

WESTMONT COLLEGE

FACULTY HANDBOOK

This Faculty Handbook is not a contract of employment.

Section 2. *Contractual Statement* contains
certain terms of employment and procedures
that apply to faculty members.

June, 2008

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FACULTY HANDBOOK

Westmont College

1.0 HISTORY, MISSION, GENERAL ORGANIZATION AND GOVERNANCE

1.1 History

Early evangelical Christian institutions of higher learning were conceived to witness to and to preserve the viability of a world-view understood in light of Christian faith and tradition. Many were founded primarily for the training of ministers, missionaries, and teachers.

The Bible Missionary Institute, established in 1937 in Los Angeles, was the direct antecedent to Westmont. It was founded by Mrs. Alexander Kerr who envisioned a college for training men and women for full-time Christian service, especially young people without the resources to attend existing institutions.

In 1940 Westmont College was incorporated as a four year degree-granting Christian liberal arts college. Having outgrown its Los Angeles facilities, the campus was relocated to the Dwight Murphy estate in Montecito in 1945. Forty acres of the adjacent Deane School were added in 1967. Westmont was accredited by WASC in 1958. (For a discussion of the early history of Westmont College, see Lyle Charles Hillegas, *A History of Westmont College*, unpublished dissertation, Dallas Theological Seminary, 1964.)

1.2 Mission Statement

The mission of Westmont College is to provide a high quality undergraduate liberal arts program in a residential campus community which assists college men and women towards a balance of rigorous intellectual competence, healthy personal development, and strong Christian commitments.

1.2.1 Philosophy of Education

Liberal Arts. As a liberal arts college, Westmont seeks to help its students become certain kinds of people, not mere repositories of information or mere possessors of professional skills. Where such information and competencies are acquired, it is to be done in an intellectual and social context that nourishes a larger spiritual vision and is integrated with it. Crucially, as a liberal arts college, Westmont seeks to help inculcate those skills that contribute to leading a successful and satisfying life. For just as one must be trained in the skills that enable one to engage in a trade, so one must be trained in those skills that enable one to engage in the distinctively human activities of reasoning, communicating,

1 thoughtfully choosing one's moral and spiritual ends, building political, economic and
2 spiritual communities, and entering into those "appreciative pleasures" that require
3 knowledge, experience, and trained discrimination. Herein lies the relationship between
4 liberal learning and life, for these are the very skills that translate into performing well
5 one's role as citizen of the state, servant of the church, member of a family, worker or
6 professional and participant in the cultural world.

7 Christian. Westmont College is committed to the universal truths of the Christian faith,
8 to a high view of biblical authority and an orthodox doctrinal vision, and to the central
9 importance of a personal relationship with God through Jesus Christ. It is this Christian
10 faith that the college seeks to integrate fully into its life as a liberal arts institution. For the
11 pursuit of a liberal arts education, with its emphasis on producing certain kinds of people
12 and inculcating certain basic human skills essential for living a satisfactory life, cannot take
13 place in isolation from one's most basic commitments and beliefs. For the Christian, then,
14 this means bringing one's biblical and theological heritage to this educational enterprise.
15 Indeed, to have basic values and commitments that one cannot explicitly and systematically
16 bring to this task is to have an education that is severely truncated, severed, as it were, from
17 one's most important beliefs and values. To isolate one's worldview in this way, while
18 pursuing an education, will only result in a worldview uninformed by sustained intellectual
19 reflection. Such an approach will yield persons who are not fully educated, indeed not
20 educated at the core of their being. For the Christian, therefore, higher education must be
21 Christian education, if it is to be education for the whole person. At Westmont, then,
22 Christian faith is to inform the academic enterprise and the academic enterprise is to inform
23 one's Christian faith and thus yield a Christian worldview that is biblically based and
24 intellectually sound.

25 Undergraduate. Westmont is an undergraduate college and as such directs its attention,
26 focuses its resources and devises its pedagogical strategies to facilitate the development of
27 students who are beginning their post-secondary education. It follows that the primary
28 emphasis at Westmont is on teaching. But teaching often involves helping students to
29 acquire research skills and to become themselves producers of knowledge. This can be
30 done effectively only as faculty model research skills for students, and mentor them in the
31 acquisition of those skills. Moreover, to create a vital intellectual environment profitable
32 for undergraduate students, Westmont must be an institution where knowledge is generated
33 as well as transmitted. But producing such knowledge is to be largely (though not
34 exclusively) evaluated and appreciated in terms of the benefits that accrue, directly or

1 indirectly, to those undergraduates who have come to Westmont to receive their education.
2 For it is those students that the educational programs at Westmont are dedicated.

3 Residential. The educational programs of Westmont College are residential in character
4 and reflect a commitment to facilitate and exploit the ways in which education occurs
5 within community. Indeed, ever since the monastic tradition, learning has been cultivated
6 and transmitted within residential communities, enabling learning to be promoted by the
7 joys of shared exploration and the sustenance of spiritual kinship. Moreover, both the
8 Christian and liberal arts traditions remind us of the integrity of human wholeness; we
9 cannot be neatly compartmentalized into rational, spiritual and affective components. The
10 residential character allows and encourages expression of this wholeness as we live, learn
11 and worship together. Further, the residential character of the college reflects the
12 conviction that the goal of all meaningful learning, and of biblical education in particular, is
13 to inform the way we live. The residential character of the college invites students to apply
14 their studies to the daily task of creating a community in which individuals can grow and
15 mature together. Students are able to cultivate these patterns of adulthood and redemptive
16 living in the presence of role models and mentors who can help them in this process.

17 Global. Westmont is to be a college with global concerns. For the earth and all its
18 peoples are God's good creation. As such, they must be appropriately valued and respected.
19 We are called in scripture to be stewards of the earth, to be faithful caretakers of the
20 physical creation. We are also called to appreciate the rich diversity of human cultures –
21 cultures shaped by people who bear the mark of God's image in creation. We are, then to
22 be a community informed and enriched by thoughtful and intentional study of and
23 interaction with cultures other than our own. Ours is, however, a fallen world, and the
24 earth, its peoples, and their institutions stand in need of the redemptive, reconciling word of
25 the gospel. We are called, therefore, not only to appreciate and preserve the creation and
26 human cultures, but also to participate in the work of the Kingdom in response to the Great
27 Commission to make disciples of all nations – to bring all creation and human institutions
28 under the Lordship of Christ. This task involves grappling with the full range of ways in
29 which the fall has introduced blindness, disintegration, conflict, and injustice into the world.
30 Finally, the emphasis on the global nature of education is recognition that our world has
31 increasingly become interconnected and interdependent. To prepare people to function
32 intelligently, effectively and for the good in a world of global politics, global economics,
33 and global communications must be one of the aims of a Westmont education.

1 **1.2.2 Accreditation and Memberships**

2 Westmont College is accredited by the Senior College Commission of the Western
3 Association of Schools and Colleges (985 Atlantic Ave., Suite 100, Alameda, CA, 94501;
4 phone 510-748-9001), an institutional accrediting body recognized by U.S. Department of
5 Education. Its teaching programs, with specialization in elementary and secondary
6 teaching, are accredited by the California State Board of Education. Approval has been
7 granted for the training of veterans and war orphans.

8 Westmont is a member of the Independent Colleges of Southern California; the
9 Association of Independent California Colleges and Universities; the Christian College
10 Consortium; and the Annapolis Group of national liberal arts colleges. Its financial policies
11 are in accordance with those of the Evangelical Council for Financial Accountability
12 (ECFA).

13 **1.3 College Organization**

14 **1.3.1 Board of Trustees**

- 15 a) The Westmont College Board of Trustees holds in trust the physical and financial assets of
16 the College and has power of review and veto in relation to policy and programs.
- 17 b) The Board of Trustees is independent and self-perpetuating. Its members are elected to
18 three-year terms, and one-third of the members are elected annually.
- 19 c) Westmont College trustees are knowledgeable of, and committed to, the central and
20 strategic role education plays in contemporary society and the crucial contributions of
21 Christian higher education to the church and its work. The trustees affirm the College’s
22 Christian liberal arts philosophy and programs, and support the framework of academic
23 governance shared with the faculty and administration.
- 24 d) It is essential that trustees be persons of genuine Christian faith, who accept without
25 reservation the Articles of Faith, and seek to uphold the college motto on the corporate seal,
26 *Christus Primatum Tenens* (“Holding Christ Preeminent”).

27 **1.3.2 Administration**

- 28 a) The Board assigns certain powers and authority to the administration of the College and to
29 the faculty. The faculty, meeting in regular session, has authority to recommend changes in
30 policy and programs to the administration and to the Board.
- 31 b) Organization Chart (See Appendices)

32 **1.3.2.1 President**

- 33 a) Function: To serve as chief executive officer of the College and to exercise all executive
34 powers not explicitly reserved to the Trustees.

- 1 b) Term: Appointed annually by the Board of Trustees.
- 2 c) Accountability: Accountable directly to the Board of Trustees.
- 3 d) Salary: Remunerated as recommended and approved by the Board of Trustees.
- 4 e) Responsibilities and Duties:
- 5 1) Related to the Trustees:
- 6 (a) To make regular reports to the Board of Trustees to enable them to arrive at
- 7 informed judgments.
- 8 (b) To engage the Trustees in periodic review of institutional goals, policies and
- 9 programs.
- 10 (c) To recommend to the Board of Trustees for appointment members of the Executive
- 11 Team and all full-time faculty members with suggested rank and compensation.
- 12 2) Related to College Management:
- 13 (a) To act on behalf of the Board of Trustees on all College matters subject to its
- 14 direction.
- 15 (b) To provide vision and leadership for the faculty and administration in formulating
- 16 educational and support programs.
- 17 (c) To oversee the operation and development of the institution as a whole.
- 18 (d) To supervise the Vice Presidents in the performance of their duties.
- 19 (e) To make final review and give final administrative approval of College plans,
- 20 budgets, and policies and to submit appropriate items to the Board of Trustees for
- 21 adoption.
- 22 3) Related to College Constituencies:
- 23 (a) To represent and interpret the College and its programs to internal and external
- 24 constituencies.
- 25 (b) To seek support for the College necessary to achieve the institution's mission and
- 26 goals.

27 **1.3.2.1.1 Executive Assistant to the President**

- 28 a) Function: To assist the President and his or her staff in coordinating their efforts, providing
- 29 necessary information for decision-making, and monitoring overall College management.
- 30 b) Term: Appointed annually by the President with the approval of the Board of Trustees.
- 31 c) Accountability: Directly accountable to the President.
- 32 d) Salary: As recommended by the President and approved by the Board of Trustees.
- 33 e)

1 Responsibilities and Duties:

2 1) Related to the President:

- 3 (a) To advise the President in matters of general College policy and management and
4 provide information requested.
5 (b) To serve as a member of the Executive Team.
6 (c) To assist the President in preparation for Board of Trustees meetings.
7 (d) To perform other duties assigned by the President.

8 **1.3.2.2 Executive Team**

9 The administration of the College is the responsibility of the President, who serves at
10 the pleasure of the Board of Trustees as Westmont's chief executive officer. The Provost is
11 the senior administrator of the College's educational program, with primary responsibility
12 for the academic program, and, with leadership from the Vice President for Student life, for
13 the out-of-classroom life of the student body. The President, the Provost, the Executive
14 Vice President and the four divisional Vice Presidents constitute the Executive Team.

15 **1.3.2.2.1 Provost**

- 16 a) Function: To coordinate the entire educational program of the College to achieve the
17 college mission and goals; to build a strong and comprehensive liberal arts curriculum, and
18 to ensure that all academic instruction, student development activities, and spiritual life
19 programs, are effective means to nurture a strong and mature Christian commitment,
20 consistent with the values and beliefs of the evangelical Christian community; to articulate
21 the vision of Christian liberal arts in a manner that is compelling both internally and to the
22 various constituencies of the college.
23 b) Term: Appointed annually by the President with the approval of the Board of Trustees.
24 c) Accountability: Directly accountable to the President.
25 d) Salary: As recommended by the President and approved by the Board of Trustees.
26 e) Responsibilities and Duties: The Provost is the number two administrative officer of the
27 college and senior administrator of the educational program. The Provost is the dean of
28 faculty, with primary responsibility for the academic program, and, with leadership from the
29 Vice President for Student Life, for the out-of-classroom life of the student body as well.

30 1) Related to the President:

- 31 (a) To advise the President in matters of College policy in general, and educational
32 programs in particular.
33 (b) To report regularly to the President on the status of all aspects of the College under
34 his or her administrative supervision.

- 1 (c) To assume, in the absence of the President, administrative responsibility for the
2 College.
- 3 (d) To assist the President in presenting to the Board of Trustees and its committees
4 matters relating to educational programs and personnel.
- 5 2) Related to Supervision, Guidance, and Advisory Roles:
- 6 (a) To provide administrative supervision over the following:
- 7 (1) Vice President for Student Life
- 8 (2) Associate Academic Dean for Curriculum
- 9 (3) Associate Provost for Assessment, Planning and Research
- 10 (4) Director of Admissions
- 11 (5) Director of the Library and Information Services
- 12 (6) Director of Off-Campus Programs
- 13 (7) Athletic Director
- 14 (8) Registrar
- 15 (9) Campus Pastor
- 16 (10) Department Chairpersons
- 17 (11) Individual Faculty members
- 18 (b) As dean of faculty,
- 19 (1) To serve as a liaison between the Faculty and the President and his or her
20 administrative officers particularly in academic matters.
- 21 (2) To have responsibility, with the involvement of department chairs, for the
22 recruitment of faculty personnel.
- 23 (3) To recommend, in consultation with the Faculty Personnel Committee,
24 appointments of faculty personnel.
- 25 (4) To implement, with the assistance of department chairs, a program for the
26 evaluation of faculty performance and instructional improvement.
- 27 (5) To maintain a program for professional development and in-service
28 education.
- 29 (6) To promote, with the assistance of the Faculty Budget and Salary Committee,
30 a program for the enhancement of faculty welfare.
- 31 (7) In conjunction with the Faculty Council, to ensure the proper functioning of
32 faculty committees within the governance pattern.
- 33 (8) To maintain, in consultation with the Faculty Council, a complete and
34 accurate *Faculty Handbook*.

1 (c) To serve ex officio on College committees and to chair, or to designate a chair for,
2 the following:

3 (1) Faculty meeting as a committee of the whole

4 (2) Academic Senate

5 (3) and to establish ad hoc committees as may be appropriate

6 3) Related to Planning and Budgeting:

7 (a) To provide leadership in the formulation and implementation of educational
8 programs consistent with the goals of the College.

9 (b) To promote the wise adoption of effective new alternatives in educational
10 methodologies and technologies.

11 (c) To formulate, in conjunction with appropriate committees, educational policies and
12 regulations for recommendation to the Faculty, President, and Trustees.

13 (d) To oversee the continued development of a comprehensive undergraduate
14 curriculum strongly built upon the classic liberal arts traditions and informed by a
15 Christian worldview.

16 (e) To develop and integrate all aspects of college life including
17 academic/instructional, student development and campus ministries, to promote the
18 intellectual development, spiritual growth, and character formation of students.

19 (f) To prepare and manage the budget for all educational programs of the College.

20 **1.3.2.2.1.1 Associate Academic Dean for Curriculum**

21 a) Function: As the number two position within the academic program, the Associate
22 Academic Dean for Curriculum has primary responsibility over curriculum development.
23 In the absence of the Provost, and under the direction of the President, the Associate
24 Academic Dean for Curriculum will assume primary leadership for the academic area.

25 b) Term: Appointed annually by the Provost with the approval of the President.

26 c) Accountability: Directly accountable to the Provost.

27 d) Salary: As recommended by the Provost and approved by the President.

28 e) Responsibilities and Duties:

29 1) Chair the Academic Senate, overseeing those issues for which the Senate has primary
30 responsibility.

31 2) Chair the Academic Senate Executive Committee, overseeing the functions ascribed to
32 that committee in the *Faculty Handbook*.

33 3) Chair the General Education Committee

- 1 4) Retain membership in the President’s Advisory Committee, communicating the budget
- 2 implications of curricular planning decisions.
- 3 5) Work with the Provost and Senate, developing and implementing a strategic plan for
- 4 curricular enhancement.
- 5 6) To provide supervision and guidance to the Director of Internships.

6 **1.3.2.2.1.1.1 Department Chair**

- 7 a) Function: To give leadership for and coordinate the activities of the academic department.
- 8 b) Appointment Procedures: Department chairs are appointed by the Provost after
- 9 consultation with all faculty members within the department. Preferably department chairs
- 10 should be tenured and hold the rank of associate professor or higher.
- 11 c) Term: Appointments are normally for three-year terms with the possibility of renewal.
- 12 d) Responsibilities and Duties:
 - 13 1) Provide leadership and immediate oversight of the educational program of the
 - 14 department
 - 15 2) Supervise and coordinate ongoing program review and assessment to ensure continued
 - 16 departmental health and progress.
 - 17 3) Coordinate the administrative affairs of the department and serve as liaison to other
 - 18 departments of the College (e.g., working with the Registrar’s Office and Director of
 - 19 Advising in the assignment of advisees, facilitating new student recruitment with the
 - 20 Admissions Office).
 - 21 4) Prepare and supervise expenditures of the department budget.
 - 22 5) Develop the departmental curriculum and teaching assignments including the
 - 23 recruitment and orientation of part-time faculty to support the curriculum.
 - 24 6) Represent the department to the Provost or Associate Provost in financial matters,
 - 25 course offerings, teaching load, scheduling of courses, and catalog copy.
 - 26 7) Conduct department business through regular meetings.
 - 27 8) Work with the library staff in the ordering of books and other instructional materials.
 - 28 9) Work with the Provost in the recruitment of full-time faculty members.
 - 29 10) Oversee and implement probational faculty development procedures as outlined in the
 - 30 *Faculty Handbook* (2.2.1.4).
 - 31 11) Be a vehicle of communication for departmental faculty concerning faculty rights and
 - 32 responsibilities.
 - 33 12) Serve as a member of the Academic Senate.
 - 34 13) Assist the Provost in the mentoring of new department chairs.

1 14) Recruit, orient, supervise and evaluate departmental secretaries and support staff.

2 **1.3.2.2.1.2 Vice President for Student Life and Dean of Students**

3 a) Function: To coordinate the student life programs in a manner conducive to maximum
4 human growth and development.

5 b) Term: Appointed annually by the Provost with the approval of the President.

6 c) Accountability: Directly accountable to the Provost and President.

7 d) Salary: As recommended by the Provost and approved by the President.

8 e) Responsibilities and Duties:

9 1) Related to the President:

10 (a) To serve as a member of the Executive Team, providing advice on matters of
11 College policy, especially in the area of student life.

12 (b) To assist the President in representing student needs and programs to the Student
13 Life Committee of the Board of Trustees.

14 2) Related to the Provost:

15 (a) To advise the Provost in matters of College policy in general, and Student life in
16 particular.

17 (b) To report periodically to the Provost on the status of all aspects of the College
18 under his or her administrative supervision.

19 3) Related to Supervision, Guidance, and Advisory Roles:

20 (a) To provide administrative supervision over:

21 (1) Residence Hall Program

22 (2) Counseling Services

23 (3) Health Services

24 (4) Office of Life Planning

25 (5) Center for Leadership and Learning Program

26 (6) First-Year Program

27 (7) Intercultural Program

28 (b) Related to Student Life:

29 (1) To provide leadership in the formulation and implementation of policies and
30 programs which provide for the orderly development of campus student life.

31 (2) To prepare and administer on-going policies for student life as developed in
32 the *Student Handbook*.

33 (3) To provide liaison with the Faculty in efforts to develop cooperative
34 programs to enhance the mission of the College.

- 1 (4) To provide guidance and direction to the student government (WCSA).
- 2 (5) To develop disciplinary guidelines which provide for due process, open
- 3 adjudication, and justice.
- 4 (6) To develop and direct student social, educational, and cultural programs.

