

Faculty members are asked to retain student performance and attendance records in each course for three years. Record or grade changes, must have the written approval of the instructor of each course and must be filed with the Registrar.

New Courses and Program Changes

Changes affecting a degree or program of the University, including new courses, must first be presented for approval to the affected department, college and school, and the Academic Council. Non-curricular changes require only the approval of the Academic Council. Substantive changes are then presented to the entire faculty for majority vote approval. Faculty proposing such changes should allow adequate time for this approval process. After the full faculty has ratified the curricular changes, the proposed changes will be forwarded for the President's approval. Finally the Board of Trustees' Academic Affairs Committee will present them the full Board of Trustees for final approval, and these changes included in the catalog and advertised.

Finlandia University Catalog

The Registrar and VP for Academic and Student Affairs are responsible for preparation of information to be published in each edition of the Finlandia University catalog. Course information for each edition of the catalog is reviewed and approved by the relevant college or school. Approved curriculum changes and/or new course offerings are articulated by each college or school and submitted to the VP for Academic and Student Affairs.

Registration

The Director of Academic Success and Student Life coordinates orientation and the University Registrar and Director of Admissions coordinate registration. Faculty members are expected to assist with registration/orientation as advisors to students and these efforts are coordinated by each college and school.

Work-Study

The federally-funded University Work-Study Program, coordinated on campus by the Financial Aid Office, provides financial aid to students on the basis of their need. Faculty members are encouraged to employ students to complete clerical, laboratory and studio maintenance, word processing, reception duties, etc. Work-Study students are evaluated as employees by the supervisor.

Faculty members employing Work-Study students are expected to verify the accuracy of the hours reported on the students' time sheets. Time sheets should not include hours which conflict with a student's course schedule. Time sheets must be turned in to the Work-Study Coordinator bi-weekly.

Baccalaureate, Commencement and Academic Attire

Full-time faculty members are expected to attend Baccalaureate and Commencement. Academic attire is requisite for Commencement, and possibly Baccalaureate, and may be acquired through the Bookstore. Faculty members who must be absent from either academic procession must notify the Office of the VP for Academic and Student Affairs prior to the events.

POLICY AND PROCEDURE REFERENCES

Advising Students

See the Advising Handbook and the University Catalog.

Attendance in Class

See the University Catalog.

Auditing Classes

See the University Catalog.

Career and Transfer Counseling

See the Advising Handbook, the Student Handbook, and the University Catalog.

Cheating and Plagiarism

See the University Catalog.

Credit by Examination

See the University Catalog.

Credit for Experiential Learning

See the University Catalog.

Directed Study

See the Advising Handbook and the University Catalog.

Grading

See the Advising Handbook and the University Catalog.

Independent Study

See the Advising Handbook and the University Catalog.

Library

See the Faculty Guide to Maki Library.

Student Support Services

See the Student Handbook and the University Catalog.

Teaching-Learning Center

See the Student Handbook and the University Catalog

Miscellaneous Other Employment Policies

See the Employee Manual, Contact
Human Resources with questions



Equal Opportunity, Harassment and Nondiscrimination

CIVIL RIGHTS EQUITY GRIEVANCE RESOLUTION FOR ALL STUDENTS, FACULTY, AND STAFF

Policy and Procedures

Revised August 2016

POLICY AND PROCEDURES:

Equal Opportunity, Harassment and Nondiscrimination

Finlandia University affirms its commitment to promote the goals of fairness and equity in all aspects of the educational enterprise. All policies below are subject to resolution using the University's Equity Grievance Process, as detailed below. The Equity Grievance Process is applicable regardless of the status of the parties involved, who may be members or non-members of the campus community, students, student organizations, faculty, administrators and/or staff. Finlandia University reserves the right to act on incidents occurring on-campus. The University also reserves the right to act on incidents occurring off-campus, when the off-campus conduct could have an on-campus impact or impact on the educational mission of Finlandia University.

The Chief Equity Coordinator oversees implementation of Finlandia University's Affirmative Action and Equal Opportunity plan and the University's policy on equal opportunity, harassment and nondiscrimination. Reports of discrimination, harassment and/or retaliation should be made to the Chief Equity Coordinator or Deputy Equity Coordinators promptly, but there is no time limitation on the filing of complaints. Note, however, that the institution's response may be more limited if the accused individual was a guest or is no longer subject to the University's jurisdiction. Reporting is addressed more specifically in Section 7: *Confidentiality and Reporting of Offenses Under This Policy*, below.

This policy applies to behaviors that take place on the campus, at Finlandia University-sponsored events and may also apply off-campus and to actions online when the Chief Equity Coordinator determines that the off-campus conduct affects a substantial University interest. A substantial University interest is defined to include, but is not limited to:

- a) Any action that constitutes criminal offense as defined by federal or state or local law. This includes, but is not limited to, single or repeat violations of any local, state or federal law committed in the municipality where the Finlandia University is located;
- b) Any situation where it appears that the accused individual may present a danger or threat to the health or safety of self or others;
- c) Any situation that significantly impinges upon the rights, property or achievements of self or others or significantly breaches the peace and/or causes social disorder; and/or
- d) Any situation that is detrimental to the educational interests of the University.

- e) Any online postings or other electronic communication, including cyber-bullying, cyberstalking, cyber-harassment, etc. occurring completely outside of university control (e.g. not on Finlandia University networks, websites, or between Finlandia University email accounts) will only be subject to this policy when those online behaviors can be shown to cause a substantial on-campus disruption.

