



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

FACULTY HANDBOOK

AUGUST 2009

Updated May 2013

TABLE OF CONTENTS

Chapter 1 Governing Documents	1
Heritage, Mission, Vision, Commitments, and Finlandia Plan	
Amending the Faculty Handbook	
Diversity Statement	
Non-discrimination Policy	
Chapter 2 Executive Governance	4
Board of Trustees	
Duties of the President, Executive Vice Presidents, and Provost	
Chapter 3 Faculty Leadership / Faculty and Committee Structure	7
Organizational Structure	
School or College Deans (Academic Deans) Faculty Members	
Adjunct Instructors	
Human Resources Administration	
Committee Structure	
Chapter 4 Evaluation: Appointment, Continuation, Tenure, and Promotion of Faculty	14
Criteria and Procedures for Appointment of Full-time Faculty	
Criteria and Procedures for Appointment of Adjunct Instructors	
Definition of Faculty Terms	
Other Categories of Faculty	
Establishment of Professional Full-time Faculty Positions	
Faculty Assignment of Credit Courses	
Faculty Sabbatical Leave Policy	
Release Time	
Faculty Evaluation Indicators of Performance Tenure and Promotion	
Placement and Promotion in Rank	
Evaluation Process for Deans and Provost	
Grievance Procedure	
Emeritus Status	
Chapter 5 Policies and Procedures	28
General Academic Policies and Procedures	
Computer, Internet, and E-mail Acceptable Use Policy	
University Vehicle Scheduling and Use	
Academic Policies and Procedures	
Policy and Procedure References	
Appendix A	A-1
Sexual Harassment & Other Prohibited Discriminatory	
Conduct Policies and Procedures (Updated September 29, 2012)	
Appendix B	B-1
Promotion and Tenure Policies and Procedures (Updated October 16, 2012)	

CHAPTER 1

Governing Documents

HERITAGE, MISSION, VISION, COMMITMENTS, AND FINLANDIA PLAN

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 PLAN

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 skills, citizenship, critical and creative thinking, and cultural heritage and literacy 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 – Communicate with clarity and originality while adapting to complex and diverse situations.
2. Analytical Skills – Observe, infer, and draw relationships and conclusions using discipline-specific methods.
3. Citizenship – Ability to meet personal needs and the challenges of a multicultural society as a mature, adaptable citizen.
4. Critical Thinking and Creativity – Create, integrate, and evaluate ideas across a range of contexts, cultures, and areas of knowledge.
5. Cultural Heritage and Literacy – Ability to understand and appreciate the humanities, natural and social sciences, and fine arts.

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 Provost's and Deans' Council. If the change is accepted by this

council, it will go to the full faculty for ratification. Once ratified it is transmitted 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 Non-Discrimination, Discriminatory and/or Sexual Harassment and Retaliation in Appendix A.

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 Policy Statement on Non-Discrimination, Discriminatory and/or Sexual Harassment and Retaliation in Appendix A.

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, EXECUTIVE VICE PRESIDENTS, AND PROVOST (Officers of the University)

THE PRESIDENT

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 Executive Vice President and Provost. 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.

THE EXECUTIVE VICE PRESIDENT AND PROVOST

The Executive Vice President and Provost 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 EVP and Provost 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 provost is responsible for appraising the deans and others who report to him/her. The Provost is responsible for recommending disciplinary actions as well as dismissal or non-renewal.

THE EXECUTIVE VICE PRESIDENT FOR BUSINESS AND FINANCE

The Executive Vice President for Business and Finance 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, IT, Food Service, 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.

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.

THE EXECUTIVE VICE PRESIDENT FOR EXTERNAL RELATIONS

The Executive Vice President for External Relations shall develop and supervise the implementation of a strategic marketing plan to ensure the promotion of the University, the recruitment of sufficient numbers of students and to ensure the raising of sufficient funds through the Office of Advancement. He or she shall supervise the office of admissions, advancement, communications, intercollegiate athletics, and the Jutila Center for Global Design and Business.

The Executive Vice President for External Relations shall direct and supervise the University's enrollment management functions

including the recruitment and retention of students. In the area of retention, he or she will work cooperatively with the Executive Vice President and Provost and the faculty to develop and implement policies and programs to ensure a high level of student retention. In the area of recruitment, he or she shall develop and supervise the implementation of plans and programs to ensure the recruitment and enrollment of adequate numbers of new students.

The Executive Vice President for External Relations shall direct and supervise the development, advancement and publicity programs of the University, advising officers and organizations in matters of publicity, development and publications. He or she shall be responsible for developing and maintaining relations with the constituencies of the institution, for the maintenance of accurate records and mailing lists and for seeking financial support of the University. He or she shall supervise the development of community and church relations programs performed by the University.

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

THE MANAGEMENT TEAM

The President's Management Team consists of the three Executive Vice Presidents under direction of the President. They are the Executive Vice President of Business and Finance; the Executive Vice President of External Affairs; and the Executive Vice President and Provost of Finlandia, 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

Faculty Leadership

Faculty and Committee 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.

EXECUTIVE VICE PRESIDENT AND PROVOST

The EVP and Provost serves as liaison between the faculty and the Management Team, and provides leadership for the Academic Deans and all faculty members. The EVP and Provost reports to the President.