5 **1.3.2.2.1.3 Associate Provost for Assessment, Planning and**
6 **Research**

- 7 a) Function: To coordinate and manage the academic planning and budget process, and to
- 8 oversee institutional research and assessment programs.
- 9 b) Term: Appointed annually by the Provost with approval of the President.
- 10 c) Accountability: Directly accountable to the Provost.
- 11 d) Salary: As recommended by the Provost and approved by the President
- 12 e) Responsibilities and Duties:
 - 13 1) Related to academic planning and budget
 - 14 (a) To work closely with academic department chairs and cost-center managers that
 - 15 report to the Provost in soliciting annual budget and CIP requests.
 - 16 (b) To work with the Provost in developing prioritizing budget and CIP requests for
 - 17 the academic area.
 - 18 (c) Monitor academic budgets throughout the year and approve spending requests
 - 19 (d) Work with the Provost on matters related to faculty compensation.
 - 20 (e) Represent the Provost on the Faculty Salary and Benefits Committee, and other
 - 21 committees as designated.
 - 22 2) Related to institutional research
 - 23 (a) Serve as the “assessment officer” of the College, identifying assessment needs and
 - 24 overseeing assessment processes.
 - 25 (b) Assist and encourage departments to engage in program assessment.
 - 26 (c) Collect data from various campus sources.
 - 27 (d) Maintain appropriate data from other institutions for comparative and planning
 - 28 purposes.
 - 29 (e) Develop and maintain a College Factbook, working with college vice presidents to
 - 30 ensure accuracy and thoroughness.
 - 31 (f) Complete and/or develop surveys and reports required by external agencies or for
 - 32 internal planning.
 - 33 (g) Develop special reports requested or authorized by members of the Executive
 - 34 Team.

- 1) Related to the President
 - (a) To work closely with the President on matters of College policy and direction, in general, and advise specifically on the status of all aspects of the College under his supervision.
 - (b) To serve as College liaison with legal counsel.
- 2) Related to Supervision, Guidance, and Advisory Roles:
 - (a) To provide direct administrative supervision over the following:
 - (1) Director of Information Technology
 - (2) Director of Human Resources
 - (3) Director of Auxiliary Services
 - (b) Chair the Diversity Committee as well as other College committees and task forces as determined by the President.

1.3.2.2.3 Vice President for Finance

- a) Function: To manage the financial and business operations of the College in a manner which adequately supports the educational programs.
- b) Term: Appointed annually by the President with the approval of the Board of Trustees.
- c) Accountability: Directly accountable to the President.
- d) Salary: As recommended by the President and approved by the Board of Trustees.
- e) Responsibilities and Duties:
 - 1) Related to the President:
 - (a) To advise the President in matters of College policy in general, and business operations in particular.
 - (b) To report periodically to the President on the status of all aspects of the College under this Vice President's supervision.
 - (c) To formulate financial and business policies and regulations for recommendations to the President.
 - (d) To assist the President in presenting to the Finance Committee of the Board of Trustees matters relating to finance, business, and personnel, and to the Building and Grounds Committee of the Board of Trustees matters relating to campus facilities.
 - (e) To serve between the President and other administrators in financial and business matters.
 - (f) To perform such other related duties and responsibilities as may be assigned by the President.

1 2) Related to Supervision, Guidance, and Advisory Roles:

- 2 (a) Fiscal Affairs
- 3 (b) Property and Facilities
- 4 (c) Management Systems
- 5 (d) Financial Aid

6 **1.3.2.2.4 Vice President for Development**

- 7 a) Function: To relate Westmont College and its objectives to its constituent publics, and
- 8 relate those publics and their resources to the College and its objectives, and to secure the
- 9 favorable public opinion and resources necessary to adequately support Westmont in its
- 10 program of Christian higher education.
- 11 b) Term: Appointed annually by the President with the approval of the Board of Trustees.
- 12 c) Accountability: Directly accountable to the President.
- 13 d) Salary: As recommended by the President and approved by the Board of Trustees.
- 14 e) Responsibilities and Duties:

15 1) Related to the President:

- 16 (a) To advise the President in matters of College policy, and general affairs in
- 17 particular.
- 18 (b) To report periodically to the President on the status of all aspects of the College
- 19 under his or her administrative supervision.

20 2) Related to Supervision, Guidance and Advisory Roles:

- 21 (a) Public Affairs Department
- 22 (b) Development Programs
- 23 (c) Resource Development Programs
- 24 (d) Publications
- 25 (e) News Bureau
- 26 (f) Promotional Programs

27 **1.3.3 Faculty**

28 University and college faculty have a significant role in the governance of the academy.

29 At Westmont College, the faculty, under the final authority of the Board of Trustees,

30 exercise primary authority over instruction and curriculum and share authority for many

31 standards and policies. While specific administrative functions have been assigned to

32 individual faculty committees, the authority to recommend major changes in policy or to

33 advise the administration or Board of Trustees on central issues of College-wide concerns

34 rests with the faculty as a whole.

1 **1.3.3.1 Final Authority**

2 The Board of Trustees has final authority to approve substantive changes in institutional
3 purposes, policies, and programs. The Board normally exercises its responsibility on
4 campus through the President, who is expected to provide leadership within the entire
5 educational program of the College.

6 **1.3.3.2 Primary Authority**

- 7 a) The faculty, together with the Provost, govern curriculum and formulate academic policies
8 through formal action in faculty meetings and the committee structure; the latter is used to
9 implement established policy, to develop and recommend changes, and to interpret policy
10 as necessary.
- 11 b) Curricular and academic policy changes are processed through the Academic Senate. The
12 following items require submission by the Faculty Council for action by the full faculty for
13 implementation:
- 14 1) the addition or deletion of a major;
 - 15 2) the addition or deletion of a complete field of study, including any programs which do
16 not fall within the direct supervision of an existing academic department or any
17 semester-long off-campus study program;
 - 18 3) the addition or deletion of a graduation requirement;
 - 19 4) the addition or deletion of a general education requirement;
 - 20 5) an alteration in the structure of the grading policy;
 - 21 6) an alteration in the institutional academic calendar (e.g., quarter, semester);
 - 22 7) an alteration in the daily class schedule.

23 **1.3.3.3 Shared Authority**

- 24 a) The faculty share with administrative officers authority for developing standards and
25 policies for the recruitment and admission of students. In addition, they are authorized and
26 expected to be involved in the formulation of other College policies including student life,
27 public relations, institutional budgeting, and long-range planning.
- 28 b) Formal relationships with the President and other administrators are to be effected through
29 the Provost who has authority for the instructional program of the College. The Provost is
30 also the executive officer of the faculty, representing their will and interests consistent with
31 the parameters of the College policies and mission. As Chair of the Faculty, the Provost
32 represents faculty interests within the Executive Team and to the Board of Trustees in
33 consultation with the Chair of the Faculty Council. As Vice President of the College, the
34 Provost represents administrative interests and decisions to the faculty.

1 **1.4 Committee Structure and Responsibilities**

2 **1.4.1 Committees of the Board of Trustees**

3 Committees are delegated certain responsibilities for more effective handling of the
4 Board’s work. Committees study proposals, hear constituents before recommendations are
5 formed, receive reports, and formulate recommendations to present to the full Board.

6 **1.4.1.1 Executive Committee**

7 The Executive Committee is composed of elected Board officers plus the chair of each
8 regular committee. The Executive Committee may transact business for the Board between
9 regular Board meetings. All such transactions are subject to the approval of the full Board
10 at their next meeting.

11 **1.4.1.2 Academic Committee**

- 12 a) Keep abreast of curricular and program changes and be aware of, and able to explain, the
13 rationale behind the changes.
- 14 b) Consult with and advise the Provost concerning academic matters.
- 15 c) Understand the policies relating to promotion, tenure, and sabbatical leaves and evaluate
16 College recommendations concerning the granting of promotion, tenure, and sabbaticals in
17 order to make recommendations to the Board of Trustees concerning action on these
18 matters.
- 19 d) Review materials of faculty candidates recommended by the Provost and faculty with the
20 approval of the President and resolve any questions before recommending candidates for
21 Board approval. When the timing of an offer of employment is crucial and the full Board
22 cannot act, the Academic Committee may act on their behalf to authorize a contract
23 although full Board action is required at their next regular meeting relative to employment
24 beyond the contract year.
- 25 e) Review candidates for professor emeritus/emerita status or honorary degrees and make
26 recommendations to the Board.
- 27 f) Approve policies that provide grievance procedures for faculty appeal of any perceived
28 injustices.

29 **1.4.1.3 Student Life Committee**

- 30 a) Review all student life programs and plans and make any appropriate recommendations to
31 the Board.
- 32 b) Review student life expectations policies and disciplinary procedures and be able to defend
33 and explain them.
- 34 c) Consult with and advise the Vice President for Student Life concerning student life matters.

- 1 d) Approve policies that provide adequate services for students' health, safety, and personal
- 2 growth.
- 3 e) Establish communication with students and approve policies for student appeal of any
- 4 perceived injustices.

5 **1.4.1.4 Membership Committee**

- 6 a) Serve as Nominating Committee for Board officers.
- 7 b) Serve as Nominating Committee for Board members, both for new and reelected.
- 8 c) Assess the Board's needs for new members and maintain a roster of prospective members.
- 9 d) Ensure that new trustees are properly enlisted and oriented to the institution and to their role
- 10 as trustees.
- 11 e) Recommend any change in membership policies to the Board with respect to Board
- 12 composition, length of terms, and number of successive terms.
- 13 f) Monitor the Board activities of members and ensure that all members have the opportunity
- 14 to be actively involved as Trustees.
- 15 g) Oversee assessment of trustee performance both individual and corporate.

16 **1.4.1.5 Finance Committee**

- 17 a) Review annual operating budget and recommend action to the Board or Executive
- 18 Committee.
- 19 b) Review and approve revisions to the operating budget which do not result in a deficit.
- 20 c) Review and authorize allocations of the contingency budget.
- 21 d) Review and authorize interfund transfers and loans.
- 22 e) Monitor monthly revenues and expenditures, year-end reports, and the annual financial
- 23 audit and management letter and recommendations to the Board or Executive Committee.
- 24 f) Review and approve employee housing assistance transactions.
- 25 g) Review and accept deferred gift agreements.
- 26 h) Evaluate and authorize sales of real property and other property received as gifts.
- 27 i) Evaluate, engage, and direct investment advisors.
- 28 j) Evaluate and approve short-term borrowing.
- 29 k) Review and approve terms of annual participation in student loan programs.
- 30 l) Review and advise concerning long-range fiscal plans.
- 31 m) Consult with and advise the Vice President for Finance concerning fiscal matters.

32 **1.4.1.6 Development Committee**

- 33 a) Develop an understanding of the role fund raising plays in the life of the College.
- 34 b) Educate Board members of their role in acquiring gifts.

- 1 c) Review the resource development program to ensure that there are sufficient resources to
- 2 meet operating costs and maintain institutional integrity as to facilities and programs.
- 3 d) Secure financial commitment on the part of individual Board members to personal giving
- 4 and influencing other persons and organizations to support Westmont College.
- 5 e) Recommend institutional policies and guidelines for fund raising.
- 6 f) Identify, evaluate, cultivate, and solicit major gift prospects.
- 7 g) Monitor the quality of communications with various constituencies.
- 8 h) Consult with and advise the Vice President for Development concerning development
- 9 matters.

10 **1.4.1.7 Buildings and Grounds Committee**

- 11 a) Review and recommend approval of a Master Plan for the physical campus which includes
- 12 both present and anticipated needs.
- 13 b) Review reports on physical plant utilization, maintenance, and upkeep.
- 14 c) Review requests for new construction or remodeling and approve architects, plans, and
- 15 building schedules.

16 **1.4.1.8 Personnel Committee**

- 17 a) Oversee the search and screening process and make the final recommendation in selection
- 18 of the College President, generally working through a representative committee including
- 19 faculty, students, and other constituents.
- 20 b) Periodically review the work of the College President with special sensitivity to the fragile
- 21 status of college presidents and the need to offer strong Board support as well as clearly-
- 22 stated performance standards.
- 23 c) Periodically review with the President the work of the members of his or her staff.

24 **1.4.1.9 Planning Committee**

- 25 a) Review all planning documents produced by the College, suggest planning needs if these
- 26 are not being addressed by campus, and recommend planning policies to the Board.
- 27 b) Provide an on-going strategic planning process for the Board of Trustees.
- 28 c) Review planning assumptions, statements of institutional mission and goals, faculty and
- 29 financial needs, and evaluate the success of planning procedures.

30 **1.4.1.10 Diversity Committee**

- 31 a) Advise the Board Chair on the leadership of the President and the Executive Team in
- 32 implementing the College's long-range priority on diversity.
- 33 b) Monitor and report to the Board on campus efforts to achieve the College's diversity goals.

- 1 c) Educate the Board about the issues, challenges, and opportunities related to providing our
2 students with a more multicultural education.
- 3 d) Recommend ways in which the Board and its members can assist the College in reaching its
4 diversity goals.

5 **1.4.1.11 Historic Preservation Committee**

- 6 a) Ensure that the traditions, culture and historical significance of the College are preserved
7 and where appropriate, improved and enhanced.
- 8 b) Promote these standards and expectations to College committees that plan and design
9 physical improvements, capital construction and capital maintenance.
- 10 c) Consult with and advise the administration about appropriate historic preservation policies
11 and about promoting public awareness and celebration of the College's traditions and
12 heritage.
- 13 d) Monitor the work of the College Archivist to collect and store materials of historic
14 significance.

15 **1.4.2 Committees of College Administration**

16 **1.4.2.1 President's Advisory Council**

- 17 a) Membership:
- 18 1) President
- 19 2) Provost
- 20 3) Vice President for Administration
- 21 4) Vice President for Finance
- 22 5) Vice President for Student Life and Dean of Students
- 23 6) Vice President for Development
- 24 7) Executive Assistant to the President
- 25 8) Associate Provost for Assessment, Planning and Research
- 26 9) Director of Information Technology
- 27 10) Associate Dean of Student Life
- 28 11) Member of College Advancement Staff
- 29 12) Director of Admissions
- 30 13) Campus Pastor
- 31 14) Associate Academic Dean for Curriculum
- 32 15) Executive Director of Alumni and Parent Relations
- 33 16) Director of Human Resources
- 34 17) Director of Campus Planning

1 18) Vice-Chair of the Faculty

2 19) Current and most recent past chairpersons of the Faculty Budget and Salary
3 Committee.

4 b) Officers:

5 The President shall act as chair for the meetings.

6 c) Responsibilities:

7 1) Assist the President in tending the vision of the college.

8 2) Consider the implications for Westmont of trends observed both internally and
9 externally.

10 3) Serve as a sounding board and brainstorming group for the President on significant
11 college-wide issues, including planning and priority setting.

12 4) Advise the President on the development of the annual operating budget.

13 5) Serve as a communication link with faculty, staff and students.

14 6) Advise the President regarding the preparation of the annual operating budget.

15 **1.4.3 Committees of the Faculty**

16 See also 2.4.3.1 Participation in Faculty Governance.

17 **1.4.3.1 Faculty Meetings**

18 a) Membership:

19 1) The privilege of voice with vote at faculty meetings is limited to the following:

20 (a) faculty with rank of Instructor, Assistant, Associate, and Full Professor with one-
21 half time or more excluding non-credit courses;

22 (b) certain persons with faculty status whose duties are closely allied with the
23 instructional faculty: Director of the Library and Information Services, Associate
24 Director of the Library, Director of Admissions, Registrar, and full-time personnel
25 supervising activities for which students receive credit toward graduation (e.g.,
26 varsity coaches);

27 2) The privilege of voice without vote at faculty meetings is extended to the following:

28 (a) persons with faculty status but not rank;

29 (b) faculty with rank who teach less than one-half time, administrators with faculty
30 rank, visiting faculty, part-time faculty;

31 (c) members of the Executive Team.

32 3) The privilege of observer status without voice or vote may be extended to selected staff
33 who have extensive involvement in student life. The W.C.S.A President and the

1 *Horizon* Editor may attend faculty meetings without voice or vote; the faculty reserves
2 the right to meet without student observers.

3 4) In all cases the Faculty Personnel Committee shall determine disputes involving voting
4 rights.

5 b) Officers

6 1) The Provost shall serve as Chair of the Faculty.

7 2) The Provost will appoint annually a secretary for faculty meetings.

8 3) The Vice-Chair of the Faculty will preside for formal actions at all faculty meetings,
9 and will chair faculty meetings in the absence of the Provost. In the absence of the
10 Vice-Chair these duties will be assumed by the member of the Faculty Council in
11 attendance who has the longest seniority at the College.

12 c) Procedures

13 1) Regularly scheduled meetings will be held at least once per month during the school
14 year.

15 2) Special meetings may be called by the President, Provost, the Faculty Council, or by
16 15 percent of the full-time faculty upon petition to the Faculty Council.

17 3) A quorum for the conduct of business will be one-half plus one of the current voting
18 membership of the faculty.

19 4) Formal action by the faculty requires a majority vote of the eligible faculty present,
20 except as otherwise provided in the *Faculty Handbook* (e.g., 1.5.4).

21 5) Faculty who must be absent from a faculty meeting may arrange with the chair of the
22 Faculty Council for an absentee ballot to be counted on their behalf provided that:

23 (a) The vote is related to an election.

24 (b) The ballot has been published prior to the meeting and has not been changed.

25 In absentia voting is not allowed on action items other than elections.

26 6) The agenda will be determined by the Faculty Council. Items requiring faculty action
27 will be submitted to the Faculty Council and distributed to faculty members at least
28 one week in advance of the meeting.

29 7) The Professional Development Committee will arrange programs relating to faculty
30 growth for certain faculty meetings.

31 8) Meetings will be governed by *Robert's Rules of Order*, Newly Revised, 9th ed (1990).

32 9) At least once per semester the teaching faculty with status of Instructor, Assistant,
33 Associate, and Full Professor, will caucus in executive session without the attendance
34 of administrators. Additionally, executive sessions will be called by the Faculty

1 Council at the request of one-third of the teaching faculty. In executive sessions of the
2 faculty the Vice-Chair, or his or her designate, will preside.

3 d) Responsibilities

- 4 1) To articulate and promote institutional objectives.
- 5 2) To establish and govern the academic life and curricular structure of the College.
- 6 3) To implement, through instruction, research, committee work, and counsel,
7 instructional programs.
- 8 4) To establish and maintain academic standards, criteria for admission and retention of
9 students, degree requirements, and policies relating to financial aid.
- 10 5) To recommend to the Board of Trustees for approval all candidates for degrees.
- 11 6) To establish and to elect faculty members to standing and ad hoc committees for the
12 governance of the College.
- 13 7) To communicate through the Provost and the Faculty Council, the opinions and
14 counsel of the Faculty to the Board of Trustees, the administration, and committees on
15 any issue affecting faculty, student life and other aspects of the College.
- 16 8) To foster the professional development and personal well-being of individual faculty
17 members and collegial relationships.

18 **1.4.3.2 Nomination and Election to Faculty Committees**

19 Elections to Faculty committees will be held during the second semester of each
20 academic year.

21 **1.4.3.2.1 Election to Faculty Council**

22 **1.4.3.2.1.1 Nomination**

23 No later than three days before the nomination, Faculty Council will present to the
24 Faculty a nominating ballot containing the names of all faculty eligible to be nominated,
25 and indicating which are tenured. The Faculty will nominate their individual choices of two
26 candidates for each tenured vacancy, and two for each additional vacancy.

27 **1.4.3.2.1.2 Election**

- 28 a) No later than three days before the election, Faculty Council will present to the Faculty an
29 election ballot, which will include:
 - 30 1) the names of the tenured faculty who have received the most nominations: two for
31 each tenured vacancy, or as many more as may be tied with them;
 - 32 2) the names of the remaining faculty, tenured or not, who have received the most
33 nominations: two for each additional vacancy, and as many more as may be tied with
34 them.