Inquiries about this policy and procedure may be made internally to:

Karin Van Dyke
VP University Relations
Chief Equity Coordinator/Title IX Coordinator
Jutila Center, Room 318
906-487-7394
karin.vandyke@finlandia.edu

Erin Barnett
Director of Academic Success and Student Life
Director Disability Student Services
Deputy Equity Coordinator
Mannerheim Hall, Room 114
906-487-7324
erin.barnett@finlandia.edu

Dr. Fredi de Yampert
VP Academic and Student Affairs (VPASA)
Deputy Equity Coordinator
Mannerheim Hall, Room 150
906-487-7301
fredi.deyampert@finlandia.edu

1. Finlandia University Policy on Nondiscrimination

Finlandia University adheres to all federal and state civil rights laws banning discrimination in private institutions of higher education. Finlandia University will not discriminate against any employee, applicant for employment, student or applicant for admission on the basis of race, hearing status, personal appearance, color, sex, pregnancy, political affiliation, source of income, place of business, residence, religion, creed, ethnicity, national origin (including ancestry), citizenship status, physical or mental disability, age, marital status, family responsibilities, sexual orientation, gender, gender identity, veteran or military status (including special disabled veteran, Vietnam-era veteran, or recently separated veteran), predisposing genetic characteristics, domestic violence victim status or any other protected category under applicable local, state or federal law, including protections for those opposing discrimination or participating in any complaint process on campus or within the Equal Employment Opportunity Commission or other human rights agencies.

This policy covers nondiscrimination in employment and in access to educational opportunities. Therefore, any member of the campus community, guest or visitor who acts to deny, deprive or limit the educational, employment, residential and/or social access, benefits and/or opportunities of any member of the campus community on the basis of their actual or perceived membership in the protected classes listed above is in violation of the University policy on nondiscrimination. When brought to the attention of the University, any such discrimination will be appropriately remedied by the University according to the procedures below.

2. Finlandia University Policy on Accommodation of Disabilities

Finlandia University is committed to full compliance with the Americans With Disabilities Act of 1990 (ADA) and Section 504 of the Rehabilitation Act of 1973, which prohibit discrimination against qualified persons with disabilities, as well as other federal and state laws pertaining to individuals with disabilities. Under the ADA and its amendments, a person has a disability if he or she has a physical or mental impairment that substantially limits a major life activity. The ADA also protects individuals who have a record of a substantially limiting impairment or who are regarded as disabled by the institution whether qualified or not. A substantial impairment is one that significantly limits or restricts a major life activity such as hearing, seeing, speaking, breathing, performing manual tasks, walking or caring for oneself.

The Director of Disability Student Services is responsible for coordinating efforts to comply with disability laws and needs of students. The Chief Equity Coordinator is responsible for coordinating efforts to comply with disability laws and needs of employees.

Erin Barnett
Director of Disability Student Services
Director of Academic Success and Student Life
Mannerheim 114
487-7324
erin.barnett@finlandia.edu

The Chief Equity Coordinator is responsible for the investigation of any complaint alleging noncompliance with these disability laws.

Karin Van Dyke
VP University Relations
Chief Equity Coordinator/Title IX Coordinator
ADA-504 Coordinator
Jutila Center, Room 318
487-7344
karin.vandyke@finlandia.edu

a. Students with Disabilities

Finlandia University is committed to providing qualified students with disabilities with accommodations and support needed to ensure equal access to the academic programs and activities of the University.

All accommodations are made on a case-by-case basis. A student requesting any accommodation should first contact the Director of Disability Student Services who coordinates services for students with disabilities. The director reviews documentation provided by the student and, in consultation with the student, determines which accommodations are appropriate to the student's particular needs and academic programs.

b. Employees with Disabilities

Pursuant to the ADA, Finlandia University will provide accommodation(s) to all qualified employees with known disabilities, where their disability affects the performance of their essential job functions, except where doing so would be unduly disruptive or would result in undue hardship.

An employee with a disability is responsible for requesting an accommodation, in writing, to the Chief Equity Coordinator or Human Resources (HR) and providing appropriate documentation. The Chief Equity Coordinator will work with Human Resources and the employee's supervisor to identify which essential functions of the position are affected by the employee's disability and what accommodations could enable the employee to perform those duties.

3. Policy Expectations With Respect To Consensual Intimate Relationships

There are inherent risks in any relationship between individuals in unequal positions (such as faculty and student, supervisor and employee). It becomes even more complicated when the relationships are romantic or sexual in nature. These relationships may be less consensual than perceived by the individual whose position confers power. The relationship also may be viewed in different ways by each of the parties, particularly in retrospect. Furthermore, circumstances may change, and conduct that was previously welcome may become unwelcome. Even when both parties have consented at the outset to a romantic or sexual involvement, this past consent may not remove grounds for a later charge of a violation of applicable sections of this policy.

i. Faculty-Student Relationships

Personal relationships between faculty and students are at the heart of intellectual and professional development of well-rounded graduates. Finlandia University recognizes the benefits of and strongly encourages faculty to mentor students as part of their academic roles. However, certain relationships are unethical and can undermine the integrity of the pedagogical relationship between teacher and student.

The University's educational mission is promoted by ethics and professionalism in faculty-student relationships. In order to maintain mutual trust and respect within the faculty-student interactions, sexual or romantic relationships between student and faculty or staff members who function in an instructional context with the student are prohibited at Finlandia University.

ii. Direct Supervisory/Evaluative Roles and Intimate Relationships

Finlandia University does not wish to interfere with private choices regarding personal relationships when these relationships do not interfere with the goals and policies of the University. However, consensual romantic or sexual relationships in which one party maintains a direct supervisory or evaluative role over the other party are unethical. Therefore, persons with direct supervisory or evaluative responsibilities who are or become involved in such relationships must bring those relationships to the timely attention of their supervisor so measures can be taken to protect both parties involved from any actual or perceived impropriety. This includes RAs and students over whom they have direct responsibility. While these relationships are not prohibited by this policy, failure to self-report such relationships to a supervisor as required can result in disciplinary action for an employee.

4. Finlandia University Policy on Discriminatory Harassment

Students, staff, administrators, and faculty are entitled to a working environment and educational environment free of discriminatory harassment. Finlandia University's harassment policy is not meant to inhibit or prohibit educational content or discussions inside or outside of the classroom that include germane, but controversial or sensitive subject matters. The sections below describe the specific forms of legally prohibited harassment that are also prohibited under University policy.

a. Discriminatory and Bias-Related Harassment

Harassment constitutes a form of discrimination that is prohibited by law. Finlandia University's harassment policy explicitly prohibits any form of harassment on the basis of actual or perceived membership in a protected class, by any member or group of the community, which creates an objectively hostile environment.