Summary of Position:

Reporting to the President, the Executive Vice President and Provost oversees and is accountable for the administration, development, and quality of Finlandia's academic programs and support areas. The responsibilities of the EVP and Provost 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 EVP and Provost 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 EVP and Provost.
- 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 Provost.
- Develops budgets and monitors expenditures for the academic offices under the Provost, coordinating with the Office of the Executive Vice President for Business & Finance.
- Assists the President and the Executive Vice President for External Affairs 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 Provost's and Deans' Committee.
- 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 Provost. 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 Provost. The Deans of the four major academic units are members of the Academic Provost's and Deans' Committee, each dean chairs the unit's committees, and participates in other matters as assigned by the Provost. 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 for their respective program. Each Dean, Academic Program Director, or 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.
- 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, provost, 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 unit's strategic plan.
- Oversees all assessment activities within unit's curriculum areas. Works directly with the Director of Student Affairs 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, which are submitted to the

Provost at the beginning of each academic year.

- At the end of the year, the dean prepares an annual review report for the provost. The dean and the provost meet to discuss the annual review and to discuss direction for the next academic year. The provost 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 during the academic year unless there is a justification not to teach.
- 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 Provost hiring decision, including adjuncts. The Provost, in turn, sends the hiring recommendation of full-time faculty to the President.
- Deans in consultation with the Provost 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

Position Summary: Under the supervision of the Academic Dean and/or the Associate and Assistant Deans, the Department Chair 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 will 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.

FACULTY MEMBERS

It is assumed that a professional full-time faculty member at Finlandia University will fulfill the following responsibilities:

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. (See chapter 4 for details).

- Demonstrate success in teaching using qualitative and/or quantitative assessment measures. Faculty's assessment report will be submitted to the appropriate dean at the end of each academic year. The assessment report will include:

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 or improvement cited.
4. Evidence that all courses are aligned with university mission and Finlandia Plan.

ADVISING

(One credit per semester.) See Advising Handbook.

- 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 to include a minimum of two meetings per student per semester.
- Work with registrar, director of student affairs, and other offices as appropriate to meet students' advising needs.
- In cases where students are on academic probation, more than two meetings per semester may be warranted.
- Demonstration of successful advising based on student evaluations.

PROFESSIONAL DEVELOPMENT/ SCHOLARSHIP

(Number of credits assigned by dean, associate/assistant dean, or department chair 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

(Number of credits assigned by dean, associate/assistant dean or department chair depending on nature of 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 Chapter 4 and Appendix B for details.

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 should not teach more than eleven credits a semester. 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 faculty are required to submit student evaluations.*

HUMAN RESOURCES ADMINISTRATION

The task of handling human resources records and related human resources administration functions at the University has been assigned to the Director of Human Resources. Questions

regarding benefits, payroll and interpretation of non-academic policies may be directed to the Director of Human Resources.

COMMITTEE STRUCTURE

INTRODUCTION

What follows is the current committee structure adopted in AY 2008-2009. 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 Provost in consultation with the Management Team.

The committee structure includes: a) The Management Team (three executive vice presidents) and president; b) one Council; and c)

three Standing Committees with multiple sub-committees. A quick reference is as follows:

MANAGEMENT TEAM AND PRESIDENT

Area of Responsibility: University-wide Budget, Planning, Personnel, and Policy

General Purpose: Support Finlandia's Mission by providing comprehensive oversight for all matters pertaining to academic curriculum, governance, policies and procedures.

Primary Functions:

1. Provide executive-level decision-making where necessary in areas of budget, planning, personnel, and policy.
2. Communication among president and university units Board of Trustees.
3. Executive-level counsel.

INSTITUTIONAL PLANNING COUNCIL (IPC)

Area of Responsibility: Unit-level Strategic Planning

General Purpose: Support the mission of Finlandia University by generating and integrating unit-level planning with institution-wide strategic planning objectives.

Primary Functions:

1. Receive and review unit-level planning documents.
2. Support institution-wide strategic plan components.
3. Receive, act on, or forward matters arising from the three Standing Committees: the APD, the ESA, or the FLC.
4. Review and recommend space allocation requests.

ACADEMIC PROVOST'S AND DEANS' COMMITTEE (APD)

Area of Responsibility: Curricular, Academic

General Purpose: Support the mission of Finlandia University by providing comprehensive oversight for all matters pertaining to academic curriculum, governance, policies and procedures.

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. Provide continuous review and revision of the Finlandia University Faculty Handbook.

ENROLLMENT AND STUDENT AFFAIRS COMMITTEE (ESA)

Area of Responsibility: Enrollment, Student Affairs, Co-curricular

General Purpose: Support the mission of Finlandia University by providing oversight and vision for all activities related to recruitment, retention, student affairs, and all other co-curricular programming.

Primary Functions:

1. Continuous review and revision of Finlandia University Student Handbook and policies and all other practices impacting co-curricular activities.
2. Communication and collaboration among all co-curricular units and activities.
3. Support enrollment strategies and efforts (i.e., recruitment and retention).
4. Receive and review all proposals forwarded by the Finlandia University Student Senate.

FINLANDIA LEARNING COMMUNITY COMMITTEE (FLC)

Area of Responsibility: Building Community

General Purpose: Supports the mission of Finlandia University as a learning community by providing oversight and vision for all programs and activities that cultivate and celebrate community.

Primary Functions:

1. Plans and promotes events for recognizing/celebrating students, staff, administration and faculty.
2. Plans and promotes events that enrich learning, spiritual growth, and service for all University members.
3. Advocates, through activities and policy development, a growing awareness and appreciation for community diversity and tolerance.
4. Supports unit-level efforts in new employee orientation activities.