- 1 b) Faculty will cast one vote for each vacancy.
- 2 c) Any tenured vacancy will be filled by the tenured faculty who have received the most votes;
- 3 any additional vacancy will be filled by the remaining faculty, tenured or not, who have
- 4 received the most votes.
- 5 d) In case of a tie:
- 6 1) on a ballot of one vacancy only, the Vice-Chair will cast the deciding vote;
- 7 2) on a ballot for two or more vacancies, a run-off election will decide the outcome.

8 **1.4.3.2.2 Election to the Faculty Personnel Committee**

9 No later than three days before the election, Faculty Council will present to the Faculty
10 a ballot containing two nominees for each seat open on the Faculty Personnel Committee.
11 Faculty will cast one vote for each vacancy.

12 **1.4.3.2.3 Election to Other Committees**

13 After the election of faculty to the Faculty Council and the Faculty Personnel
14 Committee, Faculty Council will present to the Faculty, no later than three days before the
15 election to other committees, a slate of single nominees for all the elected seats open on the
16 remaining committees, with the possibility of additional nominations from the floor, upon
17 the prior consent of the nominee(s).

18 **1.4.3.2.4 Election of the Vice-Chair of the Faculty**

19 Once the new member(s) of Faculty Council shall have been elected, Faculty Council
20 will present to the Faculty, no later than three days before the election, a slate containing the
21 names of all tenured members of the Faculty Council as constituted for the academic year
22 following. Faculty will cast one vote; the candidate who secures a plurality of votes will be
23 the Vice-Chair; the Faculty will break any tie by a run-off election.

24 **1.4.3.2.5 Conditions for Nomination and Election to Faculty Committees**

25 Each faculty member has the opportunity:

- 26 a) To express preferences for committee memberships as well as recommend specific
- 27 individuals for committee vacancies;
- 28 b) To nominate eligible faculty from the floor, their prior consent having been secured, for
- 29 open committee seats (except for Faculty Council);
- 30 c) To limit service to one committee at a time, while the available faculty suffice; or failing
- 31 that, to limit service to one standing committee at a time;
- 32 d) To limit service to one committee per year (assuming a sufficient number of faculty are
- 33 available);
- 34 e) To serve voluntarily on more than one committee of whatever status;

- 1 f) To be exempt from service on any committee for one year following completion of a full
2 term on either Faculty Council or Faculty Personnel Committee.

3 **1.4.3.2.6 Officers of Faculty Committees**

- 4 a) Chairs, secretaries, and other officers as may be necessary will be designated in accordance
5 with the particular provisions of the *Faculty Handbook* for each committee.
6 b) Chairs will vote only to break a tie.

7 **1.4.3.2.7 Ex-Officio Members**

8 The President, Provost, Associate Academic Dean for Curriculum, and Associate
9 Provost for Assessment, Planning and Research are ex-officio members without vote on all
10 faculty committees, except as provided for otherwise.

11 **1.4.3.2.8 Student Members**

12 Student members serve on faculty committees as established by the specific provisions
13 for student membership for the committee to which a student is appointed. Appointments
14 are made by the W.C.S.A. student council. Student copies of committee minutes are
15 retained in the office of the committee chair where student committee members have access
16 to them.

17 **1.4.3.2.9 Replacement of Inactive Faculty Committee Members**

18 Committee chairs will report to the Provost any committee member who does not
19 regularly participate. If the matter is not resolved the Provost will ask the Faculty Council
20 to replace the member for the remainder of the elected term.

21 **1.4.3.3 Curricular**

22 **1.4.3.3.1 Academic Senate**

- 23 a) Membership:
- 24 1) Provost and Associate Academic Dean for Curriculum (*ex officio* without vote)
 - 25 2) All Department Chairs
 - 26 3) Registrar
 - 27 4) Director of the Library and Information Services
 - 28 5) W.C.S.A. President (or representative) (voice without vote)
 - 29 6) Student appointed by W.C.S.A. (voice without vote)

30 The Chair votes only in case of a tie. All faculty visiting Senate meetings have voice
31 without vote.

- 32 b)

1 Invited Observers

2 Additional invited ex officio personnel such as the Director of Off-Campus Programs or
3 the Associate Provost for Assessment, Planning and Research may be regular participants in
4 Academic Senate meetings. Such invited participants have voice without vote.

5 c) Officers:

6 The Provost or Associate Academic Dean for Curriculum shall serve as chair. The
7 Registrar shall serve as secretary.

8 d) Responsibilities:

- 9 1) To assume the responsibilities of the Executive Committee on those issues deemed to
10 be of sufficient gravity.
- 11 2) To review the decisions of the Executive Committee.
- 12 3) The Academic Senate shall serve in either capacity only at the request of the Provost,
13 or the Senate chair, or four members of the Executive Committee, or upon petition by
14 seven members of the Academic Senate.
- 15 4) Appeal of actions by the Academic Senate or the Executive Committee shall be
16 brought to the full faculty upon the request of seven persons with faculty status who
17 have both voice and vote.
- 18 5) The minutes of the Academic Senate meetings and Academic Senate Executive
19 Committee shall be distributed to each member of the faculty on a timely basis.
- 20 6) A representative of the Academic Senate shall report to the full faculty any changes
21 within existing curricular structures at the next regularly scheduled faculty meeting
22 following such a decision.

23 **1.4.3.3.2 Academic Senate: Executive Committee**

24 a) Membership:

- 25 1) Provost (or representative)
- 26 2) Registrar
- 27 3) Two department chairs from the Humanities Division
- 28 4) Two department chairs from the Natural and Behavioral Sciences Division
- 29 5) Two department chairs from the Social Sciences Division
- 30 6) W.C.S.A. President (or representative)

31 Chair members shall be elected by the full Senate and shall serve alternating two-year
32 terms. All faculty members shall have voice without vote at every meeting.

33 b)

1 Officers:

2 The Provost or Associate Academic Dean for Curriculum shall serve as chair. The
3 Registrar shall serve as secretary.

4 c) Responsibilities:

- 5 1) To instate, review and enact all changes in academic programs, curriculum, and
6 procedures except in those matters which the faculty has specifically designated as
7 requiring action by the full faculty.
- 8 2) To engage in institutional self-evaluation, academic planning, and make proposals for
9 change to the Academic Senate.
- 10 (a) To initiate change in Westmont's curricular program including general education,
11 majors, support programs, and off-campus and special programs.
- 12 (b) To recommend change in admissions policies and practices.
- 13 (c) To recommend change in the area of learning resources (library, educational
14 media).
- 15 (d) To initiate change in grading practices and student evaluation.
- 16 (e) To accept proposals from students, faculty, staff, or other constituencies and
17 respond with recommendations.

18 **1.4.3.3.3 Academic Senate: Review Committee**

19 a) Membership:

- 20 1) Provost or representative
- 21 2) Registrar
- 22 3) Three department chairs who are not members of the Executive, one from each
23 division to be elected annually by the Academic Senate to a two-year term. In the case
24 that all new members must be elected, the chair of the Academic Senate shall select
25 one newly elected member to serve a one-year term.
- 26 4) One student appointed by W.C.S.A. (voice without vote)
- 27 All Academic Senate members shall have voice without vote at every meeting.

28 b) Officers:

29 The Provost or Associate Academic Dean for Curriculum shall serve as chair and the
30 Registrar shall serve as secretary.

31 c) Responsibilities:

- 32 1) Acts for the Executive Committee on student petition appeals, honors and alternative-
33 major proposals.

- 1 2) Acts upon minor curricular changes that do not involve, for example, the addition or
- 2 deletion of a major, a change in units required for a major, or any change that signals a
- 3 major shift in emphasis of the College.
- 4 3) Appeal for action related to student petitions, honors, and alternative-major proposals
- 5 shall be to the Provost; appeal for action to minor curricular changes shall be to the
- 6 Executive Committee.

7 **1.4.3.3.4 Academic Senate: Academic Resources Committee**

8 The Academic Resources Committee (ARC) is concerned with recommending and

9 implementing resources suitable for faculty and student use in the classroom and in the

10 library. Additionally, the ARC makes recommendations to the Academic Senate regarding

11 policy on use of instructional resources.

12 a) Membership:

- 13 1) Provost or Associate Academic Dean for Curriculum
- 14 2) Director of Library & Information Services (*ex-officio*)
- 15 3) Director of Information Technology (*ex-officio*)
- 16 4) Three department chairs, one from each division, to be elected annually to a one-year
- 17 term by the Academic Senate
- 18 5) One additional full-time faculty member, selected by the Provost in consultation with
- 19 Faculty Council, to serve a three-year term as committee chair
- 20 6) One student appointed by W.C.S.A.
- 21 7) On an ad hoc basis, such members of the library faculty or staff who may be required
- 22 for a specific purpose, who will have voice without vote

23 All Academic Senate members shall have voice without vote at every meeting.

24 b) Reports to:

- 25 1) In matters regarding policy that affect instruction, the ARC reports to the Academic
- 26 Senate.
- 27 2) In matters regarding acquisition and implementation of technology, the ARC makes
- 28 recommendations to the Director of Information Technology and reports to the
- 29 Provost.

30 c) Purposes:

- 31 1) To assist the Director of Information Technology in determining what new
- 32 technologies and products are appropriate for Westmont College, and which should be
- 33 evaluated for instructional use.
- 34 2) To propose the acquisition and implementation of new instructional resources.

- 1 3) To work with the Director of Information Technology in educating and enabling
2 faculty in the use of new and existing resources.
- 3 4) To recommend policy relating to technology issues that affect faculty and students.
- 4 5) To provide advice to the Director of Library & Information Services in library-related
5 matters, including collection development, building-related matters, staffing, programs,
6 and budgetary issues.
- 7 6) To refer items (as appropriate) to the full Senate for their recommendation to the
8 faculty.

9 **1.4.3.4 Administrative**

10 **1.4.3.4.1 Faculty Council**

11 a) Membership:

- 12 1) Five full-time faculty members elected at large by the faculty; at least three must be
13 tenured; the remaining members must either be tenured, on tenure-track or multi-year
14 contract, or library faculty having voice and vote.
 - 15 (a) Term of office is for three years; no member may be re-elected to the Faculty
16 Council during the year following expiration of term.
- 17 2) Any faculty member may attend meetings of the Faculty Council (with voice but
18 without vote, except those closed by majority vote of the Council).

19 b) Officers:

- 20 1) The entire faculty will elect, from among the tenured members of the Council, a Vice-
21 Chair of the Faculty who will preside at meetings of the Council. The Vice-Chair will
22 also preside over meetings of the full faculty in the absence of the Provost. Term of
23 office of the Vice-Chair is one year.
- 24 2) The Council will elect the secretary from among its membership.

25 c) Responsibilities:

- 26 1) To meet regularly and to distribute minutes to the Faculty in a timely fashion.
- 27 2) To provide a forum where the administration can seek, or faculty can volunteer, faculty
28 advice or opinion on matters not on the agenda of other faculty committees.
- 29 3) To provide a forum where faculty grievances can be aired and brought to the attention
30 of the administration.
- 31 4) To recommend to the Faculty, and to other appropriate bodies, changes in policy
32 (including the triennial review of the *Faculty Handbook* provided by Section 1.5), and
33 to present for the Faculty's approval all proposed major changes in policy.

- 1 5) To establish the schedule of regular faculty meetings as stipulated in section 1.4.3.1
- 2 c)1), and to call special faculty meetings as necessary.
- 3 6) To determine the agenda of all faculty meetings.
- 4 7) To plan faculty retreats.

5 **1.4.3.4.2 Faculty Budget and Salary Committee**

6 a) Membership:

- 7 1) Provost (or representative)
- 8 2) Three tenured full professors, one elected annually to a three-year term
- 9 3) Three faculty not full professors at time of appointment, one elected annually to a
- 10 three-year term

11 b) Officers:

12 The full professor serving in the second year of the three-year term shall be the

13 committee chair. The chair and the most recent past chair shall be the faculty

14 representatives on the President's Advisory Council.

15 c) Responsibilities:

- 16 1) To monitor the amount budgeted for the academic program relative to all other areas of
- 17 the College.
- 18 2) To maintain comparisons of the College's salary and benefits schedule with those of
- 19 comparable institutions.
- 20 3) To provide a forum for faculty input to Human Resources when changes in Faculty and
- 21 Staff benefits are proposed; and to initiate changes in benefits at appropriate times.
- 22 4) To maintain communication with the faculty regarding salary and benefits.

23 **1.4.3.4.3 Communications Board**

24 a) Membership:

- 25 1) Provost (or representative)
- 26 2) Vice President for Student Life and Dean of Students (or representative)
- 27 3) One faculty elected bi-annually to a two-year term
- 28 4) One student
- 29 5) Editors of student publications
- 30 6) Faculty advisors to the student publications

31 b) Officers:

32 The chair will be elected from the faculty and staff not in advisorship and shall appoint

33 a secretary.

34 c)

1 Responsibilities:

- 2 1) To serve as a selection committee for editors.
- 3 2) To select advisors.
- 4 3) To establish guidelines for advisors to the publications.
- 5 4) To receive periodic reports of progress toward publication.
- 6 5) To receive and act upon grievances related to the publications from any member of the
- 7 community.
- 8 6) To serve as a review board on questions relating to editorial policy and content.
- 9 7) To conduct dismissal proceedings of editors who act in consistent disregard of the
- 10 stated goals of the College.

11 **1.4.3.4.4 Computer and Technology Advisory Committee**

12 a) Membership:

- 13 1) Academic – three faculty (fairly representative of the broad variety of needs and users
- 14 of computing, including platforms currently in use), one elected annually to three-year
- 15 term, recommended by Faculty Council and approved by the Faculty. The Librarian
- 16 serves as an *ex officio* member.
- 17 2) Administrative – Registrar, Vice President for Finance, Director of Admissions, one
- 18 representative from Advancement and Student Life
- 19 3) Two students appointed by WCSA
- 20 4) Director of Information Technology, serving as Chair
- 21 5) Ex Officio – As needed

22 b) Officers:

23 The Committee shall be chaired by the Director of Information Technology.

24 c) Responsibilities:

- 25 1) To review and recommend plans and priorities for the College in the area of
- 26 information technology.
- 27 2) To review and recommend specific policies regarding computer and information
- 28 technology.
- 29 3) To review and recommend staffing and budget.
- 30 4) To review and recommend new initiatives and innovations.
- 31 5) To review progress toward established goals and objectives.

32 **1.4.3.4.5 Athletic Committee**

33 a) Membership:

- 34 1) Provost (or representative)

- 1 2) Vice President for Student Life and Dean of Students (or representative)
- 2 3) Faculty Athletic Representative
- 3 4) Athletic Director
- 4 5) Women's Athletic Coordinator
- 5 6) Chair of Kinesiology Department
- 6 7) Two faculty members, one elected annually to a two-year term
- 7 8) One student appointed by W.C.S.A.

8 b) Officers:

9 The Athletic Director will serve as chair; the chair shall appoint the secretary. The
10 Faculty Athletic Representative must have faculty status.

11 c) Responsibilities:

- 12 1) To establish guidelines regarding scheduling (e.g., length of season, number of games,
13 amount of practice time). The chair shall oversee implementation of these guidelines
14 for each season of play; the committee must approve any exceptions to these guidelines
- 15 2) To advise the Athletic Director and Provost concerning participation in post-season
16 tournaments.
- 17 3) To establish and periodically to review eligibility regulations for Westmont athletes
18 with respect to those set forth by any conferences and national affiliations to which
19 Westmont may belong. The Faculty Athletic Representative shall monitor the athletic
20 eligibility of individual students.
- 21 4) To evaluate existing intercollegiate athletic programs and to recommend additions or
22 deletions of same to the Provost.
- 23 5) To determine membership in athletic associations and in athletic conferences upon
24 recommendation of the Athletic Director and the Provost.
- 25 6) To advise when necessary the Athletic Director in the preparation of budget requests.
- 26 7) To review reports presented by the Faculty Athletic Representative and the Athletic
27 Director on academic progress of student athletes. These reports normally would be
28 presented in early fall.
- 29 8) To assist in the recruitment and hiring of any full-time coaching staff.

30 **1.4.3.4.6 Off-Campus Programs Committee**

31 a) Membership:

- 32 1) One representative from each division, of which one but not more than two must have
33 directed or participated in an off-campus program, one elected annually to a three-year
34 term.

- 1 2) Registrar (*ex officio*)
- 2 3) A former member of the General Education Committee who has served within the past
- 3 four years, elected to a two-year term
- 4 4) Director of Internships
- 5 5) Representative from Student Life
- 6 6) Director of Off-Campus Programs

7 b) Officers:

8 The Director of Off-Campus Programs shall serve as chair person.

9 c) Responsibilities:

- 10 1) To provide academic oversight to off-campus programs. This includes, but is not
- 11 limited to, governance normally found in an academic department, evaluations of
- 12 programs, determination of qualifications for and recommendations to the Provost
- 13 regarding professors staffing programs, and oversight of curriculum.
- 14 2) In general, the committee would not be involved in the logistical arrangements for the
- 15 various off-campus programs.
- 16 3) All existing and future off-campus programs for which Westmont credit is granted
- 17 would be included.

18 **1.4.3.4.7 Program Review Committee**

19 a) Membership:

- 20 1) Provost
- 21 2) Associate Academic Dean for Curriculum
- 22 3) Director of Institutional Research
- 23 4) Director of Assessment
- 24 5) Vice President for Student Life and Dean of Students (or representative)
- 25 6) Three faculty, one from each division, one elected annually to a three-year term
- 26 7) WASC Liaison Officer (*ex officio*)

27 b) Officers:

- 28 1) Co-Chairs: Faculty member in 3rd year on Committee and the Associate Provost
- 29 2) Secretary elected by committee.

30 c) Responsibilities:

31 The Program Review Committee oversees program review in departments and programs,
32 and develops an institutional plan for college-wide program review. It establishes policies
33 and procedures regarding program review and assessment.

34 To meet this mission, the Program Review Committee will:

- 1) in collaboration with the Director of Assessment
 - (a) work with departments as needed in the development of their plan for program review;
 - (b) assist departments with the implementation of their plan to ensure timely progress toward its completion;
 - (c) review the results of the program review and provides any necessary feedback for the department to consider before the department submits the final report to the Provost;
 - (d) as needed, provide the department with comments or suggestions to assist them in their preparation for the next review cycle;
 - (e) encourage a campus conversation that establishes the value of a college-wide program review and addresses concerns as appropriate.
- 2) work with and advise the Director of Institutional Research in establishing goals, formats and priorities for the collection and reporting of student data.
- 3) advise and support the Director of Assessment in organizing the data, planning a schedule for Program Review and presenting the data to the campus communities and accrediting organizations.

1.4.3.4.8 General Education Committee

- a) Membership:
 - 1) Provost (or representative)
 - 2) Three tenured faculty, one from each division, one elected annually to a three-year term.
 - 3) Registrar
- b) Officers:
 - 1) The Chair will be elected by the committee from among the committee members.
 - 2) Secretary shall be appointed by the chair.
- c) Responsibilities:
 - 1) To oversee the implementation of the general education program of the College according to the criteria approved by the faculty.
 - 2) To review and approve new course proposals to ensure that they adhere to the general education criteria approved by the faculty. Depending upon the category in general education, these criteria might include such items as:
 - (a) attention to writing and speaking in class assignments;
 - (b) attention to concerns of diversity and interdisciplinary integration in readings;

- 1 (c) technological competence;
- 2 (d) attention to methodology, and
- 3 (e) the presentation of enduring, rather than trendy, themes.

4 Above all, general education classes should not merely be introductions to disciplines.

- 5 3) To facilitate regular program review and assessment of the general education program,
- 6 as well as course content and methodology of courses previously approved as fulfilling
- 7 general education criteria.
- 8 4) To recommend change in the general education program to the Academic Senate, with
- 9 proposals that would significantly alter any general education requirement being
- 10 forwarded to the full faculty for action.

11 **1.4.3.5 Institutional**

12 **1.4.3.5.1 Admissions and Retention Committee**

13 a) Membership:

- 14 1) Vice President for Student Life and Dean of Students (or representative)
- 15 2) Registrar
- 16 3) Director of Admissions
- 17 4) Director of Academic Advising and Disability Services
- 18 5) Three faculty members, one elected annually to a three-year term
- 19 6) Two students, one man and one woman, appointed by the W.C.S.A.