A hostile environment may be created by oral, written, graphic, or physical conduct that is sufficiently severe, persistent or pervasive so as to interfere with, limit or deny the ability of an individual to participate in or benefit from educational programs or activities or employment access, benefits or opportunities.¹

¹ This definition of hostile environment is based on Federal Register / Vol. 59, No. 47 / Thursday, March 10, 1994: Department Of Education Office For Civil Rights, Racial Incidents And Harassment Against Students At Educational Institutions Investigative Guidance. The document is available at <http://www.ed.gov/about/offices/list/ocr/docs/race394.html>.

Discriminatory harassment may include, but is not limited to, the following:

epithets or slurs; negative stereotyping; threatening, intimidating or hostile acts; denigrating jokes; and display or circulation (including through electronic communications) of written or graphic material in the learning, living, or working environment.

Merely offensive conduct and/or harassment of a generic nature not on the basis of a protected status may not result in the imposition of discipline under University policy, but will be addressed through civil confrontation, remedial actions, education and/or effective conflict resolution mechanisms. For assistance with conflict resolution techniques/options, contact the Director of Institutional Equity and Diversity.

Finlandia University condemns and will not tolerate discriminatory harassment against any employee, student, visitor or guest on the basis of any status protected by university policy or law.

b. Sexual Harassment

Both the Equal Employment Opportunity Commission and the State of Michigan regard sexual harassment as a form of sex/gender discrimination and, therefore, as an unlawful discriminatory practice. Finlandia University has adopted an amended version of the EEOC definition of sexual harassment, in order to address the special environment of an academic community, which consists not only of employer and employees, but of students as well.²

The amended definition is as follows:

Sexual harassment is:

- unwelcome, sexual or gender-based verbal, written or physical conduct that is,
- sufficiently severe, persistent or pervasive that it,
- has the effect of unreasonably interfering with, denying or limiting employment opportunities or the ability to participate in or benefit from the university's educational, social and/or residential program, and is
- based on power differentials (quid pro quo), the creation of a hostile environment or retaliation.

Examples of Sexual Harassment may include, but is not limited to, the following behaviors:

² Also of relevance is the Office of Civil Rights 2001 statement on sexual harassment, "Revised Sexual Harassment Guidance: Harassment Of Students By School Employees, Other Students, Or Third Parties, Title IX," which can be found at <http://www2.ed.gov/legislation/FedRegister/other/2001-1/011901b.html>, as well as the April, 2011 Dear Colleague Letter on Campus Sexual Violence, which can be found at: http://www.whitehouse.gov/sites/default/files/dear_colleague_sexual_violence.pdf

sexual jokes and innuendo; obscene comments or gestures of a sexual nature; verbal abuse of a sexual nature, such as, leering or catcalls; commentary about an individual's body, sexual prowess or sexual deficiencies; physical sexual assault or coerced sexual intercourse; direct or implied threats that submission to sexual advances will or could be a condition of employment, work status, promotion, performance evaluation, grades, letters of recommendation, or other work or educational benefits; unwelcome physical contact, such as, hugging, patting or pinching; and the display or circulation (including through electronic communications) of sexually suggestive or explicit objects or pictures) in the learning, living, or working environment.

Sexual harassment may involve individuals of the same or different sex. The reporting party does not necessarily have to be the person sexually harassed, but could be anyone affected by the above described offensive conduct or behavior.

c. Sexual Misconduct

State law defines various violent and/or non-consensual sexual acts as crimes. Additionally, Finlandia University has defined categories of sexual misconduct, as stated below, for which action under this policy may be imposed. Generally speaking, Finlandia University considers Non-Consensual Sexual Intercourse violations to be the most serious, and therefore typically imposes the most severe sanctions, including suspension or expulsion for students and termination for employees. However, the University reserves the right to impose any level of sanction, up to and including suspension or expulsion/termination, for any act of sexual misconduct or other gender-based offenses based on the facts and circumstances of the particular complaint. Acts of sexual misconduct may be committed by any person upon any other person, regardless of the sex, gender, sexual orientation and/or gender identity of those involved. Violations include:

i. Sexual Harassment (as defined in section b above)

ii. Non-Consensual Sexual Intercourse

Defined as:

- any sexual penetration or intercourse (anal, oral or vaginal)
- however slight
- with any object
- by a person upon another person
- that is without consent and/or by force

Sexual penetration includes vaginal or anal penetration by a penis, tongue, finger or object, or oral copulation by mouth to genital contact or genital to mouth contact.

iii. Non-Consensual Sexual Contact

Defined as:

- any intentional sexual touching
- however slight
- with any object
- by a person upon another person
- that is without consent and/or by force

Sexual touching includes any bodily contact with the breasts, groin, genitals, mouth or other bodily orifice of another individual, or any other bodily contact in a sexual manner.

iv. Sexual Exploitation

Sexual Exploitation refers to a situation in which a person takes non-consensual or abusive sexual advantage of another, and situations in which the conduct does not fall within the definitions of sexual harassment, non-consensual sexual intercourse or non-consensual sexual contact. Examples of sexual exploitation include, but are not limited to:

- Sexual voyeurism (such as watching a person undressing, using the bathroom or engaged in sexual acts without the consent of the person observed)
- Taking pictures or video or audio recording another in a sexual act, or in any other private activity without the consent of all involved in the activity, or exceeding the boundaries of consent (such as allowing another person to hide in a closet and observe sexual activity, or disseminating sexual pictures without the photographed person's consent)
- Prostitution
- Sexual exploitation also includes engaging in sexual activity with another person while knowingly infected with human immunodeficiency virus (HIV) or other sexually transmitted disease (STD) and without informing the other person of the infection, and further includes administering alcohol or drugs (such as "date rape" drugs) to another person without his or her knowledge or consent

v. Consent

Consent is knowing, voluntary and clear permission by word or action, to engage in mutually agreed upon sexual activity. Since individuals may experience the same interaction in different ways, it is the responsibility of each party to make certain that the other has consented before engaging in the activity. For consent to be valid, there must be a clear expression in words or actions that the other individual consented to that specific sexual conduct.