CHAPTER 4

Evaluation: Appointment, Continuation, Tenure, and Promotion of Faculty

Faculty who began employment at Finlandia University prior to May 21, 2011 may choose to follow the Chapter 4 2009 language or the May 21, 2011 language. Faculty who began employment at Finlandia University after May 21, 2011 are under the revised language as noted. Promotions not associated with the granting of tenure will be under the new language for all faculty

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). Occasionally an appointment of a full-time faculty may be made on a semester-by-semester basis. All professional faculty members are subject to the same recruitment, hiring, and evaluative processes.

RESPONSIBILITIES OF PROFESSIONAL FACULTY

Faculty responsibilities include teaching, advising, professional growth and scholarship, retention and recruitment, and campus and local community service. See Chapter 3 for specific activities expected in these areas.

Full-time professional faculty members have a workload of 12-15 instructional credit hours per semester. 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 Provost. 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.

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.

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 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.

OTHER CATEGORIES OF FACULTY

Administrative Staff Who Teach Annually

Administrative staff whose primary function is non-teaching but 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 Provost. 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. Her/his faculty status is assigned to the position and is non-transferable if she/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.

Adjunct Faculty

An adjunct instructor teaches one or more courses (11 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 Provost for reasons including: longevity in the position, professional certification, demonstrated commitment to the university, additional education or professional experience.

CRITERIA AND PROCEDURES FOR APPOINTMENT OF ADJUNCT INSTRUCTORS

In consultation with the Provost, 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.

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 Provost.

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.

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 not provision for overload.

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 Provost 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 Provost 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.

3. 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 Provost with recommendations.
3. The Provost forwards the applications to the Tenure and Promotion Committee for

- evaluation and recommendation.
4. Upon receipt of these recommendations, the Provost 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 arrangement 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 Provost, a report in duplicate of his/her study or travel during the

sabbatical period. The Provost 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 Provost 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 Provost, 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.

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 Instruction and Student Life Committee (ISL) 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 Director of Human Resources for details.

FACULTY EVALUATION

Faculty whose employment commenced after May 21, 2011 see APPENDIX B.

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

Faculty whose employment commenced after May 21, 2011 see APPENDIX B.

During the fall semester, each School or College faculty member will formulate a statement of goals and activities for the academic year. Assessment of progress, achievements, and recommendations will be completed 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 Provost, 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 invite periodically 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 Provost's and Dean's office and in the faculty member's file.

INDICATORS OF PERFORMANCE

Faculty whose employment commenced after May 21, 2011 see APPENDIX B.

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. 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.

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 Student Affairs, 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.

TENURE

Faculty whose employment commences after May 21, 2011 see APPENDIX B.

Purpose of Tenure

The basic purposes of tenure are to provide academic freedom in the classroom, to offer recognition for continuing service to the University, and to protect the professional interests of the individual. Tenure indicates that the appointment is for an indefinite term.

Qualification for Tenure

Tenure is based on both length of service and level of performance. Tenure is generally sought during the candidate's sixth year, but there may be special reasons for seeking early tenure. Tenure is awarded by the Board of Trustees after careful evaluation in accordance with published criteria and procedures.

In the process of tenure review, primary emphasis will be given to teaching and advising, with secondary emphasis given to professional development and University and community service.

By mutual agreement of the University and faculty member, Finlandia University will retain the prerogative of extending the appointment of a faculty member beyond an untenured period of seven years. The appointment may be renewed on an annual basis subject to satisfactory performance of responsibilities and program needs. In special circumstances a faculty member may be asked to reapply for tenure consideration.

TENURE PROCEDURE

Faculty whose employment commenced after May 21, 2011 see APPENDIX B.

By November fifteenth, candidates eligible for tenure will notify the Provost in writing of their desire to be considered for tenure.

Within 15 days of receiving the faculty member's notice of intent to seek tenure, the Provost outlines published criteria and the process for tenure review in writing for the faculty member found in the Faculty Handbook.

The faculty member will compile a portfolio and submit all supportive material to the Provost by March fifteenth. The Board of Trustees will review the tenure recommendation at the May meeting.

The Provost will convene a Tenure and Promotion Committee to review the portfolio. This committee will consist of three tenured faculty members chosen from the professors who

hold tenure at Finlandia University. In addition, an outside member in the field or discipline will be chosen by the Provost. The Provost will serve in an *ex officio* capacity. As this committee reviews the portfolio, each member will prepare a written evaluation. The committee recommendation is the majority opinion. The Tenure and Promotion Committee's recommendation will be forwarded to the President.

The President will retain the right to approve or reverse the Tenure and Promotion Committee's decision. In discussion with the Provost, the President may reserve the right to provide supporting rationale for a reversal of the committee's action.

Following a decision by the President, the Provost will inform the candidate of the President's decision within fifteen days.

The President's affirmative recommendation will be included in the agendas of the Instruction and Student Life (ISL) Committee and the full Board at the Spring meeting of the Board of Trustees. Members of the Instruction and Student Life Committee will evaluate the portfolio, the Tenure and Promotion's written evaluation, and the President's assessment of the candidate. The Instruction and Student Life Committee will present its recommendation to the full Board of Trustees for action at the Spring Board meeting.

CONTENT OF THE TENURE PORTFOLIO

Faculty whose employment commenced after May 21, 2011 see APPENDIX B.

A faculty portfolio for tenure consideration will contain substantiated evidence of the following items. Faculty members are urged to construct as strong a case for tenure as possible. If a faculty member chooses to request tenure and promotion at the same time, the faculty member must

demonstrate that their portfolio is consistent with the expectations for the next level of advancement recognized by the academic community at large. To direct the faculty member who is going for both tenure and promotion see the guidelines on promotion.

TEACHING

Faculty whose employment commenced after May 21, 2011 see APPENDIX B.