20 b) Officers:

21 The Director of Admissions shall serve as chair; the chair shall appoint the secretary. At
22 least one faculty member of the committee or a substitute faculty member must be present at
23 all meetings.

24 c) Responsibilities:

- 25 1) To formulate and establish policies relative to admissions consistent with the character
- 26 and objectives of the institution.
- 27 2) To establish standards and criteria for admission.
- 28 3) To advise the admissions staff in matters of recruitment
- 29 4) To serve as a board of interview for applicants whenever possible.
- 30 5) To advise the Director of Admissions on applications about which he or she may have
- 31 questions.
- 32 6) To serve as a board of appeal for rejected applicants and students placed on
- 33 suspension.

- 1 7) To call the attention of the Academic Senate Executive Committee to the curricular
2 interests and needs of applicants.

3 **1.4.3.5.2 Student Life Committee**

4 a) Membership:

- 5 1) Provost (or representative)
6 2) Vice President for Student Life and Dean of Students (or representative)
7 3) Campus Pastor (or representative)
8 4) One Student Life staff member
9 5) Three faculty members, one from each division, one elected annually to a three-year
10 term
11 6) Two students selected by the W.C.S.A. President in consultation with the Vice
12 President for Student Life and Dean of Students.

13 b) Officers:

14 The chair shall be elected from among the faculty or staff members and shall appoint
15 the secretary.

16 c) Responsibilities:

- 17 1) To promote discussion among administration, faculty, and students about issues related
18 to the Student Life Department such as:
19 (a) Student development philosophy
20 (b) Student life programming
21 (c) Student services
22 (d) Concerns related to Student Life department
23 (e) Evaluation of the student life program
24 2) To initiate discussion among administration, faculty, and students on matters relating
25 to the spiritual climate of the college
26 3) To review periodically judicial procedures and disciplinary sanctions to ensure a
27 student's access to a fair and impartial hearing and to a consistent application of
28 sanctions.
29 4) To adjudicate allegations of misconduct, at the request of the vice President for Student
30 Life and Dean of Students, or of the student(s) involved in the alleged misconduct.
31 5) To hear appeals of disciplinary decisions, when requested by the Provost.

32 **1.4.3.5.3 Diversity Committee**

33 a) Membership:

- 34 1) Vice President for Student Life and Dean of Students

- 1 2) Vice President for Administration
- 2 3) Three faculty, one elected annually to a three-year term
- 3 4) Special Assistant to the Provost for Diversity Initiatives
- 4 5) Director of Admissions (or representative)
- 5 6) Director of Human Resources
- 6 7) Director of Intercultural Programs
- 7 8) Director of Off-Campus Programs
- 8 9) Director of First-Year Experience and Special Programs
- 9 10) Director of Advising and Disability Services
- 10 11) One resident director selected by the Vice President for Student Life and Dean of
- 11 Students
- 12 12) One hourly employee selected by the Executive Team
- 13 13) Three students appointed by the W.C.S.A. in consultation with the Chair of the
- 14 committee

15 b) Officers:

16 The chairperson will be appointed by the Provost; the committee will elect a secretary.

17 c) Responsibilities:

- 18 1) To assess the College’s progress in responding to the recommendations included in the
- 19 Long Range Planning Report section on diversity, and the Final Report issued by the
- 20 Westmont College Commission on Diversity in June 1990.
- 21 2) To establish links with others that are working to address diversity-related issues at
- 22 Westmont – for example, Trustee Diversity Committee, Trustee Membership
- 23 Committee, Executive Team, and President’s Advisory Council.
- 24 3) To seek to build community-wide awareness and ownership of diversity-related issues
- 25 and of appropriate ways to address them.
- 26 4) To summarize the various challenges and opportunities related to diversity that
- 27 currently face the College.
- 28 5) To recommend priorities and propose implementation plans to the Executive Team
- 29 6) To make annual reports on the Committee’s work to the Faculty, the Executive Team,
- 30 and the Trustee Diversity Committee.

31 **1.4.3.6 Personnel**

32 **1.4.3.6.1 Faculty Personnel Committee**

33 a) Membership:

34 All committee members, except the Provost, are eligible to vote.

- 1) Provost
- 2) Three tenured full professors and two tenured associate professors, each elected for a two-year term. The three full professors must come from the three academic divisions of the college, and the associate professors elected must not be scheduled for a review during their term of service.
- 3) At most three additional full professors, each elected to a one-year term, depending on the anticipated number of faculty being reviewed for a given year.
- 4) One previously reviewed probationary faculty member to be elected annually for a one-year term and must not be scheduled for a review during their term of service.

b) Officers:

- 1) Chair, a full professor, to be elected from among the voting committee members.
- 2) Vice chair, a full professor, to be elected from among the voting committee members, and to serve as chair when the chair is absent, or when the committee is reviewing a faculty member whose review has been assigned to the chair.
- 3) Committee secretary, to be elected from among the voting committee members. The officers will have both voice and vote, as do the other faculty members of the committee.

c) Responsibilities:

- 1) To interview and recommend to the Provost candidates for appointment to the faculty.
- 2) To make recommendations to the Provost concerning initial status, rank, tenure, and termination.
- 3) To solicit faculty opinion in cases of initial appointment which also involve promotion to associate or full professor, or granting of tenure, prior to a recommendation to the Provost.
- 4) To review cases when progressive discipline (See Section 2.2.4) is invoked and to recommend the nature of sanctions if applicable.

1.4.3.6.2 Professional Development Committee

a) Membership:

- 1) Provost (or representative)
- 2) Three faculty members, one from each division, one elected annually to a three year term, at least one of whom must hold the rank of full professor.

b) Officers:

The chair will be elected from among the faculty members and shall appoint the secretary.

1 c) Responsibilities:

2 To promote the professional development of faculty instruction, research, creative
3 activity, and publication.

- 4 1) To administer faculty grants in support of scholarly activities and curricular
5 development.
- 6 2) To sponsor activities on campus to stimulate excellence in teaching, including the
7 supervision of a program of student evaluation of courses, special seminars and
8 speakers, etc.
- 9 3) To encourage the attendance and participation in professional meetings.
- 10 4) To recognize excellence in publication and creative activity.
- 11 5) To review the literature pertaining to the evaluation and improvement of instruction
12 and to investigate the practice of other colleges in these areas.
- 13 6) To serve as consultants to other faculty in matters of professional improvements.
- 14 7) To advise the Provost on a program of in-service training for new and experienced
15 faculty.
- 16 8) To make recommendations to the Provost concerning leaves and sabbaticals.

17 **1.4.3.7 Policy of Recusal**

18 Concerning the participation of faculty on various deliberating committees: A Faculty
19 member must recuse himself/herself if:

- 20 a) The faculty member is on a committee that is addressing an issue directly affecting that
21 faculty member or a close family member of that faculty member. Examples: A faculty
22 member being reviewed for tenure or promotion who is on the Personnel Committee; a
23 faculty member applying for a faculty development grant or sabbatical who is on the
24 Professional Development Committee; a faculty member involved in a preliminary hearing
25 (see 2.2.4.4.2) who is a member of the Faculty Council; a faculty member on the Off-
26 Campus Programs Committee whose spouse has submitted a proposal for consideration.
- 27 b) The faculty member is on an appeals committee reviewing a decision made by an earlier
28 committee of which that faculty member was also a member.
- 29 c) The faculty member is on a disciplinary committee that is hearing a case initiated by that
30 faculty member.

31 A Faculty member will not typically be recused from a committee merely because:

- 32 a) The faculty member believes himself/herself to be biased (due to, for example, a
33 friendship), or is charged with being biased.

- 1 b) The faculty member has personal knowledge of or a close association with the issues being
2 addressed.

3 In questionable cases the Faculty Council will determine whether faculty members
4 must/may recuse themselves. In the event that Council members themselves are involved in
5 such a situation, they will recuse themselves (one at a time, if more than one is involved)
6 and the remaining Council members will make this determination.

7 **1.4.3.8 Committee Release**

- 8 a) Purpose: Release from all committee responsibilities is available to faculty who have had
9 exceptionally heavy committee loads or who have an unusual opportunity for professional
10 development. The purpose is to provide faculty with the opportunity to recover from heavy
11 committee work and to address other areas of development which may have suffered as a
12 result of such work.

13 b) Eligibility:

- 14 1) Automatic: Faculty members completing full terms on either the Faculty Council or
15 the Faculty Personnel committees are automatically granted a one-year release from
16 committee work.
17 2) By Application: Faculty can apply to the Professional Development Committee for a
18 one-year release from committee work five years after any previous release.

19 c) Procedures:

- 20 1) Applications should be submitted to the Provost before December 15 for committee
21 release the following academic year.
22 2) All requests must be approved by the Professional Development Committee.
23 Applicants will be notified of decisions before March 1.
24 3) If the number of applications exceeds the allotment for a given year, a committee
25 release shall be awarded based upon the amount and concentration of institutional
26 service since the last release.
27 4) If a faculty member is serving a multi-year term on a critical committee, the
28 Professional Development Committee may recommend that the release be postponed
29 for a year.
30 5) Neither committee release nor load consideration is extended to assignments such as
31 course overloads or Academic Senate for which monetary or course load reduction
32 compensation is already provided.

1 **1.5 Protocols for Revision of the *Faculty Handbook***

2 **1.5.1 Publication**

3 **1.5.1.1 New Editions of the Whole**

4 Every three years the Faculty Council will confer with the Provost to ensure the
5 completeness and accuracy of the *Faculty Handbook*. A new edition of the whole *Faculty*
6 *Handbook*, updated to include all revisions authorized since the last edition, will be
7 published as often as the Provost and the Faculty Council deem necessary, but at least as
8 often as each of their triennial reviews.

9 **1.5.1.2 Particular Revisions**

10 Revisions of parts in the *Faculty Handbook* may be proposed and duly authorized at
11 any time. All of the revisions authorized in one academic year will be published, at the
12 beginning of the next academic year, as an addendum to the most recent edition of the
13 *Faculty Handbook*.

14 **1.5.2 Sources of Initiative for Revisions**

15 **1.5.2.1 Board of Trustees**

16 Revisions proposed by the Board of Trustees do not require the faculty’s approval, but
17 should be submitted to the faculty for discussion and response before adoption.

18 **1.5.2.2 President or Provost**

19 Revisions proposed by the President or the Provost are subject to the approval either of
20 the Board of Trustees, or of the faculty according to the procedure specified in section
21 1.5.2.3.

22 **1.5.2.3 Faculty Council**

23 Revisions proposed by the Faculty Council are subject to the approval of the full
24 faculty. Such proposals will be provided in writing to all faculty members at least one week
25 prior to the faculty’s action. Adoption requires a two-thirds majority vote of the eligible
26 faculty present.

27 **1.5.2.4 Faculty**

28 Revisions proposed by faculty will qualify for consideration by having the endorsement
29 of at least one-fourth of the whole number of faculty eligible to vote. Such revisions are
30 subject to the approval of the whole faculty according to the procedure specified in section
31 1.5.2.3.

1 **1.5.3 Authorization of Revisions**

2 **1.5.3.1 Non-Substantive Revisions**

3 The President or the Provost or the Faculty Council, or a designate of any of them, may
4 authorize non-substantive revisions for the sake of correctness (e.g., of spelling, grammar,
5 and mechanics), or of internal consistency (in graphics, e.g., fonts, layouts; in forms of
6 word, e.g., shall/will, chair/chairperson; in formats, e.g., the organization of committee
7 descriptions), or of clarity (e.g., the renumbering of sections).

8 Except as special circumstances dictate, such revisions will be disseminated only with
9 each new edition of the whole Handbook, and not with the interim publication of particular
10 revisions.

11 **1.5.3.2 Substantive Revisions**

12 **1.5.3.2.1 Automatic Revisions**

13 Certain revisions of substance are automatically contingent on events and circumstances
14 beyond the College’s powers of choice (e.g., 2.8.1 “Government Mandated Benefits,” or the
15 constitution of the Christian College Consortium in section 1.2.2 “Accreditations and
16 Memberships”). These revisions will require no additional authorization, and will be
17 treated according to the procedures for non-substantive revisions (section 1.5.3.1).

18 **1.5.3.2.2 Revisions Requiring Authorization**

19 In keeping with the spirit and practice of the responsibilities of the chief administrators
20 and the faculty as specified by the *Faculty Handbook* (e.g., sections 1.3.2.1 “President,”
21 1.3.2.2.1 “Provost,” and 1.3.3 “Faculty”), the authorization of certain other revisions of
22 substance will require the approval of the President (e.g., section 1.3.2.2 “Executive
23 Team”), or the Provost (e.g., section 1.3.2.2.1.3 “Associate Provost”), or the faculty (e.g.,
24 1.4.3 “Committees of the Faculty”). All such revisions will require the approval of the
25 Board of Trustees and the President.

26 The Provost, in consultation with Faculty Council, will adjudicate all questions
27 concerning the status of a revision as “substantive” or “non-substantive,” and “automatic”
28 or “requiring authorization.”

29 **1.5.4 Emergency Suspension of a Handbook Provision**

30 The Faculty may choose to suspend a provision of the handbook by a four-fifths vote of
31 the eligible faculty present, upon one week’s prior written notice. Such suspensions shall
32 be limited to issues of faculty governance (e.g., make-up of committees) rather than issues
33 that impact faculty contracts, faculty disciplinary hearings, or trustee governance.

34

1 **2.0 CONTRACTUAL STATEMENT**

2 **2.1 Faculty**

3 The Faculty of Westmont College is a community of Christian teacher-scholars who
4 share with others responsibility for institutional governance, and who exercise primary
5 responsibility for curriculum, instruction, faculty status, and any policies for student life
6 which relate to the educational program. Other persons closely associated with academic
7 programs may be granted faculty status as provided for in Section 2.1.1.2.4.

8 **2.1.1 Types of Faculty Status**

9 **2.1.1.1 Ranked Faculty**

10 **2.1.1.1.1 Full-Time**

11 Full-time faculty are those teaching 24 units, or equivalent as approved by the
12 Department Chair and the Provost, during an academic year.

13 **2.1.1.1.2 Part-Time**

14 Part-time faculty are those teaching fewer than 24 units, or equivalent as approved by
15 the Department Chair and the Provost, during an academic year.

16 **2.1.1.1.3 Appointment to Rank**

17 (for complete description see Section 2.2.2.2)

- 18 a) Instructor: Normally, faculty with professional preparation but who lack the prerequisites
19 for probationary status (see Section 2.1.2.1.2).
- 20 b) Assistant Professor: The initial rank for faculty with the academic preparation and
21 experience required for the professorial ranks. In most cases, an Assistant Professorship is a
22 full-time, probationary appointment (notice contract).
- 23 c) Associate Professor: An intermediate rank for faculty who possess the academic
24 preparation and experience required of the professorial ranks, including a terminal degree in
25 their discipline, and have demonstrated continuing growth as teachers and scholars.
26 Appointments are probationary (notice contract) or tenured (continuous contract).
- 27 d) Professor: The highest recognition in rank given to a faculty member, reserved for those
28 with an appropriate academic degree and experience and who demonstrate maturity in all
29 aspects of scholarship, teaching, and service to the College. Full professors normally have
30 tenured appointments (continuous contract).

31 **2.1.1.2 Special Status Faculty**

32 **2.1.1.2.1 Adjunct Faculty**

33 Adjunct appointments are temporary relationships with the College provided in term
34 contract agreements of one year or less which specify the benefits granted by the College.

1 These faculty, by special action of the Provost, may be exempted from agreement with the
2 Articles of Faith.

3 **2.1.1.2.2 Emeritus/Emerita**

4 Upon retirement faculty members may be granted emeritus/emerita status by action of
5 the faculty with the approval of the Board of Trustees. Normally, the title of “emeritus” or
6 “emerita” is conferred upon faculty who have served Westmont College with distinction
7 and have held faculty status for a minimum of 10 years. The title shall include the rank at
8 the time of retirement plus the word “emeritus” or “emerita.”

9 **2.1.1.2.3 Artist/Scholar-in-Residence**

10 An Artist or Scholar-in-Residence is a limited-term faculty appointment given in
11 recognition of the special contributions the individual can make to the academic, spiritual
12 and cultural life of the college community. Such individuals must affirm the College’s
13 Community Life Statement and abide by its expectations. Normally, appointments would
14 be for one year; additional yearly appointments are possible. Artists or Scholars-in-
15 Residence would not be eligible for tenure, nor the benefits of continuous contract faculty.
16 Such individuals would, however, have available the full range of collegial opportunities
17 offered other faculty. An appointment as Artist or Scholar-in-Residence is made by the
18 Provost, in consultation with the Department Chair and Personnel Committee, and with the
19 approval of the Board of Trustees.

20 **2.1.1.2.4 Administrators**

21 Certain administrative and academic support staff receive faculty status, but not rank,
22 either by position (the Executive Team, the Associate Academic Dean for Curriculum, the
23 Associate Provost for Assessment, Planning and Research, the Director and Associate and
24 Assistant Directors of Library and Information Services, the Registrar and Associate
25 Registrar, the Director of Advising and Disability Services, the Director of Information
26 Technology, the Associate Director of Information Technology, the Director of Admissions,
27 the Campus Pastor, the Director of The Center for Leadership and Learning, the Associate
28 Deans of Students, the Director of Off-Campus Programs, the Director of the Urban
29 Program, the Director of the Gaede Institute for the Liberal Arts, the Director of
30 Intercultural Programs, the Director of the Office of Life Planning, the Director of
31 Internships) or by action of the Faculty Council.

32 **2.1.2 Contract**

33 **2.1.2.1 Types of Contract**

34 See also Section 2.3.3 Non-Reappointment.

1 **2.1.2.1.1 Term (Non-Tenure Track)**

2 **2.1.2.1.1.1 Temporary**

3 Temporary appointments are for one year or less.

4 **2.1.2.1.1.2 Multi-Year, Noncontinuous**

5 Non-tenure track faculty who teach a full load may be placed on multi-year term
6 contracts at the discretion of the Provost, in consultation with the Department Chair and the
7 President and with the approval of the Board of Trustees. Faculty with multi-year term
8 contracts are considered ranked faculty (see section 2.1.1.1) hired under special
9 circumstances to fill a short-term need. Multi-year term contracts are made for specific
10 periods of time, usually for two or three years. There is no expectation that an initial multi-
11 year term contract will be renewed. However, at the option of the College a new multi-year
12 term contract may be issued, after review by the Provost in consultation with the
13 Department Chair and the President, prior to December 15 of the final year of the contract.
14 No faculty member will remain on a multi-year, noncontinuous term contract for more than
15 five years. At the end of that five-year period, the provost in consultation with the
16 Department Chair and the President, will re-evaluate the special need for which the faculty
17 member was hired, and the faculty member will either be moved to a multi-year, continuous
18 contract, or the College's term contract with the faculty member will be terminated.

19 **2.1.2.1.1.3 Multi-Year, Continuous**

20 Non-tenure-track faculty who teach a full load may be placed on multi-year, continuous
21 term contracts at the discretion of the Provost, in consultation with the Department Chair
22 and the President and with the approval of the Board of Trustees. Faculty with multi-year,
23 continuous term contracts are considered ranked faculty. (See section 2.1.1.1) A multi-year
24 continuous contract recognizes that the College has a long-term need to fill a position, but
25 circumstances (e.g. the faculty member's lack of a terminal degree) may not warrant a notice
26 (probationary/tenure track) contract. At the option of the College, a new multi-year term
27 contract may be issued, after review by the Provost in consultation with the Department
28 Chair and the President, prior to December 15 of the final year of the contract. Faculty on
29 multi-year continuous term contracts will participate in regular performance reviews, and
30 are eligible for housing benefits and for promotion and sabbatical at appropriate intervals.

31 **2.1.2.1.2 Notice (Probationary/Tenure Track)**

- 32 a) One year notice contracts (probationary appointments) are made for faculty being
33 considered for tenure. (Criteria and process for granting tenure are discussed in Section
34 2.2.3.)