A person cannot consent if he or she is unable to understand what is happening or is disoriented, helpless, asleep or unconscious for any reason, including due to alcohol or other drugs. An individual who engages in sexual activity when the individual knows, or should know, that the other person is physically or mentally incapacitated has violated this policy.

It is not an excuse that the individual respondent of sexual misconduct was intoxicated and, therefore, did not realize the incapacity of the other. Incapacitation is defined as a state where someone cannot make rational, reasonable decisions because they lack the capacity to give knowing consent (e.g., to understand the “who, what, when, where, why or how” of their sexual interaction). This policy also covers a person whose incapacity results from mental disability, involuntary physical restraint and/or from the taking of incapacitating drugs.

Consent to some sexual contact (such as kissing or fondling) cannot be presumed to be consent for other sexual activity (such as intercourse). A current or previous dating relationship is not sufficient to constitute consent. The existence of consent is based on the totality of the circumstances, including the context in which the alleged incident occurred and any similar previous patterns that may be evidenced. Silence or the absence of resistance alone is not consent. A person can withdraw consent at any time during sexual activity by expressing in words or actions that he or she no longer wants the act to continue, and, if that happens, the other person must stop immediately.

In Michigan State, a minor (meaning a person under the age of 17 years) cannot consent to sexual activity. This means that sexual contact by an adult with a person younger than 17 years old is a crime, as well as a violation of this policy, even if the minor wanted to engage in the act.

[See Appendix A for the state of Michigan’s definition of consent]

The state of Michigan has its own definition of consent, which is applicable to criminal prosecutions for sex offenses, but may differ from the definition used on campus to address policy violations.

4. Other Civil Rights Offenses, When the Act is Based Upon the Status of a Protected Class

- Threatening or causing physical harm, extreme verbal abuse or other conduct which threatens or endangers the health or safety of any person on the basis of their actual or perceived membership in a protected class

- Discrimination, defined as actions that deprive other members of the community of educational or employment access, benefits or opportunities on the basis of their actual or perceived membership in a protected class
- Intimidation, defined as implied threats or acts that cause an unreasonable fear of harm in another on the basis of actual or perceived membership in a protected class
- Hazing, defined as acts likely to cause physical or psychological harm or social ostracism to any person within the Finlandia University community, when related to the admission, initiation, pledging, joining, or any other group-affiliation activity (as defined further in the hazing policy) on the basis of actual or perceived membership in a protected class; hazing is also illegal under Michigan State law and prohibited by Finlandia University policy
- Bullying, defined as repeated and/or severe aggressive behavior likely to intimidate or intentionally hurt, control or diminish another person, physically or mentally on the basis of actual or perceived membership in a protected class
- Violence between those in an intimate relationship to each other on the basis of actual or perceived membership in a protected class (this includes romantic relationships, domestic and/or dating violence)
- Stalking, defined as a course of conduct directed at a specific person on the basis of actual or perceived membership in a protected class that is unwelcome and would cause a reasonable person to feel fear
- Any other Finlandia University rules, when a violation is motivated by the actual or perceived membership of the victim in a protected class, may be pursued using this policy and process

[See Appendix B for the state of Michigan’s definition of domestic violence]

The state of Michigan has its own definition of domestic violence, which is applicable to criminal prosecutions for domestic violence offenses, but may differ from the definition used on campus to address policy violations.

[See Appendix C for the state of Michigan’s definition of stalking]

The state of Michigan has its own definition of stalking, which is applicable to criminal prosecutions for stalking offenses, but may differ from the definition used on campus to address policy violations.

5. Retaliation

Retaliation is defined as any adverse action taken against a person participating in a protected activity because of their participation in that protected activity. Retaliation against an individual for alleging harassment, supporting a complainant or for assisting in providing information relevant to a claim of harassment, is a serious violation of University policy and

will be treated as another possible instance of harassment or discrimination. Acts of alleged retaliation should be reported immediately to the Chief Equity Coordinator or to any of the Deputy Equity Coordinators (see below) and will be promptly investigated.

Karin Van Dyke
VP University Relations
Chief Equity Coordinator/Title IX Coordinator
Jutila Center, Room 318
906-487-7394
karin.vandyke@finlandia.edu

Erin Barnett
Director of Academic Success and Student Life
Director Disability Student Services
Deputy Equity Coordinator
Mannerheim Hall, Room 114
906-487-7324
erin.barnett@finlandia.edu

Dr. Fredi de Yampert
VP Academic and Student Affairs (VPASA)
Deputy Equity Coordinator
Mannerheim Hall, Room 150
906-487-7301
fredi.deyampert@finlandia.edu

Finlandia University is prepared to take appropriate steps to protect individuals who fear that they may be subjected to retaliation.

6. Remedial Action

Finlandia University will implement initial remedial and responsive actions upon notice of alleged harassment, retaliation and/or discrimination, and will take additional prompt remedial and/or disciplinary action with respect to any member of the community, guest or visitor who has been found to engage in harassing or discriminatory behavior or retaliation. Procedures for handling reported incidents are fully described below. Deliberately false and/or malicious accusations of harassment, as opposed to complaints which, even if erroneous, are made in good faith, are just as serious an offense as harassment and will be subject to appropriate disciplinary action.

7. Confidentiality and Reporting of Offenses Under This Policy

Finlandia University officials, depending on their roles at the University, have varying reporting responsibilities and abilities to maintain confidentiality. In order to make informed choices, one should be aware of confidentiality and mandatory reporting requirements when consulting campus resources. On campus, some resources may maintain confidentiality,

offering options and advice without any obligation to inform an outside agency or individual unless you have requested information to be shared. Other resources exist for you to report crimes and policy violations and these resources will take action when you report victimization to them. Most resources on campus fall in the middle of these two extremes; neither the University, nor the law, requires them to divulge private information that is shared with them, except in rare circumstances. The following describes the three reporting options at Finlandia University:

a. Confidential Reporting

If a reporting party would like the details of an incident to be kept confidential, the reporting party may speak with on-campus counselors or our campus chaplain, off-campus local rape crisis counselors, domestic violence resources, local and/or state assistance agencies who will maintain confidentiality except in extreme cases of immediacy of threat or danger or abuse of a minor. Campus counselors are available to help free of charge and can be seen on an emergency basis during normal business hours.