Mandatory

- Successful teaching experience demonstrated by positive annual evaluations for at least three years prior to tenure request (student evaluation, self-evaluation, Academic Dean's and/or Department Chair's evaluation).
- Written statement of long-range plans for

continued success and improvement of teaching skills.

- Student outcomes following University study.
- Student perceptions of instructional quality following their University experience.
- Faculty peer assessments of teaching.

ADVISING

Faculty whose employment commenced after May 21, 2011 see APPENDIX B.

Mandatory

- Successful advising experience as demonstrated by positive advisee evaluations for at least three years prior to tenure request.

- Written statement of long-range plans for continued improvement of advising skills.
- Evidence of success and progress of probationary advisees.

PROFESSIONAL DEVELOPMENT

Faculty whose employment commenced after May 21, 2011 see APPENDIX B.

Mandatory

- Terminal degree or equivalent in appropriate subject field, or relevant professional experience.
- Formal continuing education and/or appropriate conferences each year in the field(s) of instruction.
- Evidence of application of new learning to teaching.
- Professional organization memberships.
- Production of original work in the field (examples include but are not limited to research, development of a program or course, essay or article, creative writing, art work, performance, conference paper).
- Written statement of long-range plans for continued professional development.
- A letter of recommendation from an individual outside the University.

Voluntary

- Service on national committees/task forces.
- Official position(s) in professional organizations.
- Professional honors and awards.
- Publications.
- Research projects.
- Scholarly presentations at national/regional meetings

UNIVERSITY AND COMMUNITY SERVICE

Faculty whose employment commenced after May 21, 2011 see APPENDIX B.

Mandatory

- Evidence of regular contributions to departmental or program planning.
- Regular attendance at faculty and departmental meetings.
- University committee and/or Task Force membership.
- Consistent involvement with student group(s).
- Evidence of active membership in community or religious service organizations.
- Evidence of regular contributions to campus/student life.
- Evidence of sharing of knowledge gained at

conferences, workshops, training sessions.

- Written statement of long-range plans for continued University and community service.

Voluntary

- Grant writing for the institution.
- Colleague assessment of institutional service.
- Office positions in community organizations.
- Leadership visibility in the community.
- Special contributions to the community.
- Community assessment of service.
- Substantial record of scholarship in the candidate's field.

PLACEMENT AND PROMOTION IN RANK

Faculty whose employment commences after May 21, 2011 see APPENDIX B.

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

All promotions not associated with the granting of tenure will follow the process in APPENDIX B.

Faculty whose employment commences after May 21, 2011 see APPENDIX B.

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.

EVALUATION PROCESS FOR DEANS AND PROVOST

- | | |
|--|--|
| <ul style="list-style-type: none">• 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. | <ul style="list-style-type: none">• The forms will be turned into the Provost.• The Provost will meet with the deans to discuss the outcomes of this exercise in evaluation.• The Provost will be evaluated by the deans in much the same manner as the deans, and the results will be forwarded to the President. |
|--|--|

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.

- | | |
|--|---|
| <ul style="list-style-type: none">• 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 Provost. In the event the Provost 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 Provost shall respond to the grievance in writing and give a copy to the allegedly aggrieved faculty member (grievant). It is the President or Provost's 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 | <p>the decision to a tripartite Grievance Committee of an administrator selected by the Provost (or President), a faculty member selected by the grievant, and a second faculty member approved by both the Provost and respondent. The appeals board will meet within ten business days of the grievant's or respondent's receipt of the Provost's response.</p> <ul style="list-style-type: none">• 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 Instruction and Student Life 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 Instruction and Student Life 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

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. (Refer to Employee Manual)

Student Records

Student records are maintained by the University Registrar. Faculty may review these records by request to that office. (Refer to University Catalog)

Faculty Records

Faculty credential records are maintained by the School or College and the Offices of the Provost 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 Campus Security Department. 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 Campus Security Office, 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

should be informed of equipment in need of repair or replacement. In the case of instructional equipment provided by Maki Library, Library personnel should be informed if the equipment supplied is in need of repair or replacement. Purchase of new equipment for instructional use will be handled by the Academic Dean or Department Chair of the College of 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 Provost must be notified.

Syllabus Outline

All faculty members are required to begin each course with a detailed syllabus. A course syllabus form outlining the information required to be included is available from the administrative office of the College or School. A digital and/or hardcopy 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 or course objectives. Each syllabus should be aligned with the Finlandia Plan (see the current Finlandia University catalog for this plan).

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 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 Student Affairs the names of students with excessive absences, missing assignments, course work far below expectations, or other at-risk behavior. The Director of Student Affairs 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 Provost's and Deans' Council. Non-curricular changes require only the approval of the Provost and Deans Committee. 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' Instruction and Student Enrollment 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 Provost 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 Provost.

Registration

The Director of Students Affairs coordinates orientation and the University Registrar and Associate 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 strongly encouraged to attend Baccalaureate and expected to attend Commencement. Academic attire is requisite for both ceremonies and may be acquired through the Bookstore. Faculty members who must be absent from either academic procession must notify the Office of the Provost.

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

Sexual Harassment & Other Prohibited Discriminatory Conduct Policies and Procedures

Appendix A

Policy Statement on Non-Discrimination, Discriminatory and/or Sexual Harassment and Retaliation

Finlandia University does not discriminate or permit discrimination against any individual on the basis of race, color, national origin, sex/gender, age, disability, religion, veteran status, familial status, height, weight, socio-economic status, sexual orientation, genetic information or any other category protected by applicable law in matters of admissions, employment, athletics, programs or activities.