- 1 b) A request to convert a non-tenure track (term contract) appointment to probationary (notice
2 contract) is initiated by the relevant department through its chair to the Provost and the
3 Faculty Personnel Committee. The Faculty Personnel Committee may waive the
4 requirement to conduct a national search to fill the position. No more than two years' credit
5 toward final tenure review may be given (see Section 2.1.2.3).
- 6 c) The principal difference between probationary (notice contract) and tenured (continuous
7 contract) appointment is that persons with probationary status, after timely notice, can be
8 denied reappointment without statement of reason (see Sections 2.3.3.1 and 2.3.3.2.a)).

9 **2.1.2.1.3 Continuous (Tenured)**

10 Tenure presumes continuous appointment until retirement, disability, resignation, death,
11 or termination for cause. Under some circumstances reduction in force may affect tenured
12 positions (see Section 2.3.4). Tenure signifies a mutual relationship of trust and
13 responsibility between the faculty member and the College. The College advocates and
14 assures its support in furthering development of the faculty as teachers and scholars; faculty
15 affirm their continuing commitment to the mission of the College and their development as
16 teachers, competence as scholars, and continued growth as Christians. Continuous
17 appointment is not a guarantee of lifetime employment; it confers formal assurance that,
18 thereafter, an individual's membership among the faculty of Westmont College will not be
19 placed in question without full academic due process (see Section 2.2.4 and 2.3.4).

20 **2.1.2.1.4 Requests for Temporary Load Reduction**

21 Full-time regular faculty may apply for a temporary reduction in workload for personal,
22 non-professional reasons. Application should be made to the Provost and should include a
23 rationale for temporary load reduction and a specification of the requested length of term on
24 a reduced-load contract. In considering the application, the Provost will consult with the
25 chair of the applicant's department to determine the consequences of the applicant's load
26 reduction for his or her department. Moreover, if a temporary load reduction contract is
27 issued to the applicant, any adjustments made to the applicant's tenure, promotion and/or
28 sabbatical schedule as a result of load reduction will be specified in writing, communicated
29 to the applicant in writing, and placed in the applicant's personnel file when the contract is
30 issued. Applicants should consult with the Human Resources office for information
31 concerning possible adjustments to benefits that may result from a temporary load
32 reduction.

1 **2.1.2.2 Locus of Tenure and Appointment**

- 2 a) Faculty at Westmont College are tenured to the College and appointed to one or more
3 academic departments.
- 4 b) Appointment is made by the Board of Trustees upon the recommendation of the Provost
5 and the President, after consultation with the department(s).
- 6 c) Although the faculty member is appointed to, and functions primarily as, a professor of a
7 department, faculty responsibilities are not limited to the department. Since tenure and
8 promotion involve more than departmental considerations, it is the responsibility of the
9 Faculty Personnel Committee to appraise a faculty member’s performance and contribution
10 to the College at large, as well as to the discipline, in determining his or her suitability for
11 promotion and tenure (see Section 2.2).

12 **2.1.2.3 Prior Service Credit**

13 By written agreement at the time of the initial appointment, instructional faculty with
14 prior teaching experience and scholarly achievement may be given advanced standing
15 towards promotion. Faculty who have not held tenure at a previous institution will be
16 subject to the normal tenure process as specified in the Handbook; in exceptional cases, for
17 faculty with substantial prior experience, the tenure review period may be reduced by two
18 years. Normally, faculty with tenure at a previous institution will not be given tenure at the
19 time of their appointment at Westmont, though the tenure review process will be reduced by
20 two years.

21 In exceptional circumstances, faculty with significant experience and distinguished
22 careers may be granted “provisional tenure status” at the time of appointment upon the
23 recommendation of the Faculty Personnel Committee and the approval of the Provost and
24 President. During the second year of the faculty member’s appointment at Westmont, a
25 mutual assessment-of-fit would be submitted to the Personnel Committee by the department
26 chair and the faculty member. This assessment would be based on the Handbook criteria
27 for tenure, but would also take into account written expectations at the time of appointment.

28 At that time, the Personnel Committee may make one of three recommendations: (1) to
29 remove provisional status and recommend full tenure; (2) to continue provisional status for
30 an additional two years, providing further time for assessment; or (3) to schedule a full
31 tenure review in four years as specified in section 2.2 (Evaluation, Promotion and Tenure).

1 **2.1.2.4 Contract Forms**

2 **2.1.2.4.1 Part Time (Appended)**

3 **2.1.2.4.2 Full Time (Appended)**

4 **2.1.2.4.3 Articles of Faith**

5 a) Westmont College is a liberal arts college committed to Jesus Christ and belonging to the
6 worldwide evangelical Protestant tradition. In that tradition, the college’s trustees,
7 administrators, and faculty participate in many different churches and with them confess
8 such historic statements of the church as the Apostles’ Creed and the Nicene Creed. In
9 faithfulness to God, who is the source of truth, and under the authority of Scripture, we
10 joyfully and humbly affirm the following articles of faith, which guide our learning,
11 teaching, and living.

12 b) Articles of Faith:

13 We believe in God

14 The Lord our God alone is God, holy and loving, revealing in creation and in Jesus
15 Christ God’s own power and glory, grace and mercy. The Lord our God alone is God, just
16 and true, perfect in being and trustworthy in action.

17 The Lord our God is infinite and beyond imagination; our minds can never fully know
18 God nor our hearts completely grasp his ways. The Lord our God is faithful and steadfast,
19 unfaithful in word and deed.

20 The Lord our God is Triune—one being in three persons—Father, Son, and Holy Spirit
21 in co-equal, co-eternal communion. The Lord our God, Creator and Sustainer of all that is,
22 redeems the world from its fallenness and consummates his saving work in a new heaven
23 and a new earth.

24 . . . the Father, Son, and Holy Spirit

25 God the Father is the source of all that is good. He is Father to his eternal Son, Jesus
26 Christ, and to all who are adopted as his sons and daughters through faith in Jesus Christ.
27 He has sovereignty over us, affection toward us, and glory for us.

28 God the Son became incarnate in Jesus Christ—one person in two natures, fully human
29 and fully divine—who was conceived by the Holy Spirit and born of the virgin Mary. In his
30 life and in his death on the cross he conquered the powers of darkness, paid the penalty for
31 our sin, and demonstrated God’s love for the world. In his bodily resurrection his life and
32 death are vindicated, and he is revealed to be the only judge and redeemer of the world. He
33 intercedes for us now before the Father and will return in glory.

1 God the Holy Spirit is Lord and Life-Giver, the one who empowered Jesus Christ and
2 who empowers his people to continue God’s work today. God the Holy Spirit convicts us of
3 sin, brings us to faith in Jesus Christ, and conforms us to the image of Christ. The Spirit
4 inspired the authors of Scripture and guides the church in faithful translation and
5 interpretation. The Bible, consisting of the Old and New Testaments, is God-breathed and
6 true, without error in all that it teaches; it is the supreme authority and only infallible guide
7 for Christian faith and conduct—teaching, rebuking, and training us in righteousness.

8 . . . the Author of our salvation

9 God created humankind for unbroken relationship with God, one another, and the rest
10 of creation. Through Adam’s disobedience, we fell into sin and now suffer alienation and
11 brokenness. The effects of sin are so pervasive that apart from God’s grace we are lost and
12 dead. Only by God’s grace through faith in Jesus Christ are we saved and made alive.

13 In bringing us to faith in Jesus Christ, the Spirit incorporates us into the body of Christ,
14 his church, the community of all believers in heaven and on earth. The church is called to
15 bear witness to Christ among the nations by praising God, preaching the good news,
16 discipling believers, healing the sick, serving the poor, setting free the oppressed, and caring
17 for creation. The gifts and fruit of the Holy Spirit empower the church for this mission.

18 Jesus Christ will return one day in his glorified body to judge the living and the dead.
19 Those who do not believe in him will be raised to suffer forever a just punishment. Those
20 who believe in him will be transformed, their bodies raised imperishable and incorruptible,
21 to live and reign with him forever in a new heaven and a new earth in which there will be
22 all that is good and true and beautiful, but no sorrow, no tears, and no evil thing.

23 *And so we pray:* Come, Lord Jesus.

- 24 c) These declarations of faith do not define in detail what an individual Christian might
25 believe in many important areas of doctrine and theology. Moreover, as a college seeking
26 to serve evangelical Christians from many denominations, there is less an obligation to
27 decide on these various points in detail than to celebrate not only unity in Jesus Christ but
28 also the freedom to disagree, and to continue grappling in the many non-essential elements
29 of faith.

30 **2.1.2.4.4 Community Life Statement**

- 31 a) As a matter of conscience and contractual agreement faculty are to affirm and promote the
32 Community Life Statement which provide a common understanding as all members seek to
33 apply biblical principles in daily living.
- 34 b) Statement of “Living in Community”:

1 When Jesus Christ summed up the way His followers were to treat each other, He said,
2 “love one another as I have loved you,” and “Love your neighbor as yourself.” On a
3 college campus, this kind of love must take into consideration the relationship between
4 learning and community.

5 Affirming the qualities of this relationship is vital. As students, staff, and professors
6 learn to live together, we recognize the dual manifestations of love in justice and mercy.
7 We attempt to work out what it means to live justly and mercifully in common agreements
8 such as this one. We understand that life in a college will give priority and honor to the
9 wise development of the mind. Given this focus, our social and intellectual growth needs
10 freedom for exploration, complemented by a commitment to good will and graciousness.
11 Personal discipline is also required. For example, civility is basic to all types of
12 community, while academic honesty and respect for education are fundamental to an
13 instructional environment.

14 Learning depends on truth-centered attitudes. It thrives in an atmosphere of
15 discriminating openness to ideas, a condition that is characterized by a measure of modesty
16 toward one’s own views, the desire to affirm the true, and the courage to examine the
17 unfamiliar. As convictions are expressed, one enters into the “great conversation” of
18 collegiate life, a task best approached with a willingness to confront and be confronted with
19 sound thinking.

20 Community is built upon other-centered practices. It flourishes in a place where love
21 for God and neighbor is cultivated and nurtured. It grows strong when members practice
22 integrity, confession, and forgiveness, attempt to live in reconciled relationships, accept
23 responsibility for their actions, and words, and submit to biblical instructions for communal
24 life.

25 Scripture supports these attitudes and principles. It promotes relationships based on the
26 ideals of trust, compassion, and forbearance and praises actions that manifest sacrificial
27 giving and sincere faith. Scripture also forbids attitudes such as pride and jealousy and
28 prohibits such actions as drunkenness, sexual promiscuity, and dishonesty. In keeping with
29 these standards, the Westmont community has agreed to certain guidelines in the Student,
30 Staff, and *Faculty Handbooks*.

31 Desiring to implement the teachings of Christ, Westmont encourages true fellowship in
32 the whole body of Christ, including the local church, for when we love each other we
33 imitate Christ’s love for us. As we seek to follow God in truth, certain choices make for
34 greater peace: a respect for others as they make decisions contrary to ours, a readiness to

1 listen carefully to those who represent situations or cultures unfamiliar to us, and a concern
2 for how our preferences affect the lives of those around us.

3 We are committed to inquiry as well as pronouncement, rigorous study as well as
4 kindred friendship, challenging teaching as well as reflective learning. Sometimes these
5 tensions will lead to conflict. To live in unity, we must set ourselves to the practical task of
6 discerning daily how to love well, how to inflesh the biblical call to justice and mercy. As
7 we do so, our life together at Westmont will begin to resemble the community God has
8 envisioned for us.

9 c) Behavioral Expectations:

10 The Westmont community chooses freely and willingly to impose upon itself rules for
11 behavior which serve both the long-range interests of the institution and the immediate good
12 of its individual members. While we do not view these expectations as an index to maturity
13 in Christ, we do regard violations as a serious breach of integrity within the community
14 because each member has voluntarily chosen to associate with it and to accept its standards.

15 The College establishes the following specific expectations for the trustees,
16 administration, faculty, staff, and students of the Westmont community:

- 17 1) The College will not condone practices which Scripture forbids. Such activities
18 include occult practices, sexual relations outside of marriage, homosexual practice,
19 drunkenness, theft, profanity, and dishonesty. Westmont also recognizes that Scripture
20 condemns “sins of the spirit” such as covetousness, jealousy, pride, and lust. By their
21 very nature, these sins are more difficult to discern. Because they lie at the heart of the
22 relationship between the individual and God they are of central concern of the
23 Westmont community.
- 24 2) The College upholds integrity as a core value of the community. Members are
25 expected to take responsibility for their own violations of all behavioral guidelines and
26 demonstrate commitment to the value of integrity in word and deed.
- 27 3) The College is committed to providing a learning and work environment free of
28 harassment.
- 29 4) The College upholds the laws of the local community, the nation, and the state of
30 California. Such laws include prohibitions against possession or use of illegal drugs or
31 drug paraphernalia, against purchasing or consuming alcoholic beverages by persons
32 under the age of 21, drunkenness, and driving under the influence of alcohol.

1 5) The College expects our members who choose to marry to abide by the commitment to
2 lifelong heterosexual marriage and, whether single or married, to strive to maintain
3 healthy family relationships.

4 6) The College recognizes that the use of tobacco products and alcoholic beverages
5 presents a danger to personal health. It condemns the abuse and raises questions about
6 the use of tobacco and alcohol. Under no circumstances shall any member of the
7 community use or possess the products on campus or when attending a college-related
8 student activity.

9 The College will establish other rules and regulations necessary for orderly community
10 life and will list them in appropriate handbooks.

11 **2.1.3 Search, Appointment, Orientation**

12 Appointments with notice (probationary) or continuous (tenured) contracts are made by
13 the Board of Trustees upon the recommendation of the Provost and the President.

14 Appointments with term contracts are made by the Provost, subject to review by the
15 President and/or the Board of Trustees.

16 **2.1.3.1 Search Procedures**

- 17 a) Prior to each new faculty search, the Provost will establish the degree requirements for the
18 position in consultation with the Department Chair and Personnel Committee. Except in
19 very rare circumstances, a terminal degree will be required for all faculty positions at
20 Westmont. The Department Chair will provide a description of the position and an
21 announcement of the opening which will be based on a legally and institutionally
22 acceptable format provided by the Provost. Normally, a national search is conducted;
23 applications, including references, are received and screened by department members and
24 chair. The Provost may review applications and will expect departments to develop a pool
25 of applications reflecting diversity of ethnicity and sex in addition to commitment both to
26 the traditions of liberal education and to the integration of Christian faith with learning. A
27 short list of candidates will be developed by the department and the Provost. The Provost
28 and department chair will determine the strategy for bringing candidates to campus for
29 interview.
- 30 b) The campus visit includes (1) interviews with departmental members, the Provost, the
31 President, the Vice President for Student Life, the Faculty Personnel Committee, a faculty
32 group from outside the department, students, and (2) discussions with the Vice President for
33 Finance, and the Director of Human Resources. The candidate teaches two classes,
34 preferably a lower division class and an upper division class or colloquium. When feasible,

1 a forum open to all faculty should be held during which the candidate will address issues
2 such as the nature and purpose of Christian education in the liberal arts and sciences and the
3 relation of faith to one's discipline. Information is solicited by the department chair from
4 all who participated in the interview process.

5 **2.1.3.2 Appointment Procedures**

- 6 a) The department, through its chair, will make its recommendation for an appointment to the
7 Provost. If the Provost and the department are unable to agree on an appointment, they will
8 continue the search. With the approval of the President, the Provost will forward his or her
9 recommendation and that of the department to the Academic Committee of the Board of
10 Trustees. Appointment is not final until the Board of Trustees has approved the contract of
11 the candidate.
- 12 b) When a full-time contract is offered, the Provost will specify in writing all conditions and
13 considerations that may be distinctive to the contract. If degree requirements have not been
14 met at the time of appointment, the Provost will specify in writing the amount of time
15 allowed to complete the degree. Faculty who have not completed the degree by the agreed-
16 upon date are subject to termination. Attendant to the contract, the Provost will provide a
17 copy of the *Faculty Handbook*, the Articles of Faith, and Community Life Statement.

18 **2.1.3.3 Orientation**

19 It is the responsibility of the departmental chair, during the first semester of a new
20 faculty member's employment, to review with the faculty member departmental procedures
21 and the academic program of the College. In addition, a faculty mentor will be appointed in
22 accordance with the provisions of section 2.2.1.4. At the conclusion of the academic year,
23 the mentor will file a brief written report with the Provost and department chair describing
24 mentoring activities for the year.

25 **2.1.3.4 Equal Opportunity**

26 Westmont College does not discriminate in its employment policies on the basis of sex,
27 race, color, age, disability, disabled, or Vietnam Era veterans, national or ethnic origin.

28 **2.1.3.5 Conflict of Interest**

29 Situations involving the evaluation of a family member limit the participation of the
30 faculty member. When the family member is a student, the faculty member will make a
31 reasonable effort to procure from another colleague additional evaluation of the student's
32 work. When a family member is an applicant for a position, the faculty member will not
33 participate in the search process; the same criteria are used as in the search for a faculty
34 member in any department. In addition, it is prudent that neither family member serve as

1 chair or, when this expectation cannot be met, any evaluation of the family member be
2 supervised by a faculty member from another department who will be appointed by the
3 Provost.

4 **2.1.3.6 Special Appointment Considerations**

5 Full time faculty are required each contract year to indicate their affirmation of the
6 Articles of Faith and the Community Life Statement (see Sections 2.1.2.4.3 and 2.1.2.4.4).

7 **2.1.3.7 Employment Eligibility Verification**

8 Prior to appointment, a faculty member is required by federal law to provide
9 verification of eligibility to be employed in the United States.

10 **2.2 Evaluation, Promotion and Tenure**

11 Evaluation of faculty for promotion and tenure benefits the individual and the College.
12 The procedures are similar, but particular criteria are weighted differently depending on the
13 objective of the review. These differences correspond to the complementary roles
14 promotion and tenure play in accomplishing the educational mission and goals of the
15 College.

- 16 a) The purpose of the intermediate review is to make a judgment concerning the reviewee's
17 progress towards tenure and to make a judgment as to whether or not the candidate is on a
18 trajectory that would lead to tenure.
- 19 b) The tenure review, although based in part on the criteria for the Associate Professorship and
20 the expectation of sustained professional growth (see Section 2.2.2.2.4), places special
21 emphasis on the fundamental criterion and on teaching (see Sections 2.2.1 and 2.2.1.2 a)).
- 22 c) Evaluation for promotion, while taking into account institutional service, emphasizes
23 professional criteria generally associated with the faculty member's discipline in the larger
24 academic community and at Westmont College.

25 **2.2.1 Evaluation**

26 The fundamental criterion for any favorable review is that a faculty member display in
27 word and deed an appropriate sense of institutional mission. This means that the faculty
28 member:

- 29 a) clearly supports the mission of the college as an undergraduate, residential, evangelical
30 Christian, liberal arts institution, affirming in particular the Articles of Faith, honoring the
31 Community Life Expectations, and displaying a commitment to the integration of faith and
32 learning, and to the moral and spiritual development of students.
- 33 b) cooperates with department colleagues, treats members of the larger college community
34 with respect and concern, and approaches conflict constructively.

1 Failure to meet this fundamental standard cannot be compensated for by the meeting of
2 other standards.

3 **2.2.1.1 Criteria and Quantification of Criteria**

4 a) Criteria:

- 5 1) teaching
- 6 2) professional development
- 7 3) institutional service

8 b) Quantification:

9 Ratings for each criterion range from one (failing) to seven (distinguished).

- 10 1) failing—falls short of acceptable expectations in most applicable aspects of
11 performance
- 12 2) needs substantial improvement—falls short of acceptable expectations in several
13 aspects of performance
- 14 3) needs some improvement—falls short of acceptable expectations in one or two
15 applicable aspects of performance
- 16 4) acceptable—performs at an acceptable level in all applicable aspects
- 17 5) very good—exceeds the acceptable level of performance in most applicable aspects
- 18 6) masterful—performs exceptionally well in all applicable aspects
- 19 7) distinguished—exceptional performance in all applicable aspects, not only as
20 determined by the college community, but also recognized by the community, state
21 and/or national level of professional peers

22 **2.2.1.2 Standards**

23 It is understood that within the context of the review process, the Personnel Committee
24 will determine what constitutes appropriate performance when questions arise about
25 applying criteria (here and in sections 2.2, 2.2.1 and 2.2.2.2). It is also assumed that these
26 criteria, though not necessarily weighted equally, will enable the Personnel Committee to
27 assess performance as equitably as possible while taking individual strengths and expertise
28 into account.