University Pastor

Call 487-7239 or ext. (239) on-campus. Soren Schmidt, the University Pastor is available to give confidential support through any crisis or problem.

Counseling Services

Call 906-225-3145 or visit www.northstareap.com to access free and confidential personal counseling to students going through any crisis or problem.

Dial Help Rape Victim Support Team

482-4357 and 1-800-562-7622: Dial Help provides 24 hour on-site support and assistance to sexual assault survivors, families and friends. Services include medical, legal, and personal support information. Referrals to other resources are available and many services are free of charge.

b. Private Reporting

Those seeking to report misconduct may seek advice from certain resources who are not required to initially tell anyone else your private, personally identifiable information unless there is a pattern of abuse, cause for fear for your safety or the safety of others. These resources include employees without supervisory responsibility or remedial authority to address discrimination, harassment, retaliation and/or sexual misconduct, such as resident advisors (RAs), non-supervisory faculty members, advisors to student organizations, admissions officers, student activities personnel and many others. **If a reporting party is unsure of someone’s duties and ability to maintain privacy, ask them before talking to them.** They will be able to explain and help a reporting party to make decisions about who is in the best position to help. All these resources, such as RAs, are instructed to share incident reports with their supervisors, but they do not share any personally identifiable information about the report unless the reporting party gives permission, except in the rare event that the incident reveals a need to protect the reporting party and/or other members of the

community. If personally identifiable information is shared, it will be shared with as few people as possible and all efforts will be made to protect privacy to the greatest possible extent.

c. Formal Reporting Options

Complainants are encouraged to speak to Finlandia University officials, such as the Chief Equity/Title IX Coordinator or Deputies, Human Resources, Student Conduct Officers, or Campus Security to make formal reports of incidents of sexual misconduct. Complainants have the right, and can expect, to have complaints taken seriously by the University when formally reported, and to have those incidents investigated and properly resolved through these procedures. **Formal reporting still affords privacy to the reporter, and only a small group of officials who need to know will be told.** Information will be shared as necessary with investigators, witnesses and the accused student/respondent. The circle of people with this knowledge will be kept as tight as possible to preserve a complainant’s rights and privacy.

8. Federal Timely Warning Obligations

Victims of sexual misconduct should be aware that Finlandia University administrators must issue timely warnings for incidents reported to them that pose a substantial threat of bodily harm or danger to members of the campus community. The University will make every effort to ensure that a victim’s name and other identifying information is not disclosed, while still providing enough information for community members to make safety decisions in light of the potential danger.

**EQUITY GRIEVANCE PROCESS FOR RESOLVING
COMPLAINTS OF HARASSMENT, SEXUAL MISCONDUCT
AND OTHER FORMS OF DISCRIMINATION**

Finlandia University will act on any formal or informal complaint or notice of violation of the policy on Equal Opportunity, Harassment and Nondiscrimination.

The procedures described below will apply to all complaints involving students, staff or faculty members.

Redress and requests for responsive actions for complaints brought against non-members of the community are also covered by these procedures.

1. Filing a complaint

Any member of the community, guest or visitor who believes that the policy on Equal Opportunity, Harassment and Nondiscrimination has been violated should contact the Chief Equity Coordinator or any Deputy Equity Coordinator. It is also possible for employees to notify Human Resources or a supervisor, or for students to notify an administrative advisor, faculty member or Student Conduct Officer, or any member of the community may contact Campus Security. These individuals will in turn notify the Chief Equity Coordinator. The University protects all persons who file a complaint, in any way, from retaliation.

All employees receiving reports of a potential violation of University policy are expected to promptly contact Human Resources or the Chief Equity Coordinator, within 24 hours of becoming aware of a report or incident. All initial contacts will be treated with the maximum possible privacy: specific information on any complaints received by any party will be reported to the Chief Equity Coordinator, but, subject to the University's obligation to redress violations, every effort will be made to maintain the privacy of those initiating a report of a complaint. In all cases, Finlandia University will give consideration to the complainant with respect to how the complaint is pursued, but reserves the right, when necessary to protect the community, to investigate and pursue a resolution when an alleged victim chooses not to initiate or participate in a formal complaint.

2. Complaint Intake

Following receipt of notice or a complaint, the Chief Equity Coordinator³ will, generally begin within two business days, an initial determination whether a policy violation may have occurred and/or whether conflict resolution might be appropriate. If the complaint does not appear to allege a policy violation or if conflict resolution is desired by the complainant, and appears appropriate given the nature of the alleged behavior, then the complaint does not proceed to investigation.

3. Investigation⁴

All complaints will be investigated. The investigation serves as a hearing for the parties involved. The University aims to complete all formal investigations within a 60 business

³ If circumstances require, the VP Academic and Student Affairs or Chief Equity Coordinator may designate another person to oversee the process below, should a complaint be made against the Coordinator or the Coordinator be otherwise unavailable or unable to fulfill their duties.

⁴ During the investigation, if any, both parties to a complaint related to sexual assault, dating violence, domestic violence and stalking may have an advisor of their choice present, however that advisor will not be allowed to participate in any meeting(s).

day time period, which can be extended as necessary for appropriate cause by the Chief Equity Coordinator with notice to the parties.

Investigation of complaints brought directly by those alleging harm should be completed expeditiously, generally within 10 business days of notice to the Chief Equity Coordinator. Investigation may take longer when initial complaints fail to provide direct first-hand information. The University may undertake a short delay (3-10 days, to allow evidence collection) when criminal charges on the basis of the same behaviors that invoke this process are being investigated. University action will not be altered or precluded on the grounds that civil or criminal charges involving the same incident have been filed or that charges have been dismissed or reduced. All investigations will be thorough, reliable and impartial, and will entail interviews with all relevant parties and witnesses, obtaining available evidence and identifying sources of expert information, if necessary.