Finlandia University strictly prohibits illegal discrimination, discriminatory harassment, sexual harassment, and/or retaliation by any University employee, student, officer, vendor, or guest. It is the policy of Finlandia University to provide an environment for living, learning, and working which is free from illegal discrimination, discriminatory harassment, sexual harassment and retaliation as defined by this policy.

Definition of Discrimination

Discrimination is conduct that is based upon an individual's membership in or perceived membership in a "Protected Class" (i.e., on the basis of race, color, national origin, sex/gender, age, disability, religion, veteran status, familial status, height, weight, socio-economic status, sexual orientation, genetic information or any other legally protected status by applicable law or institutional policy) that:

adversely affects a term or condition of an individual's employment, education, living environment or participation in a University activity; OR

is used as the basis for or a factor in decisions affecting that individual's employment, education, living environment or participation in a University activity; OR

has the effect of unreasonably interfering with an individual's employment or educational performance or creating an intimidating, hostile, offensive, or abusive environment for that individual's employment, education, living environment, or participation in a University activity.

Discrimination may include, but is not limited to, the following: applying the University's Student Code of Conduct differently based upon an individual's sex/gender or membership in another protected class; inequitable provision of opportunity to members of both genders/sex or membership in another protected class in the University's athletic program; discrimination in employment based upon an individual's gender/sex or membership in another protected class; application of any rule concerning a student's actual or potential parental status which treats students differently on the basis of gender/sex; or exclusion of a student from participation in a program based upon the individual's gender/sex or membership in another protected class.

In determining whether the alleged conduct constitutes an act of "Discrimination" under the above

definition, consideration shall be given to the totality of the circumstances from both a subjective and objective perspective, including the context in which the alleged incidents occurred.

Definition of Discriminatory Harassment

“Discriminatory Harassment” is defined as subjecting an individual on the basis of her or his membership in a Protected Class (i.e., **on the basis of race, color, national origin, sex/gender, age, disability, religion, veteran status, familial status, height, weight, socio-economic status, sexual orientation, genetic information or any other legally protected status by applicable law or institutional policy**) to humiliating, abusive, or threatening conduct or behavior that denigrates or shows hostility or aversion toward an individual or group; that creates an intimidating, hostile, or abusive learning, living, or working environment; that alters the conditions of the learning, living, or working environment; or that unreasonably interferes with an individual’s academic performance.

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. Sexual harassment, which is a form of gender-based discrimination, is defined below.

In determining whether the alleged conduct constitutes “Discriminatory Harassment” under the above definition, consideration shall be given to the totality of the circumstances from both a subjective and objective perspective, including the context in which the alleged incidents occurred.

Definition of Sexual Harassment

“Sexual Harassment” is defined as unwelcome sexual advances, requests for sexual favors, and other verbal, physical or visual conduct or behavior of a sexual nature when:

- submission to such conduct or behavior is made either explicitly or implicitly a term or condition of an individual’s employment, academic instruction, performance or advancement, or participation in an activity sponsored by the University; or
- submission to or rejection of such conduct or behavior by an individual is used as the basis for a decision affecting an individual’s employment, academic instruction, performance or advancement, or participation in an activity sponsored by the University; or
- such conduct or behavior has the purpose or effect of unreasonably interfering with an individual’s work, academic performance or participation in an activity sponsored by the University, or of creating an intimidating, hostile, demeaning, or offensive working or learning environment.

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

In determining whether the alleged conduct constitutes "Sexual Harassment" under the definition above, consideration shall be given to the totality of the circumstances from both a subjective and objective perspective, including the context in which the alleged incidents occurred.

Consensual Relationships and Power Differential Relevant to Sexual Harassment

Consensual relationships, by definition, do not constitute illegal discriminatory or sexual harassment. However, such relationships can and have led to charges of sexual harassment. Furthermore, a romantic relationship and/or sexual relationship that appears to be consensual and might be appropriate in other circumstances is inappropriate when it occurs between teachers, administrators, coaches, students, and other individuals they teach, coach, evaluate and/or supervise.

The University strictly prohibits consensual relationships between coaches and student-athletes as set forth in the Amorous Relationship Policy under the Athletic Staff Code of Conduct. With respect to all other University employees, the University neither condones nor specifically prohibits consensual relationships between employees and/or students. Consensual relationships, however, are never within the course or scope of an employee's job or a student's academic requirements.

If a University employee (hereinafter referred to as "superior") enters into an consensual, amorous, dating and/or sexual relationship with either a student who is enrolled in a course taught by such employee, or with a person who is in a subordinate position (hereinafter referred to as "subordinate" or "student"), whereby such person is being supervised, advised, counseled, and/or evaluated by the superior, there will be a rebuttable presumption of a power differential between the superior and the subordinate or student. If such power differential exists and there is a subsequent complaint and/or report of sexual harassment by such student or subordinate, the validity of the consent may be called into question. It may be further presumed under such circumstances that such student's or subordinate's freedom to enter into or continue such relationship is impacted by such power differential.

Any superior who has entered into a consensual romantic and/or sexual relationship with a subordinate or student (or who is likely to become a subordinate) should make arrangements with a supervisor that will ensure all present and future instructional, supervisory, and evaluative obligations will be competently and objectively handled by another appropriate member of the University.

Any superior charged by a subordinate or student with sexual harassment as defined above has the right to rebut the presumptions established above by presenting substantial evidence which establishes that there is no power differential as defined above, or that the relationship in question was consensual and not the product of said power differential.

Nothing contained herein shall exclude a finding of sexual harassment, after adherence to the procedures set forth below, where no power differential exists.