29 a) Teaching:

- 30 1) communicates clearly, accurately, engagingly, and respectfully with students
- 31 2) works effectively with a wide range of students and sets standards that challenge but
32 do not discourage them
- 33 3) explicitly as well as implicitly integrates faith and learning
- 34 4) provides students with appropriate and timely evaluation of their work

- 1 5) allows time for contact with students outside the classroom in office hours and other
- 2 venues where conversation may be continued and relationships deepened
- 3 6) functions effectively both as student mentor and as advisor (i.e., knows relevant
- 4 requirements, discusses options with students, takes time to raise and address questions
- 5 in advising sessions)
- 6 7) functions effectively in a variety of teaching environments (lecture, small seminars,
- 7 labs, etc.); involves students in research where appropriate
- 8 b) Professional Development:
- 9 1) publishes in scholarly journals, through an academic publishing house, or through
- 10 other appropriate venues, and/or gives performances or exhibits that are publicly
- 11 reviewed
- 12 2) presents at professional meetings, leads workshops or seminars, or serves as an expert
- 13 consultant in the field
- 14 3) conducts scholarly work that reflects Christian commitment and, where appropriate,
- 15 explicitly brings a Christian perspective to bear
- 16 4) keeps abreast of developments in field through professional meetings and literature,
- 17 and incorporates them into teaching and scholarship
- 18 5) when appropriate, serves as a professional resource for the local community
- 19 6) where applicable, takes significant initiative to engage in interdisciplinary research and
- 20 dialogue leading to publication, presentation, or course development
- 21 c) Institutional Service:
- 22 1) takes part in the spiritual life of the community, e.g. through individual mentoring,
- 23 chapel participation, Bible Study, residence hall events, and/or other activities focused
- 24 on prayer, communal worship, or spiritual development
- 25 2) attends and participates regularly in department, division, and faculty meetings,
- 26 assuming appropriate leadership in such gatherings when requested
- 27 3) serves conscientiously on standing committees when appointed or elected, barring
- 28 serious reasons for excuse
- 29 4) participates on occasion in task forces, search committees, program development and
- 30 assessment teams, and other ad hoc working groups.
- 31 5) participates in the local community through church involvement, and as appropriate
- 32 through civic organizations, public causes, lectures, etc.
- 33 6) participates on occasion in recruiting events and other public relations efforts of the
- 34 college

1 **2.2.1.3 Evidence**

2 Promotion and tenure evaluation will be based on:

- 3 a) student evaluations
- 4 b) peer evaluations
- 5 c) departmental evaluations
- 6 d) administrative evaluations
- 7 e) candidate’s personal statement (self-assessment and faith-learning portfolio) and curriculum

8 vitae

9 1) Self-assessment

10 The 5-10 page document addresses the standards of faculty review in the *Handbook*
11 (2.2.1.2), including the fundamental criterion described under 2.2.1. It presents the
12 candidate’s own assessment of his or her development and accomplishments in the
13 areas of teaching, professional development, and institutional service, and describes the
14 ways in which the candidate would like to grow in the future.

15 2) Faith-Learning Portfolio

16 This collection is both a record for use in reviewing the candidate and a tool for use by
17 the faculty member in seeking to develop his or her own approach to the integration of
18 faith and learning. Considered a work in progress, it may include reading lists of
19 relevant material, reflections on those readings and/or on the faculty member’s other
20 efforts to integrate faith and learning in the classroom, in scholarship, and in
21 participation in the life of the community. The portfolio should include an essay
22 reflecting the candidate’s current thinking about the philosophy of Christian liberal arts
23 education and about the relationship between the candidate’s Christian faith and
24 academic discipline. At the time of final tenure review, the essay should have evolved
25 into a 5-10 page paper on these topics.

26 **2.2.1.4 Procedure**

27 Personnel Committee Reviews & Recommendations. Typically, the intermediate tenure
28 review will occur in the spring semester of the third year, and the final tenure review in the
29 spring of the sixth year. Promotion reviews not connected with the tenure process typically
30 will occur in the fall semester.

- 31 a) For each promotion and tenure review, each faculty member being reviewed is responsible
32 to demonstrate sufficient progress toward tenure and promotion in the form of a portfolio
33 presented to the Personnel Committee. Required items include:

34 1) a current curriculum vitae;

- 1 2) personal statement (self-assessment essay and faith-learning portfolio as described in
2 section 2.2.1.3 e);
- 3 3) course evaluations for all courses taught during the previous two years, or the results of
4 alternative means of evaluation previously approved by the Provost and the Personnel
5 Committee;
- 6 4) the schedule and class rosters for each current course;
- 7 5) a list of students for potential interviews;
- 8 6) a list of faculty for potential interviews;
- 9 7) a list of external references to be contacted (required of candidates for promotion to
10 full professor, optional in other reviews);
- 11 b) At the time of each review for promotion and tenure, the Personnel Committee will assign
12 one of its members (“reviewer”) to each faculty member undergoing review (“reviewee”).
13 The reviewer must be at least of the same rank as that for which the faculty member is a
14 candidate, and must be tenured in the case of a final tenure review. The Personnel
15 Committee shall endeavor to avoid conflict of interest when assigning members to review
16 cases. Faculty not on the Personnel Committee who believe an assignment may result in a
17 conflict of interest may state their objections to the Personnel Committee through the
18 Provost. Both in gathering data and in writing reports and summaries, reviewers shall
19 endeavor to ensure confidentiality and, except in the case of student course evaluations,
20 shall disregard comments or evaluations for which authorship is not claimed.
21 Responsibilities of reviewers are as follows:
 - 22 1) review the faculty member’s personnel file, including departmental assessment
23 summaries and any prior reviews;
 - 24 2) meet with the reviewee at least once toward the beginning of the review process in
25 order to provide an orientation to the process and both ask and answer questions, and
26 again toward the end of the process in order to address any issues or concerns raised
27 during the review process and to ask any follow-up questions;
 - 28 3) solicit written feedback from and interview each member of a reviewee’s department
29 (alternate means of soliciting input may be required if a departmental colleague is out
30 of the area; in such instances telephone interviews or extensive written feedback
31 should suffice; a formal departmental recommendation is not required);
 - 32 4) solicit evaluations from faculty colleagues and administrators who have relevant
33 information;
 - 34 5) examine student course evaluations provided by the reviewee;

- 1 6) attend two class sessions taught by the reviewee, preferably of two different courses;
- 2 7) interview at least eight students from classes taught the previous two years, one-half of
- 3 the number of students interviewed selected from a list provided by the reviewee and
- 4 the other half chosen by the reviewer from class rosters;
- 5 8) solicit external reviews and evaluations of professional competence in teaching and
- 6 scholarship (required for candidates for promotion to full professor; optional in other
- 7 reviews);
- 8 9) prepare and submit a written report as a basis for deliberation and recommendation of
- 9 the Personnel Committee, including the reviewee's self-assessments in an attached
- 10 appendix.

11 c) The chair of the Personnel Committee (or vice chair, as appropriate) will notify the
12 reviewee of the Committee's recommendation on the day the review is concluded (the
13 conclusion is reached when the summary statement is finalized). Within three weeks of this
14 date, the Provost will meet with the reviewee to discuss the review and its implications, and
15 to obtain written acknowledgment jointly signed by the Provost and the reviewee of
16 notification of the above mentioned recommendation. If the Personnel Committee has
17 recommended against tenure or promotion, the Provost will seek to arrange a conversation
18 with the faculty member within 24 hours of the negative recommendation.

19 **2.2.2 Promotion**

20 **2.2.2.1 Eligibility**

21 An individual qualifies for promotion review after having served five years in a rank at
22 the College. Individuals may be reviewed prior to that time either (1) on the basis of
23 written agreements completed at the time of appointment recognizing service in rank at
24 another institution or (2) in the most exceptional cases when a faculty member has served
25 not less than three years in the rank and is recommended by the department chair and
26 Provost for early consideration in recognition of outstanding achievement.

27 **2.2.2.2 Criteria**

28 **2.2.2.2.1 General**

29 The criteria used in evaluation for promotion are presented in Sections 2.2.1.1 and
30 2.2.1.2. In all cases it is understood that the requisite academic degree is in the discipline of
31 a faculty member's appointment.

32 **2.2.2.2.2 Instructor**

- 33 a) A master's degree; or, in exceptional cases, equivalent professional education and
- 34 experience directly related to the teaching assignment.

- 1 b) Evidence of ability to teach effectively.
- 2 c) Evidence of continuing growth in the professional field related to the teaching assignment,
- 3 such as enrollment in a terminal degree program.

4 **2.2.2.2.3 Assistant Professor**

- 5 a) A terminal degree appropriate to one's discipline; or, in exceptional cases, a master's degree
- 6 plus one year of advanced graduate study with continuing enrollment in a terminal degree
- 7 program, or substantial college teaching experience.
- 8 b) Reasonable prospect for becoming an excellent teacher.
- 9 c) Evidence of professional competence for scholarly work and, where appropriate, creative
- 10 activity.
- 11 d) Participation in professional activities and prospect for continuing professional growth.
- 12 e) A demonstrated interest in the integration of faith and learning.
- 13 f) Acknowledgment and acceptance of faculty responsibilities for student advising and college
- 14 governance and to model Christian living in the College community.

15 **2.2.2.2.4 Associate Professor**

- 16 a) A terminal degree appropriate to one's discipline and six years of subsequent college
- 17 teaching. In instances where a doctorate is the terminal degree, and under exceptional
- 18 circumstances, a master's degree with more than one full year of additional graduate study
- 19 and eight years of college teaching subsequent to the granting of the master's degree.
- 20 b) Evidence of continued growth toward teaching excellence.
- 21 c) Recognition of scholarship by peers in the professional field through such means as
- 22 publication (e.g., original research, interdisciplinary scholarship, textbooks, course
- 23 software), convention papers, recitals, and showings.
- 24 d) Participation in professional activities.
- 25 e) Active participation in faculty and departmental responsibilities.
- 26 f) Continuing growth in achieving the integration of faith and learning and in the
- 27 demonstration of Christian living as a model for the College community.

28 **2.2.2.2.5 Full Professor**

- 29 a) A terminal degree appropriate to one's discipline and 12 years of subsequent college
- 30 teaching. In cases where the expected terminal degree is the doctorate, under the most
- 31 exceptional circumstances, a master's degree with two (2) or more years of advanced
- 32 graduate study and 20 years of subsequent college teaching.
- 33 b) Evidence of maturity and excellence in teaching that establishes and sets forth the
- 34 individual as a model for faculty colleagues.

- c) Evidence of mature and sustained professional involvements. Evidence should include sustained professional activities and recognition by peers in the professional field.
- d) Leadership in faculty roles of teaching, advising and college governance, and in mentoring colleagues.
- e) Maturity in Christian living and the integration of faith and learning which serves as a model for other members of the College community.

2.2.2.3 Procedure

The procedure for promotion review is presented in Section 2.2.1.4. In all cases, a faculty member standing for promotion to a higher rank will receive from the Provost a report of the Personnel Committee's findings including its final recommendation prior to its submission to the President. The Personnel Committee will either recommend promotion to the next rank or deferral of promotion.

2.2.2.4 Appeal of Promotion Decision

This section provides recourse when a faculty member wishes to contest a negative decision concerning promotion.

a) Procedures:

A decision not to recommend promotion may be appealed to the Faculty Council by the same procedures as those provided in Section 2.3.3.3, Appeal of Tenure Decision. The appeal must be made within three weeks of notification of the decision not to recommend promotion. The appeal must be based on procedural and not substantive grounds; the Council will consider only procedural issues.

b) Outcomes:

The decision of the Faculty Council will be rendered as a recommendation made through the Provost to the President. When the Faculty Council upholds a faculty member's appeal of a decision regarding promotion, the effect is not to recommend promotion, but to recommend the voiding of the original decision and the mandating of a new promotion review, to be completed no later than the end of the semester following the original decision. When such new review results in a recommendation for promotion, the promotion is to be effective retroactively for the aforesaid academic year.

2.2.3 Tenure

- a) Westmont College affirms the principle of academic tenure. After the expiration of a probationary period, teachers and scholars should have continuous tenure, and their service should be terminated only for adequate cause, including intentional and substantive denial

1 of the Articles of Faith (see Section 2.1.2.4.3), or under extraordinary circumstances,
2 because of financial exigencies or reduction in force (see Section 2.3.4).

3 b) Advancement to tenured status requires positive action by the College; tenure cannot be
4 granted through inaction.

5 **2.2.3.1 Eligibility**

6 a) A faculty member is eligible for tenure after six years of full-time service. He or she must
7 hold the rank of Associate Professor, or will be evaluated for promotion to Associate
8 Professor concurrently with evaluation for tenure.

9 b) Provisions for credit for prior service are located in Section 2.1.2.3.

10 **2.2.3.2 Criteria**

11 Criteria are those listed for Associate Professor (2.2.2.2.3) with particular consideration
12 given to evidence of:

13 a) Continued growth toward teaching excellence (specifically student growth and
14 development).

15 b) Active participation in faculty and departmental responsibilities.

16 c) Continued growth in the integration of faith and learning, the demonstration of Christian
17 living as a model for the College community, and the expression of confidence in the
18 authority of Scripture and of commitment to Jesus Christ.

19 **2.2.3.3 Procedure**

20 a) Each person shall be notified of progress toward tenure in accordance with the provisions of
21 Section 2.2.1.4. Instructional faculty on probationary status must have a final tenure review
22 no later than during the sixth year of full time service on continuous probationary
23 appointment at Westmont College. A final decision regarding tenure may be twice deferred
24 for one year. Therefore, not later than the eighth year, the College must grant tenure or a
25 one-year terminal contract.

26 b) The first review may be delayed for one year if, in extraordinary circumstances, the faculty
27 member, the department chair and the Provost agree to postpone it.

28 c) The process of probation precludes being removed from tenure track and remaining a
29 faculty member at the College beyond one year.

30 d) In all cases, a faculty member will receive from the Provost a report of the Personnel
31 Committee including its final recommendation prior to its submission to the President.

32 1) In instances of the first review, the decision of the committee may be:

- 1 (a) positive, including acknowledgment of contributions to the College, and
- 2 specification of areas of development and improvement necessary for a final
- 3 recommendation for granting of tenure; or,
- 4 (b) negative, a recommendation of non-renewal or that a terminal one-year contract be
- 5 issued.

6 2) In instances of final tenure review, the decision of the Personnel Committee may be:

- 7 (a) positive, recommending the granting of tenure;
- 8 (b) to recommend deferral of tenure; or,
- 9 (c) negative, recommending the denial of tenure.

10 e) If the Provost or President does not concur with a positive recommendation of the Personnel

11 Committee, the case will be referred back to the Personnel Committee with suggestions for

12 reconsideration. If the final recommendation of the Personnel Committee is negative, or if

13 the Provost, President, or Board of Trustees differs with a positive recommendation of the

14 Personnel Committee, then the decision is negative resulting in separation and subject to the

15 provisions of Section 2.3.3.1.

16 **2.2.3.4 Appeal of Tenure Decision**

17 This section provides recourse when a faculty member wishes to contest a negative

18 decision concerning tenure.

19 a) Procedures:

20 A negative tenure decision may be appealed to the Faculty Council in accordance with

21 the provisions of Section 2.3.3.3. The appeal must be made within three weeks of

22 notification of the negative tenure decision. The appeal must be based on procedural and

23 not substantive grounds; the Council will consider only procedural issues.

24 b) Outcomes:

25 The decision of the Faculty Council will be rendered as a recommendation made

26 through the Provost to the President. When the Faculty Council upholds a faculty

27 member's appeal of a negative decision regarding tenure, the effect is not to recommend

28 tenure, but to recommend the voiding of the original decision and the mandating of a new

29 tenure review, to be completed no later than the end of the semester following the original

30 decision.

31 **2.2.3.5 Non-Tenure Track Faculty Evaluations**

32 Continuing non-tenure track faculty will be reviewed on a regular basis employing the

33 evaluation criteria in 2.2.1.1. The evaluation will be carried out by the Personnel

1 Committee and occur during the third and sixth years after appointment, and every sixth
2 year thereafter.

3 **2.2.4 Discipline**

4 Discipline is seldom necessary, and when it is administered, it is to be done in a fair
5 manner which reflects concern for the individual as well as for the community. The hope is
6 that all discipline will ultimately be remedial. The following are two procedures for
7 discipline, depending upon the nature of the violation.

8 **2.2.4.1 Non-Performance of Contract**

9 This section provides recourse when a faculty member (2.2.4.1 b)1)) has a grievance
10 against another faculty member involving lapses from contractual obligations associated
11 with teaching, advising, and governance (2.2.4.1 a)).

12 a) Definitions and Principles:

13 Discipline for “Non-performance of Contract” is intended to hold faculty accountable
14 for fulfilling contractual obligations associated with teaching, advising, and governance. Its
15 primary purpose is not to punish, but rather to identify and remedy patterns of non-
16 performance of contractual obligations before more severe sanctions are required.

17 It may not be applied to single instances of non-performance of contract or for the
18 purpose of precluding or disparaging differences of opinion, for criticizing the content and
19 method of a course, or for criticizing a faculty member’s extra-mural activities.

20 b) Procedure:

- 21 1) Concerns related to non-performance of contract may be raised by colleagues, by
22 students, or by administrators. It is usually desirable that the concern be raised first
23 with the faculty member involved. If there is good reason not to address the concern to
24 the faculty member involved, it should be brought to the attention of the Department
25 Chair or the Provost.
- 26 2) The Department Chair (if the accused faculty member is a Department Chair, then the
27 Associate Academic Dean for Curriculum) and the Provost will meet with the faculty
28 member to discuss the allegation. The faculty member has the right to give an
29 explanation and/or interpretation, to present evidence, and to have another faculty
30 member present as an advocate. If the allegation is judged to lack substance, no further
31 action will be taken. The matter will not be discussed beyond those already involved,
32 nor will a statement be placed in the faculty member’s file. If the allegation is found to
33 have substance the faculty member, Department Chair, and the Provost should
34 endeavor to resolve the problem to their mutual satisfaction. If an agreement is

1 reached, a statement to this effect will be written and signed by the Provost, co-signed
2 by the Department Chair, and the faculty member, and given to the faculty member. A
3 copy of the statement will be placed in the faculty member's personnel file and all
4 other communication pertaining to the case will be expunged.