4. Interim Remedies

The Chief Equity Coordinator (or designee) may provide interim remedies intended to address the short or long-term effects of harassment, discrimination and/or retaliation, (i.e. No-Contact Order, interim suspension, etc.), to redress harm to the alleged victim and the community and to prevent further harassment or violations. Interim remedies may also be used when, in the judgment of the Chief Equity Coordinator, the safety or well-being of any member(s) of the campus community may be jeopardized by the presence on campus of the accused individual or the ongoing activity of a student organization whose behavior is in question.

These remedies may include referral to counseling and health services or to the Employee Assistance Program, education to the community, altering the housing situation of an accused student or resident employee (or the alleged victim, if desired), altering work arrangements for employees, providing campus escorts, implementing contact limitations between the parties, offering adjustments to academic deadlines, course schedules, etc.

The University may interim suspend a student, employee or organization pending the completion of the investigation. In all cases in which an interim suspension is imposed, the student, employee or student organization will be given the opportunity to meet with the Chief Equity Coordinator prior to such suspension being imposed, or as soon thereafter as reasonably possible, to show cause why the suspension should not be implemented. The Chief Equity Coordinator has sole discretion to implement or stay an interim suspension under the policy on Equal Opportunity, Harassment and Nondiscrimination, and to determine its conditions and duration. Violation of an interim suspension under this policy will be grounds for expulsion or termination.

During an interim suspension or administrative leave, a student or employee may be denied access to University housing and/or the University campus/facilities/events. As determined

by the appropriate administrative officers and the Chief Equity Coordinator or designee, this restriction includes classes and/or all other University activities or privileges for which the student might otherwise be eligible. At the discretion of the VP Academic and Student Affairs and the Chief Equity Coordinator or designee, alternative coursework options may be pursued to ensure as minimal an impact as possible on the accused student.

5. Complaint Resolution

During or upon the completion of the initial investigation, the Chief Equity Coordinator will make a decision on whether there is reasonable cause to proceed with the complaint. If the Chief Equity Coordinator decides that no policy violation has occurred or that the preponderance of evidence (i.e., whether it is more likely than not that the accused individual committed each alleged violation) does not support a finding of a policy violation, then the process will end unless the complainant requests that the Chief Equity Coordinator makes an extraordinary determination to re-open the investigation. This decision lies in the sole discretion of the Chief Equity Coordinator. If there is reasonable cause, the Chief Equity Coordinator will direct the investigation to continue⁵, or if there is a preponderance of evidence of a violation, then the Chief Equity Coordinator may recommend conflict resolution, a resolution without a hearing or a formal hearing, based on the below criteria.

a. Conflict Resolution

Conflict resolution is often used for less serious, yet inappropriate, behaviors and is encouraged as an alternative to the formal hearing process to resolve conflicts. The Chief Equity Coordinator will determine if conflict resolution is appropriate, based on the willingness of the parties, the nature of the conduct at issue and the susceptibility of the conduct to conflict resolution. In a conflict resolution meeting, a trained staff member or designee will facilitate a dialogue with the parties to an effective resolution, if possible. Sanctions are not possible as the result of a conflict resolution process, though the parties may agree to appropriate remedies. The Chief Equity Coordinator will keep records of any resolution that is reached, and failure to abide by the accord can result in appropriate responsive actions.

Conflict resolution **will not** be the primary resolution mechanism used to address complaints of sexual misconduct or violent behavior of any kind or in other cases of serious violations of policy, though it may be made available after the formal process is completed should the parties and the Chief Equity Coordinator believe that it could be beneficial. It is not

⁵ In cases involving sexual assault, dating violence, domestic violence and stalking, both the respondent and the complainant will be given notice of the outcome of the investigation within the same 24-hour period.

necessary to pursue conflict resolution first in order to make a formal complaint, and anyone participating in conflict resolution can stop that process at any time and request a formal investigation.

b. Resolution Without an Investigation

Resolution without an investigation can be pursued for any behavior that falls within the policy on Equal Opportunity, Harassment and Nondiscrimination, at any time during the process. The Chief Equity Coordinator will provide written notification of a complaint to any member of the University community who is accused of an offense of harassment, discrimination, or retaliation. The respondent may choose to admit responsibility for all or part of the alleged policy violations at any point in the process. If so, the Chief Equity Coordinator will render a finding that the individual is in violation of University policy for the admitted conduct, and will normally proceed to convene an investigation on any remaining disputed violations. For admitted violations, the Chief Equity Coordinator (and appropriate administrative staff, when necessary) will determine an appropriate sanction or responsive action. If the sanction/responsive action is accepted by both the complainant and respondent, the Chief Equity Coordinator will ensure it is implemented, and act promptly and effectively to remedy the effects of the admitted conduct upon the victim and the community. If either party wishes to appeal the sanction/responsive action, the Equity Grievance Appeals Panel will convene to evaluate the sanction/responsive action only.

c. Sanctions

Sanctions or responsive actions will be determined by the Chief Equity Coordinator. Factors considered when determining a sanction/responsive action may include:

- The nature, severity of, and circumstances surrounding the violation
- An individual's disciplinary history
- Previous complaints or allegations involving similar conduct
- Any other information deemed relevant by the Chief Equity Coordinator
- The need for sanctions/responsive actions to bring an end to the discrimination, harassment and/or retaliation
- The need for sanctions/responsive actions to prevent the future recurrence of discrimination, harassment and/or retaliation
- The need to remedy the effects of the discrimination, harassment and/or retaliation on the victim and the community

i. Possible Student Sanctions

The following are, but are not limited to, the usual sanctions that may be imposed upon students or organizations singly or in combination:

- *Warning*: A formal statement that the behavior was unacceptable and a warning that further infractions of any Finlandia University policy, procedure or directive will result in more severe sanctions/responsive actions.
- *Probation*: A written reprimand for violation of the Code of Student Conduct, providing for more severe disciplinary sanctions in the event that the student or organization is found in violation of any Finlandia University policy, procedure or directive within a specified period of time. Terms of the probation will be specified and may include denial of specified social privileges, exclusion from co-curricular activities, no-contact orders and/or other measures deemed appropriate.
- *Suspension*: Termination of student status for a definite period of time not to exceed two years, and/or until specific criteria are met. Students who return from suspension are automatically placed on probation through the remainder of their tenure at Finlandia University. This sanction will be noted as a Conduct Suspension on the student's official transcript.
- *Expulsion*: Permanent termination of student status, revocation of rights to be on campus for any reason or attend Finlandia University-sponsored events. This sanction will be noted as a Conduct Expulsion on the student's official transcript.
- *Withholding Diploma*. The University may withhold a student's diploma for a specified period of time and/or deny a student participation in commencement activities if the student has a complaint pending, or as a sanction if the student is found responsible for an alleged violation.
- *Revocation of Degree*. Finlandia University reserves the right to revoke a degree awarded from the University for fraud, misrepresentation or other violation of University policies, procedures or directives in obtaining the degree, or for other serious violations committed by a student prior to graduation.
- *Organizational Sanctions*. Deactivation, de-recognition, loss of all privileges (including University registration), for a specified period of time.
- *Other Actions*: In addition to or in place of the above sanctions, the University may assign any other sanctions as deemed appropriate.

ii. Possible Employee Sanctions

Responsive actions for an employee who has engaged in harassment, discrimination and/or retaliation may include, but is not limited to

- *Warning – Verbal or Written*
- *Performance Improvement/Management Process*
- *Required Counseling,*
- *Required Training or Education*
- *Probation*
- *Loss of Oversight or Supervisory Responsibility*
- *Demotion*

- *Suspension with pay*
- *Suspension without pay*
- *Termination*
- *Other Actions: In addition to or in place of the above sanctions, Finlandia University may assign any other sanctions as deemed appropriate.*

d. Withdrawal or Resignation While Charges Pending

Students: Finlandia University does not permit a student to withdraw if that student has a complaint pending for violation of the policy on Equal Opportunity, Harassment and Nondiscrimination, or for charges under the Code of Student Conduct. Should a student decide to leave and not participate in the investigation, the process will nonetheless proceed in the student’s absence to a reasonable resolution and that student will not be permitted to return to Finlandia University unless all sanctions have been satisfied.

Employees: Should an employee resign while charges are pending, the records of the Chief Equity Coordinator will reflect that status, as will University responses to any future inquiries regarding employment references for that individual. The Chief Equity Coordinator will act to promptly and effectively remedy the effects of the conduct upon the victim and the community.

e. Appeals

All parties must be notified in writing of their right to appeal any decisions and/or sanctions upon receipt of delivery of the final decision and/or sanction.

All requests for appeal considerations must be submitted in writing to the Chief Equity Coordinator within three business days of the delivery of the written finding of the investigation. Any party may appeal and can do so without fear of retaliation.

A three-member Equity Grievance Appeals Panel who was not involved in the complaint previously will consider all appeal requests. All appeals are limited to the following:

- A procedural error or omission occurred that significantly impacted the outcome of the hearing (e.g. substantiated bias, material deviation from established procedures, etc.).
- To consider new evidence, unknown or unavailable during the original hearing or investigation, that could substantially impact the original finding or sanction. A summary of this new evidence and its potential impact must be included.
- The sanctions imposed fall outside the range of sanctions the University has designated for this type of offense

The Equity Grievance Appeals Panel will review the appeal request(s). The original finding and sanction/responsive actions will stand if the appeal is not timely or is not based on the grounds listed above, and such a decision is final. When any party requests an appeal, the other party (parties) will be notified and joined in the appeal. The party

requesting appeal must show that the grounds for an appeal request have been met, and the other party or parties may show the grounds have not been met, or that additional grounds are met. The original finding and sanction are presumed to have been decided reasonably and appropriately.

Where the Equity Grievance Appeals Panel finds that at least one of the grounds is met, and proceeds, additional principles governing the hearing of appeals include the following:

- Appeals decisions by the Equity Grievance Appeals Panel are to be deferential to the original decision, making changes to the finding only where there is clear error and to the sanction/responsive action only if there is a compelling justification to do so.
- Appeals are not intended to be full re-investigations of the complaint. In most cases, appeals are confined to a review of the written documentation of findings and pertinent documentation regarding the grounds for appeal. Appeals granted based on new evidence should normally be remanded to the original investigators for reconsideration. Other appeals may be remanded at the discretion of the Chief Equity Coordinator or evaluated by the three-member Equity Grievance Appeals Panel.
- Sanctions imposed are implemented immediately unless the Chief Equity Coordinator or designee stays their implementation in extraordinary circumstances, pending the outcome of the appeal.
- The Chief Equity Coordinator will normally, after conferring with the Equity Grievance Appeals Panel, finalize and render a written decision on the appeal to all parties within 2-3 business days from hearing of the appeal.
- All parties should be informed of whether the grounds for an appeal are accepted and the results of the appeal decision.
- Once an appeal is decided, the outcome is final: further appeals are not permitted.

f. Failure to Complete Sanctions/Comply with Responsive Actions

All respondents are expected to comply with conduct sanctions/responsive/corrective actions within the time frame specified by the Chief Equity Coordinator. Failure to follow through on conduct sanctions/responsive/corrective actions by the date specified, whether by refusal, neglect or any other reason, may result in additional sanctions/responsive/corrective actions and/or suspension, expulsion and/or termination from Finlandia University and may be noted on a student's official transcript. A suspension will only be lifted when compliance is achieved to the satisfaction of the Chief Equity Coordinator.

g. Records

In implementing this policy, records of all complaints, resolutions, and hearings will be kept by the Chief Equity Coordinator.

h. Statement of Complainant's Rights

- To be treated with respect by Finlandia University officials.
- To take advantage of campus support resources (such as Counseling & Psychological Services, the Office of the Chaplain, or EAP services for employees).
- To experience a safe living, educational and work environment.
- To have an advocate during this process.
- To refuse to have an allegation resolved through conflict resolution procedures.
- To receive amnesty for minor student misconduct (such as alcohol or drug violations) that is ancillary to the incident.
- To be free from retaliation.
- To have complaints heard in substantial accordance with these procedures.
- To full participation of the injured party in any Equity Grievance process whether the injured party is serving as the complainant or the University is serving as complainant.
- To be informed in writing of the outcome/resolution of the complaint, sanctions where permissible and the rationale for the outcome where permissible.

i. Statement of Respondent's Rights

- To be treated with respect by Finlandia University officials.
- To take advantage of campus support resources (such as Counseling & Psychological Services, the Office of the Chaplain, or EAP services for employees).
- To have an advocate during this process.
- To refuse to have an allegation resolved through conflict resolution procedures.
- To have complaints heard in substantial accordance with these procedures.
- To be informed of the outcome/resolution of the complaint and the rationale for the outcome, in writing.