Retaliation

The University strictly prohibits and will not tolerate reprisals or retaliation against any individual due to her or his assertion of her or his protected civil rights, including the filing of internal complaints and/or reports of discrimination, discriminatory or sexual harassment, or participation in an investigation of such a complaint and/or report.

Retaliation may include, but is not limited to, the following conduct: intimidating, threatening, coercing, harassing, or otherwise discriminating against an individual who has made a complaint and/or report, filed a complaint and/or report on behalf of a student or other person, or participated in any manner in an investigation, proceeding or hearing under these policies and procedures. Individuals who

believe they are being subjected to retaliation are strongly encouraged to promptly contact the University's Title IX Coordinator.

Procedures for Reporting Discrimination, Discriminatory Harassment, Sexual Harassment and Retaliation

Experience has shown that a clear statement to the person engaging in offensive behavior is often all that is necessary to stop the conduct. Anyone who believes he or she is and/or has been a victim of illegal discrimination, discriminatory and/or sexual harassment, or retaliation is encouraged to let the person engaging in the conduct know that the conduct is not welcome and/or is offensive. If any person is not comfortable with this step, he/she is not required to do so and should report the incident(s) in accordance with the procedure that follows.

Any member of the University community who feels she/he has been a victim of, or a witness to, illegal discrimination, discriminatory and/or sexual harassment, or retaliation should, within 30 days of the most recent incident(s), contact the following individual in person, by telephone, by email, or in writing:

Dr. Shana Porteen
Title IX Coordinator
Nikander Hall, Rm. 31
(906) 487-7394
shana.porteen@finlandia.edu

Michael Baily
Deputy Coordinator (Student Affairs)
Director of Living & Learning
Mannerheim, Rm. 114
(906) 487-7273
michael.baily@finlandia.edu

Karin VanDyke
Deputy Coordinator (Human Resources)
Director of Human Resources
Old Main, Rm. 209
(906) 487-7361
karin.vandyke@finlandia.edu

The Campus Conduct Hotline® may also be used as an avenue for an individual to report an alleged violation of the University's Sexual Harassment & Other Prohibited Discriminatory Conduct Policies and Procedures by calling 1-866-943-5787. For more information regarding The Campus Hotline®, go to <http://www.finlandia.edu/campus-conduct.html>. Please note, however, in the event of an anonymous complaint and/or report, the University may not be able to investigate effectively (if at all) unless sufficient information is furnished to enable the University to conduct a meaningful and fair investigation.

All faculty, staff, administrators and officials of Finlandia University have a responsibility to notify the designated University contact person if an individual has reported to him or her any incident(s) of discrimination, discriminatory harassment, sexual harassment and/or retaliation at the University, or if the individual has observed any incident(s) of discriminatory harassment, sexual harassment or retaliation at the University. Failure to do so may result in discipline or discharge.

Any individual who knowingly files a false complaint and/or report under this policy, or who knowingly provides false information to or intentionally misleads University officials who are investigating a complaint and/or report, may be subject to disciplinary and/or corrective action by the University.

University Action

Upon receipt of an allegation of illegal discrimination, discriminatory harassment, sexual harassment or retaliation is made, whether anonymously reported or otherwise, the University will promptly review, investigate, and respond as appropriate. Every attempt shall be made to resolve complaints and/or reports in the least disruptive manner possible. Each complaint and/or report of harassment will be evaluated with reference to the pertinent circumstances.

The University reserves the right to take any and all appropriate interim action, including, but not limited to, modifications to class or housing assignments for students, modifications to work assignments for employees, interim suspension, transfer or other actions to protect and place distance between the reporting party or victim, and the accused pending the outcome of the procedures established in this policy.

If the University receives a complaint, report and/or information about alleged discrimination, harassment and/or retaliation from a third party (i.e., from an alleged witness, or an anonymous letter or telephone call) as opposed to an alleged victim and/or an employee, officer, or student of the University, the University will consider the following factors when responding to this complaint, report and/or information: (1) the source and nature of the information; (2) the seriousness of the alleged incident; (3) the specificity of the information; (4) the objectivity and credibility of the source of the report; (5) whether any individuals can be identified who were subjected to the alleged discrimination, harassment and/or retaliation; and (6) the wishes of the complainant and/or victim. If, based on these factors, the University determines it is reasonable to investigate and can confirm the allegations, the University will take any and all appropriate measures referred to in this policy and responsive actions under the below referenced Informal Resolution Procedure and/or Formal Resolution Procedure.

Any individual who believes that he or she is a victim of illegal discrimination, discriminatory and/or sexual harassment and/or retaliation has the option of proceeding *informally* or *formally*. The individual may find informal resolution particularly appropriate if the conduct is isolated and of the following nature: sexual innuendo; display or distribution of drawings, pictures or other materials with a sexual content; sexual or "dirty" jokes; or comments with sexual content. Please note that the formal resolution process is available for illegal discrimination, harassment or retaliation of any nature as defined herein, and that these examples are not intended to discourage use of the formal resolution process at the University.

Faculty members, administrators and/or staff at the University who violate this policy are subject to disciplinary action, up to and including immediate discharge. Students who violate this policy are subject to disciplinary action, up to and including expulsion in accordance with the provisions (if any) of the University's Student Conduct Code. Guests and/or other third party individuals who violate this policy are subject to corrective action, which may include removal from campus, termination of contractual arrangements, and referral for criminal prosecution.