- 5 3) If a resolution is not achieved to the satisfaction of the chair and the Provost, a finding
6 presenting the problem and describing the steps deemed necessary to rectify it will be
7 written by the Provost and co-signed by the Department Chair. The finding will outline
8 the process for ascertaining the faculty member's compliance and the successful
9 resolution of the problem. This finding will be given to the faculty member and a copy
10 placed in the faculty member's personnel file. In this instance, or for any other action
11 that may follow, the faculty member has the right to append a response.
- 12 4) At a time determined in the finding (2.2.4.1 b)3), a meeting among the faculty
13 member, Department Chair, and the Provost will be held to review the faculty
14 member's compliance with the conditions of the finding. If, in the judgment of the
15 chair and the Provost, the problem has been resolved, a statement written and signed
16 by the Provost, and co-signed by the Department Chair and the faculty member, will be
17 placed in the faculty member's personnel file. If, however, the chair and the Provost
18 determine that the conditions of the first finding have not been satisfied, a second
19 finding written by the Provost and co-signed by the chair will be placed in the faculty
20 member's personnel file. This finding will describe the problem and establish the
21 conditions for its resolution.
- 22 5) At a time determined in the second finding (2.2.4.1 b)4), a meeting among the faculty
23 member, Department Chair and the Provost will be held to review the faculty
24 member's compliance with the conditions of the finding. If, in the judgment of the
25 chair and the Provost, the problem has been resolved, a statement written by the
26 Provost, and co-signed by the chair and the faculty member, will be placed in the
27 faculty member's personnel file. If, in their judgment, the conditions of the second
28 finding have not been met, the chair and the Provost will recommend to the Faculty
29 Personnel Committee that a sanction be brought against the faculty member.
- 30 6) The Faculty Personnel Committee will review the case, relying on the pertinent written
31 communications mentioned above. The committee may choose to call the faculty
32 member to appear in person. In any case, the faculty member in question has the right
33 to appear before the committee. The Personnel Committee by majority vote, excluding
34 the Provost or any other person previously involved in the process, may determine

1 that: (a) sanctions are unnecessary, dismiss the case, and recommend that all
2 communications pertaining thereto be expunged from the faculty member's personnel
3 file; (b) determine that a sanction is justified and recommend both the sanction and the
4 conditions for its removal (a statement thereof to be placed in the faculty member's
5 personnel file); or (c) determine that the problem is severe enough to warrant
6 suspension (2.2.4.3) or discharge for cause proceedings (2.2.4.4).

7 c) Sanctions:

8 Sanctions are limited to the following:

- 9 1) denial of eligibility for teaching and scholarship awards
- 10 2) denial of travel funding
- 11 3) denial of faculty development grants
- 12 4) delay of sabbatical leave
- 13 5) suspension or denial of salary step increase

14 d)

1 Appeal:

2 The application of progressive discipline may be appealed to the Faculty Council on the
3 bases of (1) the severity of the sanction, (2) process and/or (3) the inequitable application of
4 sanctions.

5 **2.2.4.2 Violation of Contract**

6 This section provides recourse when a faculty member (2.2.4.2.2 a)) has a grievance
7 against another faculty member involving lapses from contractual obligations related to the
8 Articles of Faith, the Community Life Statement, or professional ethics (2.2.4.2.1).

9 **2.2.4.2.1 Definitions and Principles**

10 Discipline for “Violation of Contract” is intended to hold faculty accountable for
11 contractual obligations related to the Articles of Faith, Community Life Statement, and
12 professional ethics. For the sake of the accused faculty member and the community,
13 allegations about such violations are best kept confidential, if at all possible.

14 **2.2.4.2.2 Procedures**

- 15 a) A colleague, a student, or an administrator may present an allegation of this sort – usually,
16 in the first instance, to the faculty member involved. If the faculty member’s response fully
17 satisfies the complainant, the matter may be considered as resolved. Otherwise, or in the
18 case where there is good reason not to address the faculty member directly, the allegation
19 should be presented to the Provost, who will present the charges to the faculty member by
20 way of attempting an informal resolution.
- 21 b) The Provost, once involved, will investigate in a manner appropriate to the severity and
22 circumstances of the allegation, and in accordance with the law. The faculty member, after
23 being apprised of the charges, has the right to a meeting with the Provost to explain,
24 interpret, and present evidence with another faculty member present as advocate. At the
25 Provost’s discretion, the faculty member’s Department Chair may also be present (or the
26 Associate Academic Dean, if the allegation involves the Department Chair), and also the
27 Vice President for Student Life and Dean of Student Life, if the allegation involves
28 students. At this stage no one else will be made privy to the case.

29 If appropriate investigation shows the allegation to lack substance, no further action
30 will be taken. The matter will not be discussed beyond the circle of those already privy to
31 the case (see prior paragraph), and no record will be made in the faculty member’s file in
32 the Provost’s office.

- 33 c) If the allegation is found to have substance, but no potential for termination of contract, the
34 Provost may resolve the problem administratively without enlarging the circle of those

1 privity to the case. The terms of such a resolution, including any sanctions, will be put in
2 writing by the Provost, signed by the faculty member, and placed in the faculty member’s
3 file in the Provost’s office. Possible sanctions include, but are not limited to, those
4 specified for non-performance of contract (Section 2.2.4.1 c)). In case of a need for
5 reconciliation between the faculty member and someone else, the Provost will serve as
6 mediator unless the principals agree instead to follow the procedures of the *Faculty*
7 *Handbook*, section 2.10, “Procedures for Resolving Grievances.”

8 d) If the allegation is found to have substance with a potential for termination of contract, the
9 Provost will immediately refer the case to the Faculty Council – this with a view to
10 preserving for the faculty member both the benefit of doubt and the prospect of full
11 restoration with dignity. Together the Provost and the Faculty Council will determine
12 whether the Provost or the Faculty Council should pursue the case to a resolution. Their
13 choice will be guided by consideration for the best interest of the faculty member, the
14 College community, and any other interested parties; but the latter option will be necessary
15 if by this stage agreement cannot be reached as to the nature and severity of the allegations
16 and/or the discipline appropriate to the case.

17 1) On the former option the Provost will make final determinations of discipline in
18 consultation with the Faculty Council. The written terms of such a resolution,
19 including any sanctions, will be produced by the Provost, signed by the faculty
20 member, and placed in the faculty member’s file in the Provost’s office. Possible
21 sanctions include, but are not limited to, those specified for non-performance of
22 contract (Section 2.2.4.1 c)). In case of a need for reconciliation between the faculty
23 member and anyone else, the Provost will serve as mediator unless the principals agree
24 instead to follow the procedures of the *Faculty Handbook*, Section 2.10, “Procedures
25 for Resolving Grievances.” It is to be hoped that most such cases will be resolved
26 without resort to discharge for cause proceedings.

27 2) On the latter option, the Faculty Council may embark directly on the procedures of
28 discharge for cause (Section 2.2.4.4) by presenting the charges in writing to the
29 Provost, who will inform the faculty member and the President. The Faculty Council,
30 however, is not bound to treat the case as one of discharge for cause; if they choose not
31 to do so, they will make final determinations of discipline in consultation with the
32 Provost.

1 **2.2.4.2.3 Appeal**

2 At any stage prior to the Provost’s bringing the case to the Faculty Council, the faculty
3 member may do so by personal initiative, according to the formal procedure provided by
4 Section 2.10 for resolving grievances.

5 **2.2.4.3 Suspension**

6 When charges are brought that could result in termination of contract, a faculty member
7 may be suspended, or assigned to other duties in lieu of suspension, but only where there is
8 clear danger of immediate harm to the faculty member or others. The Provost will consult
9 with Faculty Council in determining the propriety of suspension as well as its length and
10 other conditions.

11 **2.2.4.4 Discharge for Cause Hearing**

12 Confidentiality shall be maintained throughout the hearing process. When charges
13 include departure from the Articles of Faith, particular and careful attention must be given
14 to Section 2.4.1.1, “Academic Freedom.”

15 **2.2.4.4.1 Formation and Membership of the Hearing Committee**

16 The Hearing Committee will be formed by one of the two following procedures, to be
17 chosen by the faculty member against whom the charges are being brought:

18 **2.2.4.4.1.1 Hearing Committee Formation, Option 1**

- 19 a) In consultation with the Provost, Faculty Council will compose the hearing committee of
20 the five most recently elected past members of the Faculty Council who are currently at the
21 College, who are not on sabbatical, and who have completed the term of their subsequent
22 committee release for service on the Faculty Council (Section 1.4.3.8 b)1)), subject to the
23 condition that at least three of the five must be tenured. Of two or more faculty who were
24 elected to the Faculty Council at the same time, the one(s) with greater seniority at the
25 College will be chosen. Prospective members will be given three days’ opportunity to
26 recuse themselves; and the Faculty Council will make the sole determination as to what
27 constitutes adequate cause.
- 28 b) After having found five consenting members for the committee, the Faculty Council will
29 identify them to the President and to the faculty member. All challenges to the committee
30 membership must be submitted in writing to the Faculty Council within the seven days
31 following this notification. Parties on either side may make unlimited challenges for cause,
32 and each side will be allowed no more than two challenges without cause, within the seven-
33 day period. The Faculty Council will make the sole determination upon each challenge and
34 the source and identity of any successful challenge will be kept confidential. If a challenge

1 is filed after the deadline, Faculty Council will decide the case in consultation with the
2 Provost, taking into account the specific circumstances surrounding the late request. After
3 membership substitutions occasioned by challenges have ended, the Faculty Council
4 identify to each member the other members of the committee, and call them to their first
5 meeting (Section 2.2.4.4.2 a)1)).

- 6 c) Faculty Council will make the sole determination upon members' requests to be excused
7 from the committee at any time subsequent to its final formation as described in Section
8 2.2.4.4.1.1 b), and will fill all vacancies in accord with the procedures of Section 2.2.4.4.1.1
9 a).

10 **2.2.4.4.1.2 Hearing Committee Formation, Option 2**

- 11 a) Membership will be five faculty members, four of whom must be tenured, and three of
12 whom must be full professors.
- 13 b) A slate of nominees is received in an executive session of the faculty convened by the
14 Faculty Council. Nominees who deem themselves disqualified for reasons of bias or
15 conflict of interest will withdraw their names from nomination, either at the request of one
16 of the parties or on their own initiative. The number of nominees must be greater than the
17 number of committee members in order to provide Faculty Council a body from which to
18 select alternates should a committee member replacement be necessary.
- 19 c) A committee is elected by secret ballot in an executive session of the faculty.
- 20 d) After having found five consenting members for the committee, the Faculty Council will
21 identify them to the President and to the faculty member. All challenges to the committee
22 membership must be submitted in writing to the Faculty Council within the seven days
23 following this notification. Parties on either side may make unlimited challenges for cause,
24 and each side will be allowed no more than two challenges without cause, within the seven-
25 day period. The Faculty Council will make the sole determination upon each challenge, and
26 the source and identity of any successful challenge will be kept confidential. If a challenge
27 is filed after the deadline, Faculty Council will decide the case in consultation with the
28 Provost, taking into account the specific circumstances surrounding the late request.
29 Vacancies created by challenge will be filled by Faculty Council from among the un-elected
30 nominees in reverse order of votes acquired, within constraints imposed by committee
31 membership requirements.

1 **2.2.4.4.2 Procedures of the Hearing Committee**

2 a) Preliminary Procedures

- 3 1) At the first meeting of the hearing committee, the Faculty Council and the Provost will
4 inform them for the first of the identity of the accused, and will furnish the committee
5 with a written summary of the specific charges, of the main facts of the case, and of its
6 stages thus far, as well as with all written accusations from aggrieved parties. The
7 Faculty Council will impress upon the committee the importance of the principle that
8 no presumption of guilt is to be inferred from the mere fact that all the procedures
9 undertaken thus far in the case have not achieved a resolution.
- 10 2) The hearing committee will choose their chair from among the tenured members.
- 11 3) The hearing committee will then furnish the documents described in section 2.2.4.4.2
12 a)1) above to the accused faculty member and all other parties involved, with
13 notification of the date for the formal hearing, giving at least thirty days’ advance
14 notice, but ensuring also that the date of the hearing follows without undue delay upon
15 the thirty days’ interval. At any time prior to the formal hearing, the accused faculty
16 member may direct to the hearing committee written response(s) to these documents.
- 17 4) The faculty member may, by written notice to the hearing committee, waive the
18 hearing at any time before its commencement. If the faculty waives the hearing but
19 denies the charges or asserts that the charges do not support a finding of adequate
20 cause for termination, the hearing committee will seek out and evaluate all the
21 available evidence and rest its recommendation (see Sections 2.2.4.4.2 d)7) and d)8))
22 upon the evidence in the record.

23 b) Procedural Conditions:

- 24 1) During all proceedings under 2.2.4.4.2 the faculty member will be entitled to have
25 present as an advocate a faculty colleague, or any on- or off-campus advisor who is
26 approved by the committee. Legal counsel for the faculty member may be present, but
27 only to advise the faculty member, not to address the committee directly.
- 28 2) As appropriate to their knowledge of the case, the committee will invite witnesses to
29 appear, and after due consultation with the interested parties will make the final
30 determination as to who qualifies as a witness.
- 31 3) Witnesses may be questioned by the members of the hearing committee, by the
32 accused faculty member, by the accused faculty member’s designated faculty advocate
33 and on- or off-campus advisor (see subsection b)1) above), and/or by a representative
34 of the College administration.

1 4) The administration of the College may seek legal guidance from an attorney, but may
2 not be represented in the hearing proceedings by any attorney, including any College
3 administrator who has a law degree. An attorney for the administration may be
4 present, but only to advise the administration's representative, not to address the
5 committee directly.

6 5) A certified recorder will make a verbatim record of the pre-hearing and hearing.
7 {On the faculty member's entitlement to a copy, see Section 2.2.4.4.2 d)8). }

8 c) Pre-Hearing:

9 1) If the faculty member does not waive the hearing, within 10 days of their serving
10 notice of the formal hearing, the committee will conduct a pre-hearing for all the
11 parties involved, and will give them at least five day's advance notice. The purposes
12 of the pre-hearing are for the committee to

- 13 (a) ensure that all parties understand clearly what is at issue
- 14 (b) ensure that all parties have access to the same documents and information
- 15 (c) provide for any further exchange of information that the committee deems
16 necessary as a preliminary to the formal hearing
- 17 (d) make any other preparations for the hearing that will serve to make it fair,
18 effective, and expeditious
- 19 (e) apprise the parties involved of the procedures that they have determined should
20 govern the conduct of the formal hearing
- 21 (f) confirm the date, time, and place for the commencement of the hearing; or, if
22 necessary, to alter the date originally announced, though not to make it earlier

23 2) In consultation with the committee, the faculty member may decide that the formal
24 hearing will be private, or, otherwise, will decide who is to be admitted to the formal
25 hearing as observer(s).

26 3) At the request of any of the involved parties or the committee, a representative of a
27 recognized educational association will be permitted to attend the formal hearing as an
28 observer.

29 d) Hearing:

30 1) The burden of proof that adequate cause for discharge exists will rest with the
31 institution and will be satisfied only by clear and convincing evidence in the record
32 considered as a whole.

33 2) The committee will grant adjournments to enable either party to investigate evidence
34 about which a valid claim of surprise is made.

- 1 3) The faculty member will be allowed time to obtain necessary witnesses and
2 documentary or other evidence. The administration will cooperate with the committee
3 in securing witnesses and making available documentary and other evidence.
- 4 4) The faculty member, the designate faculty advocate and on- or off-campus advisor
5 (2.2.4.4.2 b)1)), and the College administration’s representative will have the right to
6 confront, question, and cross-examine all witnesses. If witnesses are unable or
7 unwilling to appear, and yet the committee determines that the interests of justice
8 require their statements, the committee will identify them, disclose their statements,
9 and if possible provide for interrogatories.
- 10 5) In the hearing of charges of incompetence, the testimony will include that of qualified
11 faculty members from the College and/or other institutions of higher education as
12 chosen by the Faculty Council.
- 13 6) The committee will not be bound by strict rules of legal evidence, and may admit any
14 evidence which is of probative value for the case.
- 15 7) The findings of fact and the recommendation will be based solely on the hearing
16 record.
17 If the committee concludes that adequate cause for dismissal has been
18 established, it will recommend either dismissal of the faculty member, or an
19 academic penalty less than dismissal (e.g., Section 2.2.4.1 c)). If the
20 committee concludes that adequate cause for dismissal has not been
21 established, it will recommend retention of the faculty member either with no
22 penalties or with an academic penalty less than dismissal.
- 23 8) The committee will convey its findings and recommendation to the President and the
24 faculty member in writing, and will provide them both with a copy of the record of the
25 pre-hearing and the hearing. [On the pre-hearing copy, see section 2.2.4.4.2 b)5).]
- 26 9) The President, if rejecting the committee’s recommendation, will convey the reasons in
27 writing to the committee and to the faculty member, and will provide an opportunity
28 for response by the committee, and/or by the faculty member through the committee,
29 before transmitting the case to the Board of Trustees who will make the final decision.
- 30 e) Confidentiality:
 - 31 1) Prior to the hearing, except for simple announcements that may be required, covering
32 the time of the hearing and similar matters, public statements and publicity about the
33 case by the faculty member, administrative officers or members of the committee will
34 be avoided. If the hearing is public, as provided in Section 2.2.4.4.2 c)2)), no one will

1 make public statements about the case prior to the hearing, except to announce its time
2 and place, and similar matters.

3 2) If the hearing is private, as provided in Section 2.2.4.4.2 c)2), no one besides the
4 faculty member may make any part of the proceedings public.

5 3) In either case, the committee will not make public the documents of the case or its
6 deliberations

7 4) The Faculty Council will address infractions of these policies.

8 **2.2.5 Personnel Records**

9 **2.2.5.1 Purpose and Location**

10 For each faculty member a file is maintained in the office of the Provost containing
11 information relative to, and the results of, appointment, promotion, and tenure review.

12 **2.2.5.2 Content**

13 Personnel files contain:

- 14 a) conditions of appointment
- 15 b) reports pertaining to promotion and tenure reviews
- 16 c) communications regarding professional performance
- 17 d) conditions and reports related to disciplinary action
- 18 e) current curriculum vitae
- 19 f) current statements of philosophy of education and personal faith

20 **2.2.5.3 Access**

21 Personnel records will be maintained in compliance with pertinent federal and state
22 laws. Faculty are encouraged to review periodically the contents of their personnel files.

23 **2.2.5.4 Submissions**

24 A faculty member may submit any material he or she deems pertinent to his or her
25 personnel file.

26 **2.2.5.5 Exclusions**

27 No communication for which authorship is not given may be placed in a faculty
28 member's personnel file.

29 **2.2.5.6 Expungement**

30 An individual has the right to challenge and request expungement of information to
31 which he or she has access; at the discretion of the Provost, these materials may be
32 removed. In the event they are not expunged, the faculty member may place in his or her
33 file information responding to the material in question.

1 **2.3 Separation**

2 **2.3.1 Resignation**

- 3 a) All faculty are expected to fulfill the terms of their contracts. Resignations to take effect
4 during the term of a contract are permissible only under conditions mutually acceptable to
5 the individual and the College. Contract pay will be prorated based on service rendered.
- 6 b) A faculty member with a multi-year, notice or continuous appointment should give written
7 notice of intent not to accept renewal of appointment at the earliest possible opportunity but
8 not later than April 15, or 30 days after receiving notice of the terms of appointment for the
9 coming year, whichever date occurs later. In unusual circumstances, a waiver of this
10 requirement of written notice may be granted.

11 **2.3.2 Retirement**

12 Ordinarily, retirement starts at the end of the academic year. A decision to retire should
13 be communicated in writing to the College as far in advance as possible. Retired faculty are
14 encouraged to remain active in the life of the College community. To encourage this, to the
15 extent available and practicable, the retiree may be granted the following privileges: receipt
16 of mail; access to computers, laboratories, the library, inter-library loans, and a library
17 cubicle; office space; and, as determined by the departmental chair and the Provost,
18 secretarial assistance in the preparation of scholarly manuscripts.

19 **2.3.2.1 Early Retirement**

20 An individual qualifies for early retirement at 62 years of age and 10 consecutive years
21 of faculty service. Provisions for, policies governing and benefits of early retirement are
22 found in Section 2.8.

23 **2.3.3 Non-Reappointment**

24 **2.3.3.1 Notification**

25 **2.3.3.1.1 Term Contracts**

- 26 a) Temporary: Written notification of non-renewal is not given. Reappointment will not be
27 presumed by faculty with temporary appointments unless a new temporary contract has
28 been issued by the Provost.
- 29 b) Multi-Year: Written notification of non-renewal will be given no later than December 15 of
30 the last academic year of the contract.

31 **2.3.3.1.2 Notice Contracts (Probationary Appointments)**

32 When a notice contract will not be offered, written notification will be given to the
33 faculty member in advance of the expiration of the current contract as follows:

- 34 a) not later than March 1 of the first academic year of service;

- 1 b) not later than December 15 of the second academic year of service;
- 2 c) not later than the end of the spring semester of the third and subsequent years of service. In
- 3 cases where a notice contract is not offered in the third or subsequent years of service, the
- 4 faculty member will be given a terminal contract with duties to be assigned at the discretion
- 5 of the Provost.