6. Revision

These policies and procedures will be reviewed and updated annually by the Chief Equity Coordinator. The Chief Equity Coordinator may make minor modifications to procedure that do not materially jeopardize the fairness owed to any party. In addition, the Chief Equity Coordinator may also vary procedures materially with notice (on the institutional web site, with appropriate date of effect identified) upon determining that changes to law or regulation require policy or procedural alterations not reflected in this policy and procedure.

Procedures in effect at the time of its implementation will apply. Policy in effect at the time of the offense will apply even if the policy is changed subsequently, unless the parties consent to be bound by the current policy.

This policy and procedure was implemented in July 2014. (revised January, 2015; August 2016)

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APPENDIX A:

State of Michigan Definition of Consent

THE MICHIGAN PENAL CODE (EXCERPT)
Act 328 of 1931

750.520i Resistance by victim not required.

Sec. 520i.

A victim need not resist the actor in prosecution under sections 520b to 520g.

History: Add. 1974, Act 266, Eff. Apr. 1, 1975

Compiler's Notes: Section 2 of Act 266 of 1974 provides: "Saving clause. "All proceedings pending and all rights and liabilities existing, acquired, or incurred at the time this amendatory act takes effect are saved and may be consummated according to the law in force when they are commenced. This amendatory act shall not be construed to affect any prosecution pending or begun before the effective date of this amendatory act."

<http://www.legislature.mi.gov/%28S%28o55xmxntzf3kod45kgutes45%29%29/mileg.aspx?page=getObject&objectName=mcl-750-520i&highlight=rape>

APPENDIX B:

State of Michigan Definition of Domestic Violence

Defined in Criminal Laws

Citation: Comp. Laws §§ 750.81; 750.81a

An individual who assaults or assaults and batters his or her spouse or former spouse, an individual with whom he or she has or has had a dating relationship, an individual with whom he or she has had a child in common, or a resident or former resident of his or her household is guilty of a misdemeanor.

An individual who commits an assault or an assault and battery and who has two or more previous convictions for assaulting or assaulting and battering his or her spouse or former spouse, an individual with whom he or she has or has had a dating relationship, an individual with whom he or she has had a child in common, or a resident or former resident of his or her household is guilty of a felony.

An individual who assaults his or her spouse or former spouse, an individual with whom he or she has or has had a dating relationship, an individual with whom he or she has had a child in common, or a resident or former resident of the same household without a weapon and inflicts serious or aggravated injury upon that individual without intending to commit murder or to inflict great bodily harm less than murder is guilty of a misdemeanor.

An individual who commits an aggravated assault and battery and who has one or more previous convictions for assaulting or assaulting and battering his or her spouse or former spouse, an individual with whom he or she has or has had a dating relationship, an individual with whom he or she has had a child in common, or a resident or former resident of the same household is guilty of a felony.

Persons Included in the Definition

Citation: Comp. Laws § 400.1501

'Family or household member' includes any of the following:

- A spouse or former spouse
- An individual with whom the person resides or has resided
- An individual with whom the person has or had a dating relationship
- An individual with whom the person is or has engaged in a sexual relationship
- An individual to whom the person is related or was formerly related by marriage
- An individual with whom the person has a child in common
- The minor child of an individual described above

'Dating relationship' means frequent, intimate associations primarily characterized by the expectation of affectional involvement. 'Dating relationship' does not include a casual relationship or an ordinary fraternization between two individuals in a business or social context.

https://www.childwelfare.gov/systemwide/laws_policies/state/index.cfm?event=stateStatutes.processSearch

APPENDIX C:

State of Michigan Definition of Stalking

MCLS § 750.411h. Stalking; definitions; violation as misdemeanor; penalties; probation; conditions; evidence of continued conduct as rebuttable presumption; additional penalties. (1998)

(1) As used in this section:

(a) "Course of conduct" means a pattern of conduct composed of a series of 2 or more separate non-continuous acts evidencing a continuity of purpose.

(b) "Emotional distress" means significant mental suffering or distress that may, but does not necessarily, require medical or other professional treatment or counseling.

(c) "Harassment" means conduct directed toward a victim that includes, but is not limited to, repeated or continuing unconsented contact that would cause a reasonable individual to suffer emotional distress and that actually causes the victim to suffer emotional distress. Harassment does not include constitutionally protected activity or conduct that serves a legitimate purpose.

(d) "Stalking" means a willful course of conduct involving repeated or continuing harassment of another individual that would cause a reasonable person to feel terrorized, frightened, intimidated, threatened, harassed, or molested and that actually causes the victim to feel terrorized, frightened, intimidated, threatened, harassed, or molested.

(e) "Unconsented contact" means any contact with another individual that is initiated or continued without that individual's consent or in disregard of that individual's expressed desire that the contact be avoided or discontinued. Unconsented contact includes, but is not limited to, any of the following:

(i) Following or appearing within the sight of that individual.

(ii) Approaching or confronting that individual in a public place or on private property.

(iii) Appearing at the individual's workplace or residence.

(iv) Entering onto or remaining on property owned, leased, or occupied by that individual.

(v) Contacting that individual by telephone.

(vi) Sending mail or electronic communications to that individual.

(vii) Placing an object on, or delivering an object to, property owned, leased, or occupied by that individual.

(f) "Victim" means an individual who is the target of a willful course of conduct involving repeated or continuing harassment.

<http://www.victimsofcrime.org/our-programs/stalking-resource-center/stalking-laws/criminal-stalking-laws-by-state/michigan>