Confidentiality

Upon receipt of any complaint and/or report under this policy, the University will discuss the following confidentiality standards and concerns with the reporting party. The University will advise the reporting party, alleged victim, respondent and all identified witnesses to any investigation of the University's expectation of confidentiality. The University will investigate any complaint received by the University as discreetly as possible, providing information only to those individuals as is necessary for the University to conduct a thorough and complete investigation. In certain circumstances, the University may be able to address alleged discrimination, and/or discriminatory and/or sexual harassment concerns and stop problematic behavior without revealing to the respondent the identity of the reporting party and/or alleged victim. However, some situations will require the disclosure of the identity of the

reporting party and/or alleged victim in order to fully investigate the matter and/or to enable the respondent the ability to fully respond to the allegations against him or her.

If a reporting party requests that his or her name or other identifiable information not be disclosed to the respondent, the University will inform the reporting party that the University's ability to respond to the complaint and/or report may be limited. If a reporting party states that he or she is afraid of reprisals from the respondent, the University will discuss with the reporting party that the law prohibits retaliation, and the University will take steps to prevent retaliation and responsive actions if indeed retaliation occurs.

If a reporting party continues to request that his or her name not be revealed or other identifiable information not be revealed, the University will evaluate the request in the context of its responsibility to provide a safe and nondiscriminatory environment for all individuals. The University may weigh the request for confidentiality against the following factors: (1) the seriousness of the alleged harassment; (2) whether the alleged victim is under the age of majority; (3) whether there have been other harassment complaints and/or reports about the same individual; and (4) the respondent's rights to receive information about the allegations if the information is maintained by the school as an "education record" under the Family Educational Rights and Privacy Act (FERPA). The University will take all reasonable steps to investigate and respond to the complaint and/or report consistent with a reporting party's request as long as doing so does not prevent the University from responding effectively to the discrimination, harassment and/or retaliation and preventing discrimination and/or harassment of other individuals. In the event the University cannot ensure confidentiality, the reporting party will be notified of this fact. Moreover, if the school cannot take disciplinary action against the respondent because the reporting party insists on confidentiality, the University will pursue other steps to limit the effects of the alleged harassment and prevent its recurrence.

The University has a compelling interest to address all allegations of discrimination, discriminatory and/or sexual harassment and/or retaliation brought to its attention. As such, the University reserves the right to take any and/or all appropriate action in such circumstances, even in cases when the reporting party and/or alleged victim are reluctant to proceed.

Informal Resolution Procedure

Unless otherwise requested by a reporting party, complaints and/or reports will initially be handled through informal procedures. Informal resolution efforts are voluntary and, as such, the reporting party and/or the alleged victim may request to move the complaint and/or report through the formal resolution procedure (discussed below) at any time, or the University may do so at any time on its own accord. Informal resolution may be facilitated by the Title IX Coordinator (or his/her designee) and does not involve any requirement that the parties meet unless both parties request such a meeting, and the Title IX Coordinator (or his/her designee) determines such a meeting would be appropriate. Informal resolution, such as mediation, is not an option for cases of sexual misconduct or sexual assault, including sexual or inappropriate touching of any kind.

The Title IX Coordinator (or his/her designee) will strive to conclude the Informal Resolution process within thirty (30) calendar days of receiving a complaint and/or report. If the matter is not resolved informally to the satisfaction of the reporting party and/or alleged victim, the individual may submit a request for formal resolution. This request must be submitted in writing to the Title IX Coordinator within ten (10) days of the informal resolution.

Formal Resolution Procedure

If an individual chooses to proceed formally, the reporting party shall provide as much of the following information, either verbally or in writing, to the above designated Title IX Coordinator:

- Provide the name of the person engaging in the conduct and describe the alleged discrimination, discriminatory harassment, sexual harassment or retaliation, including dates, times, locations, or an estimate of such;
- Name and contact information of any witness to any incident described and/or provide any other evidence of discrimination, discriminatory harassment, sexual harassment or retaliation;
- Indication whether or not the reporting party notified the accused that he or she was offended or otherwise displeased by the act or offensive behavior;
- If the reporting party described the discrimination, discriminatory harassment, sexual harassment or retaliation to anyone, including anyone employed by the University, and who that person is;
- If the reporting party has any knowledge of any others who have experienced discrimination, discriminatory harassment, sexual harassment or retaliation from the same individual;
- Describe how the discrimination, discriminatory harassment, sexual harassment or retaliation has affected the reporting party; and
- Describe the reporting party's desired outcome as a result of reporting the discrimination, discriminatory harassment, sexual harassment or retaliation. (*Note: This outcome cannot be guaranteed by the University.*)

If an individual (other than the alleged victim) receives a report of any incident(s) at the University of discrimination, discriminatory harassment, sexual harassment and/or retaliation, or if an individual (other than the alleged victim) has observed any incident(s) at the University of discrimination, discriminatory harassment, sexual harassment or retaliation, that individual shall provide to the Title IX Coordinator as much of the above information within his or her possession. Under these circumstances where an incident(s) of alleged discrimination, discriminatory harassment, sexual harassment and/or retaliation is reported by a third party, the individual identified by the third party as a victim of discrimination, discriminatory and/or sexual harassment and/or retaliation will be contacted about the incident(s) reported by the third party as well as to notify the alleged victim of the process in which he or she may file an informal and/or formal complaint and/or report in so far as the incident(s) constitutes a violation of this policy. While an alleged victim is not required to file an informal and/or formal complaint and/or report of discrimination, discriminatory and/or sexual harassment and/or retaliation with the University, the University shall investigate any information received by a third party, with or without cooperation from the victim (to the extent possible), in order to ensure the campus is free from discrimination, discriminatory and/or sexual harassment, and retaliation.

Under the formal resolution procedures the University will promptly and thoroughly investigate all complaints and/or reports describing conduct that is allegedly in violation of the University's discrimination, discriminatory and/or sexual harassment policy. Depending on the nature of the allegations, the investigation may include, but is not limited to: (1) interviews with the reporting party, the respondent, witnesses, and other persons believed to have pertinent factual information; (2) review of written documentation, emails and/or relevant policies; and (3) any other steps deemed necessary to investigate the allegations thoroughly by the University.

All individuals involved in the investigation are expected to cooperate in a truthful manner with the investigation process. The Title IX Coordinator (or his/her designee) will strive to conclude the investigation within sixty (60) calendar days. However, depending upon the nature and complexity of the investigation, investigations may be completed before or after this time frame.

Any participant in an investigation who has a complaint regarding the conduct of the investigator or who believes the investigator has a conflict of interest should contact the Executive Vice President ("EVP") of Business and Finance, who shall take appropriate step(s) to address the issue in a prompt and equitable manner.

Within 30 days after the end of the investigation, the Title IX Coordinator (or his/her designee) will

prepare a written report of the investigation that will include a determination regarding the merits of the allegations. The standard of proof used to determine the facts of the case will be a “preponderance of the evidence” standard (i.e., that which is believed is more likely than not to have occurred based on the information presented). Possible outcomes of an investigation are: (1) a finding that the allegations are not warranted or could not be substantiated; or (2) a finding that the allegations are substantiated and constitute an act of illegal discrimination, discriminatory and/or sexual harassment, or retaliation, and if so, referral to the appropriate University administrator for appropriate remedial action, resolution and follow-up regarding the matter.

If the allegations of discrimination, discriminatory and/or sexual harassment, and/or retaliation are substantiated, the case shall be referred to the appropriate University administrator to determine what, if any, remedial action will be taken to eliminate the discrimination, discriminatory and/or sexual harassment and/or retaliation, and prevent its recurrence at the University. The Title IX Coordinator, in cooperation with the relevant University officials, will also offer any and all available remedies to the victim of discrimination, discriminatory and/or sexual harassment and/or retaliation, including, but not limited to, counseling and/or monitoring the matter to assure that the discrimination, discriminatory and/or sexual harassment and/or retaliation does not recur. The Title IX Coordinator shall retain oversight of the remedial part of the Formal Investigation process to ensure that the necessary actions are taken and that they are effective in preventing recurrence of the discrimination, discriminatory and/or sexual harassment and/or retaliation.

The University shall inform the reporting party, alleged victim and respondent in writing when the University has completed its investigation. The reporting party and/or alleged victim shall be informed: (1) if the University found a violation of its policy against discrimination, discriminatory and/or sexual harassment or retaliation; and (2) if such a violation has been found to have occurred, that the matter has been referred to the appropriate University administrator for disciplinary action. The reporting party and/or alleged victim may also be informed of actions and/or sanctions imposed against the respondent when the individual needs to be aware of the action and/or sanction in order for it to be fully effective (such as restrictions on communication or contact with the reporting party and/or alleged victim). However, in accordance with the University’s policies protecting individuals’ privacy and/or other law, the reporting party and/or alleged victim shall not be informed of the details of any recommended disciplinary action and/or any discipline imposed without the consent of the respondent, unless it is necessary to ensure compliance with the action or the safety of individuals.

If a complaint involves an act of violence or a sexual assault against a member of the University community, the University may be required to disclose the outcomes of the disciplinary procedure. Information specific to students in regard to this type of situation is addressed in the University’s Sexual Assault policy.

Appeal Process

An alleged victim and/or an alleged offender of the University’s Sexual Harassment & Other Prohibited Discriminatory Conduct Policies and Procedures has the right to appeal the results of the investigation performed by the Title IX Coordinator (or his/her designee) during the above cited Formal Resolution Process. To do so, the appealing individual(s) shall submit a written appeal to the Executive V.P. for Academic and Student Affairs within 10 business days of receiving the written final determination from the Title IX Coordinator (or his/her designee). Appeals will only be considered when based on one of the following: (1) bias; (2) discovery of new evidence that was not available earlier and is of a character directly affecting the decision; or (3) failure to follow the above referenced policies and procedures relative to the Resolution Process.

The Executive V.P. for Academic and Student Affairs shall review the written appeal and make a final

determination within thirty (30) business days of receiving the written appeal. The Executive V.P. for Academic and Student Affairs shall communicate the appeal decision in writing to the alleged victim, alleged offender and the Title IX Coordinator.

Prevention and Resources

The University is committed to preventing and eliminating illegal discrimination, discriminatory and/or sexual harassment and retaliation of students, faculty and/or staff. To that end, this policy will be published on the University's web site, included in orientation materials for new students, faculty and staff, and also made available in the Department of Human Resources and other appropriate campus locations.

In addition, the University will conduct training sessions (when appropriate) to (1) inform students, faculty and staff about identifying and reporting discriminatory and/or sexual harassment, (2) advise members of the University community about their rights and responsibilities under this policy, and (3) train personnel in the administration of this policy.

Individuals with inquiries concerning the application of Title IX may also contact: The Office for Civil Rights, Cleveland Office, U.S. Department of Education, 600 Superior Avenue East, Suite 750, Cleveland, Ohio 44114-2611., Telephone: (216) 522-4970, Facsimile: (216) 522-2573, Email: OCR.Cleveland@ed.gov.

The effective date of this policy is: July 18, 2013

Appendix B

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 chose 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.
- 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.