6 **2.3.3.2 Reasons for Non-Reappointment of Probationary Faculty Member**

- 7 a) Although there is no presumption of continued employment for a faculty member under
- 8 notice contract, such a faculty member notified of non-reappointment may reasonably be
- 9 expected to ask about the reasons for non-reappointment. Upon written request, and in the
- 10 spirit of fairness, the Provost may disclose those reasons to the faculty member; however,
- 11 neither the Provost nor any other agent of the College is obligated to disclose the reasons or
- 12 to justify them.
- 13 b) Though the faculty member may request that the reasons for non-reappointment be stated in
- 14 writing, it is inappropriate to require that every notice of non-reappointment be
- 15 accompanied by a written statement of the reasons for non-reappointment. In some
- 16 instances it may be difficult for the College to provide such a statement; in others, it may be
- 17 in the best interest of the faculty member not to have the reasons given in written form.
- 18 These considerations will be discussed with the faculty member.

19 **2.3.3.3 Review of Decision Not to Issue a Notice Contract**

20 This section provides recourse when a faculty member wishes to contest any negative

21 decision concerning renewal of contract, including a negative tenure decision (Section

22 2.2.3.4 Appeal of Tenure Decision).

- 23 a) A faculty member who has been notified of a decision not to offer a new notice contract
- 24 may make written appeal to the Faculty Council. Such a faculty member bears the
- 25 responsibility for establishing a prima facie case and assumes the burden of proof in support
- 26 of the appeal.
- 27 b) Bases for appeal are: (1) violation of academic freedom, (2) discrimination based on race,
- 28 color, sex, national origin, age, disability, disabled, or Vietnam Era Veterans' Status, and
- 29 (3) failure by the College to abide by institutional policies stated in the *Faculty Handbook*.
- 30 c) The faculty member may choose to confer with others, not including members of the
- 31 Faculty Council, in marshalling evidence and writing the appeal.
- 32 d) If the Faculty Council is convinced that a prima facie case has been established, it is
- 33 incumbent on those who decided not to issue a new contract to communicate in writing to

1 the Faculty Council their procedural compliance with the provisions of Section 2.3.3.3 b).

2 The Faculty Council will determine if procedural compliance has occurred.

- 3 e) In cases where discrimination is alleged, legal counsel will be sought on behalf of the
4 College prior to making any verbal or written response to the faculty member.
- 5 f) The decision of the Faculty Council will be rendered as a recommendation made through
6 the Provost to the President, and will be reported in writing directly to the faculty member.
- 7 g) When the Faculty Council is unable to determine that procedural compliance has occurred,
8 the effect is not to recommend the issuance of a new notice contract, but to recommend a
9 review of the case by those who decided not to issue a new contract.

10 **2.3.4 Reduction in Force**

11 Reduction in the size of the faculty of the College can have serious consequences for
12 individual faculty members as well as the quality and diversity of the academic program as
13 a whole. Therefore, when there is reason for a general reduction of personnel, as
14 determined by the Administration and the Board of Trustees, there is also the expectation
15 that proposed alternatives to a reduction will have been explored, that the sacrifices asked of
16 the College will be in consideration of the centrality of the faculty to the life of an academic
17 institution, and that any distribution of reductions within the faculty will be equitable and
18 just. While it is difficult to be specific about the nature of reductions, the following
19 principles and procedures will apply:

20 a) Principles:

- 21 1) Recognition of the faculty as the qualified, principal guardians of the academic
22 program;
- 23 2) Provisions for the participation of the faculty and role of due process in modifications
24 in the academic program, and the right of appropriate appeals by affected individuals;
- 25 3) Consideration of the following: tenure, rank, and seniority in service along with
26 teaching effectiveness of individual faculty, the fit of a particular discipline within the
27 mission of the College, and the balance and quality of the total academic program, in
28 making adjustments.

29 b) Procedures:

- 30 1) At the time it is necessary to consider a general reduction in college personnel, the
31 President and Vice Presidents will meet with a faculty body consisting of the Faculty
32 Council plus the two members of the Faculty Budget and Salary Committee who are
33 on the President's Advisory Council. If it is determined that faculty positions will be
34 affected, this administration-faculty group will assist the President to determine the

1 general priorities and criteria for such reductions. A report of the discussions and
2 reduction priorities and criteria will be presented by the Faculty Council at a meeting
3 of the full faculty.

- 4 2) The statement of priorities and criteria will then be given to the Academic Senate of
5 the faculty. The Academic Senate will establish a closed ballot of five members
6 selected from the full-time faculty from each division. The Provost will be an ex-
7 officio member of the reduction-in-force committee thus elected by the faculty. The
8 statement of priorities and criteria (see 1) above) will be transmitted to the reduction-
9 in-force committee which will consider both programs and individuals and will have
10 the same access to information as the Faculty Personnel Committee. Faculty members
11 under consideration for layoff will be notified and will have the opportunity to meet
12 with the committee to appeal prior to its final recommendations. Recommendations of
13 the reduction-in-force committee will be transmitted by the Provost to the President. At
14 the time the President's recommendations are sent to the Board of Trustees, those
15 recommendations will be presented at a meeting of the full faculty.
- 16 3) Academic departments and individual faculty members affected by reductions may
17 appeal the decisions of the College through the Faculty Council on procedural grounds
18 only.

19 **2.4 Faculty Rights and Responsibilities**

20 **2.4.1 Professional**

21 **2.4.1.1 Academic Freedom**

- 22 a) As an institution of higher learning, Westmont College exists to advance the work of Christ
23 and His church, to seek the truth, and to promote the common good. To further these ends,
24 the College affirms the centrality of freedom of thought and expression in liberal education.
25 Academic freedom is essential to the faculty's primary tasks; it promotes and protects
26 faculty rights of inquiry and expression as they perform their duties as scholars and
27 educators, as well as ensuring students' freedom to learn. Thus, the faculty, within the
28 framework of and in accord with the Articles of Faith, are entitled to the rights and
29 privileges and bear the obligations of academic freedom.
- 30 b) Westmont College and its faculty accept and abide by the following:
- 31 1) Faculty are entitled to full freedom in research and in the publication of the results,
32 subject to the adequate performance of their other academic duties; however, research
33 conducted solely for pecuniary return, when the faculty member is under full-time

1 contract with the College, should be based upon a written understanding with the
2 authorities of the College (see also Section 2.4.1.3).

- 3 2) Faculty are entitled to freedom in the classroom in discussing their subject, but they
4 should be careful not to make the classroom a vehicle for a personal agenda that is not
5 integral with the discipline or the liberal arts curriculum.
- 6 3) Intentional, substantive denial of the Articles of Faith constitutes a violation of
7 contract; in the event that such violations are alleged, the burden of proof rests with
8 those bringing allegations. Any other qualifications of academic freedom must be
9 clearly stated in writing at the time of the appointment.
- 10 4) Faculty are citizens, members of a learned profession, and officers of an educational
11 institution. When they speak or write as citizens, they should be free from institutional
12 censorship or discipline. As scholars and educational officers, they should also
13 remember that the public may judge their profession and the College by their
14 utterances. Hence they should be accurate, exercise appropriate restraint, respect the
15 opinions of others, and exercise care in attributing privately-held views to the College.

16 **2.4.1.2 Professional Ethics and Relationships**

17 Faculty members should exemplify ethical principles of conduct in living and
18 scholarship, promoting Christian ideals and the common welfare of the College. These
19 principles have implications for interpersonal relationships, the integrity of one's word, and
20 confidentiality. Faculty are to hold confidences as appropriate and to the extent allowed
21 under the circumstances and by law. Furthermore, as a matter of Christian and lawful
22 practice, harassment or discrimination (on the basis of race, age, sex, or other unlawful
23 discrimination) in relationships with students, staff, colleagues or administrators will not be
24 tolerated.

- 25 a) With Students: Faculty members should model for students personal maturity in spiritual,
26 intellectual and social relationships. Students are to be co-learners with faculty, worthy of
27 courteous, just, and impartial treatment. Although faculty are called upon to profess, this is
28 done with the understanding that the imposition of personal views on students is contrary to
29 the spirit and process of liberal education; the faculty, therefore, should grant the same
30 freedom of inquiry and conclusion which they presume for themselves. In faculty-student
31 relationships the well-being of the student is paramount as, for example, in academic
32 counseling where the best interests of students take precedence over obtaining majors in
33 one's discipline or increasing course enrollments. Information in possession of a faculty

1 member is not necessarily open to the student, but once placed in the student's official
2 College file it is available to him or her in accordance with applicable legal regulations.

3 b) With Colleagues: In concert with colleagues and others, faculty have a responsibility to
4 participate in the life of the College. An academic life is nourished and sustained by
5 vigorous discussion of perspectives and methods; thus, all faculty are called to support each
6 member's right to engage in discussion and to honor the privilege of presenting opposing
7 points of view. Also, recognizing the fragile nature of community relationships, faculty
8 should refrain from undermining or demeaning, directly or by implication, the character,
9 work or academic discipline of a colleague. When personal or collegial differences arise, all
10 faculty are to follow the injunction of first taking their differences to the colleague(s)
11 involved. Out of responsibility to the College and to the personal and professional
12 development of a colleague, these understandings are not to preclude honest and candid
13 evaluations in the promotion and tenure process.

14 c) With Administrators: Faculty and administrative relationships grow out of shared
15 stewardship of the College. Faculty share in governance through their advisory role to
16 administrators. Faculty perspectives, presented individually and collegially, are important
17 in defining and enacting the mission of the College. Likewise, administrators provide
18 counsel and encouragement, as well as material support to the faculty.

19 d) With Staff: Faculty acknowledge the significant contributions made by people in staff
20 positions who also share in the stewardship of the college community. As expected of all
21 intramural associations, faculty are to be courteous and considerate in their relationships
22 with staff, expressing appreciation and endeavoring to resolve problems through appropriate
23 channels of authority and responsibility.

24 e) With the General Community: Faculty can render important services to the general
25 community as an expression of Christian social responsibility. Acting as private citizens
26 but also, when proper, as representatives of the College, faculty should seek opportunities to
27 become involved in the life of the community as teachers and scholars bringing the Gospel
28 to bear on a broken world.

29 f) With the Church: Westmont College values and encourages a variety of denominational
30 affiliations among its members. Faculty should not limit their ministry to teaching, research
31 and fellowship in the College and the general community but are expected to be
32 worshipping participants in local congregations and, according to individual gifts, to serve
33 the varied mission of the Church.

1 **2.4.1.3 Non-College Activities by Full-Time Faculty**

2 On-going professional activities or extramural employment that involve substantial time
3 commitments in addition to one’s contractual responsibilities require approval of the
4 department chair and the Provost. Employment or professional activities that create
5 additional burdens for colleagues, detract from one’s instructional and other obligations, or
6 result in absence from the campus for more than the equivalent of one day during the school
7 week will not be approved (see Section 2.4.1.1).

8 **2.4.2 Instructional**

9 **2.4.2.1 Teaching**

- 10 a) The normal teaching load for full-time faculty is 12 credit hours in each semester. At the
11 request of the department chair and with the approval of the Provost a faculty member may
12 agree to teach one additional course per semester. Remuneration for course loads in
13 addition to the normal 12 credit hours is at the same rate as that for part-time instructors.
14 Specific assignments are made by the department chair in consultation with the faculty
15 member and the Provost. Directed readings and tutorials, which are not required of a
16 faculty member and for which there is no additional remuneration, are not included when
17 computing the number of credit hours. Directed readings and tutorials may not exceed three
18 students or six credit hours in any given semester. Department chairs receive four hours
19 credit per year toward their teaching load. Occasionally, the teaching assignment for a
20 faculty member may be reduced in a given term to permit completion of a special project.
- 21 b) Every faculty member is required to prepare a syllabus for each course and to submit it to
22 the office of the Provost during the first week of classes of each term. A syllabus should
23 include the topics covered through the semester, required or recommended readings, major
24 assignments, an examination schedule, and any special information regarding mode of
25 evaluation or instruction that may be appropriate. A course syllabus should be considered
26 as a contract with the class; changes in a syllabus during a semester should be negotiated to
27 the mutual satisfaction of the students and the instructor.
- 28 c) Evaluation of student work constitutes a major responsibility of faculty members and
29 should be conducted in a professional and impartial manner. The faculty member should
30 abide by the grading system and standards of the College.
- 31 d) Every faculty member is required to maintain an accurate record of each student’s progress
32 within a course. Course records for the last two semesters must be filed with the registrar’s
33 office if the faculty member leaves the employ of the College.

- 1 e) Faculty members who are not tenured full professors are required to administer course
2 evaluations for every class.

3 **2.4.2.2 Advising/Office Hours**

- 4 a) Advising students in relation to their academic programs and professional goals is a
5 principal responsibility of each faculty member. The advising relationship should be
6 approached as a personal and professional commitment to each advisee for the duration of
7 his or her college experience. Therefore, each faculty member is expected to be
8 knowledgeable about the academic policies of the College and department including
9 General Education requirements and those for the major.
- 10 b) Faculty should be available to students on a regular basis apart from class meetings. Office
11 hours for a minimum of five hours per week should be posted and should take into
12 consideration morning and afternoon class schedules.

13 **2.4.3 Institutional**

14 **2.4.3.1 Participation in Campus Governance**

15 Committee service is a principal means by which faculty participate in the formulation
16 of policies and in the governance of the College. All faculty members, at the request of the
17 administration or Faculty Council, are expected to serve within the committee system. The
18 expressed interests of faculty members will be honored whenever possible when committee
19 assignments are made (1.4.3.2.5 a)). Procedures for selecting committee memberships and
20 descriptions of committee responsibilities are specified in Section 1.4.3. Normally, no
21 faculty member would serve on more than one major committee at any one time.
22 Assignment to special committees may be made from time to time by administrative
23 personnel, in consultation with the Faculty Council. A faculty member who fails to
24 participate or whose participation is counterproductive to the work of the committee may be
25 removed by the Faculty Council at the request of the committee chair. Likewise, the
26 Faculty Council may request that the Faculty replace the chair in cases of inadequate
27 performance.

28 **2.4.3.2 Other Non-Instructional Activities**

29 All faculty are required to attend faculty retreat, service of commitment, and
30 commencement activities (Senior Awards Convocation, Baccalaureate, and
31 Commencement). Regular attendance at faculty meetings is required. Faculty are
32 encouraged to attend Chapel regularly as an expression of their commitment to the spiritual
33 life of the college community.

1 **2.4.3.3 Course Relief for Institutional Service**

2 Department Chairs and Vice-Chair of the Faculty will receive a one-course load
3 reduction during each year that they serve in those institutional capacities. Under
4 extraordinary circumstances, and at the discretion of the Provost, these and other faculty
5 members may also be granted a temporary course-load reduction for institutional service.

6 **2.5 Faculty Development**

7 **2.5.1 Leave**

8 **2.5.1.1 Sabbatical**

- 9 a) Purpose: Paid sabbatical leaves for scholarly activities are available to faculty members
10 with tenure or long-term multi-year contracts. A sabbatical leave is an investment by the
11 College for increasing the quality of instruction and scholarship through the professional
12 enrichment of the faculty. A sabbatical leave is normally not granted for work toward
13 completion of a degree.
- 14 b) Eligibility and General Provisions:
- 15 1) For tenured faculty, a minimum of six years (or equivalent) of full-time service since
16 initial appointment or the most recent sabbatical or terminal degree leave is required.
17 In consultation with the Provost, credit toward a subsequent sabbatical may be granted
18 if more than six years intervened between previous sabbaticals. As provided for in the
19 letter of appointment, credit up to two years toward a sabbatical may be given to
20 faculty members with previous college or university experience. Time on leave from
21 the institution does not count toward eligibility.
 - 22 2) Faculty on multi-year contracts are eligible for a sabbatical during the ninth year of
23 employment, after completing three consecutive multi-year contract periods. Multi-
24 year contract faculty will be eligible for additional sabbaticals according to conditions
25 specified for tenured faculty. See 1) above.
 - 26 3) The faculty member may request sabbatical leave at full salary for one-half of the
27 academic year or half salary for a full academic year.
 - 28 4) A faculty member on sabbatical leave continues to be eligible to participate in benefit
29 programs of the College.
 - 30 5) Approval must be received from the Provost whenever professional activities depart
31 from the approved project or before additional employment is accepted during the
32 leave.
 - 33 6) A faculty member granted sabbatical leave is contractually committed to return to the
34 College for a period of one full year after the academic year in which the sabbatical

1 was taken. If such service is not completed, upon separation all sabbatical
2 compensation is to be repaid.

3 c) Procedures:

- 4 1) Applications should be submitted to the Provost before October 1 for sabbatical leave
5 during the following academic year. All requests for sabbaticals must be approved by
6 the Professional Development Committee with the concurrence of the President and
7 the Board of Trustees. Applicants will be notified of decisions before December 1. If
8 the number of applications exceeds the allotment for a given year priority in awarding
9 sabbaticals will be made on the basis of the significance of the proposed project to the
10 professional development of the individual and to the College as determined by the
11 Professional Development Committee.
- 12 2) Within three months of concluding a leave, the recipient will submit a report to the
13 Professional Development Committee on activities and achievements while on leave,
14 including a suggested time and format for a report to the faculty.

15 **2.5.1.2 Educational**

- 16 a) Academic Leave: The College encourages occasional academic leaves for faculty,
17 especially in cases of faculty exchanges or academic fellowships. A faculty member, with
18 the support of the departmental chair, submits a proposal to the Professional Development
19 Committee through the Provost. Preference is given to proposals which reflect values
20 consonant with the mission of the College, such as the relationship of faith to the discipline,
21 interdisciplinary connections, cross-cultural dimensions, the position of Christian higher
22 education in the context of higher education in general. In the rare cases where faculty are
23 hired without the completion of the terminal degree required for their teaching position, the
24 Provost's office may make leave available to full-time faculty on notice contracts.
- 25 1) Normally, such leaves do not involve compensation. Because there is no salary from
26 the College, no contributions are made to retirement plans or to F.I.C.A., nor are
27 faculty eligible for unemployment compensation or state disability insurance.
- 28 2) The person, however, is considered to be a continuing member of the faculty. Normal
29 progress in rank is maintained, although the time away does not count toward
30 sabbatical leave. To the extent that institutional benefits, policies and providers allow,
31 medical, dental, life, long-term disability, and travel accident coverage will be
32 provided under the normal conditions established for all faculty members.

1 **2.5.2 Conferences and Travel**

2 Funds are available from the Provost for travel related to scholarly work and
3 participation in professional programs. See Section 5.7 for current policies.

4 **2.5.3 Professional Development**

- 5 a) Faculty Mentoring: As a resource for newly hired full-time faculty, a mentor will be
6 appointed from outside the department (selected by the Provost in consultation with the
7 department chair) to help the faculty member adjust to institutional practices and
8 expectations, to answer questions as they arise, and to create a safe space for asking
9 questions and addressing difficulties. While the nature of the mentoring relationship is
10 largely informal, a probationary faculty member may request that the mentor be involved in
11 early probationary assessment meetings and processes. Guidelines for mentors will be
12 provided by the Provost's office.
- 13 b) Initial Departmental Assessment: To develop newly hired full-time faculty, a departmental
14 assessment shall be conducted in the second year of employment.
- 15 1) The assessment shall occur in the fall semester of the second year and shall consist of
16 both a written summary and a meeting among the probationary faculty member, the
17 department chair, and the Provost. Such meeting shall be initiated and scheduled by
18 the Provost's office. In the event that the department chair having the most relevant
19 information is off-campus or no longer serving as chair when the assessment must take
20 place, the Provost (in consultation with the department and faculty member) shall
21 designate the most appropriate person to submit the written assessment and attend the
22 required meeting. The probationary faculty member may request that the mentor be
23 included in the assessment process and/or the meeting.
- 24 2) The probationary faculty member will provide the chair with a progress portfolio not
25 later than the first day of class of the faculty member's second year of service. The
26 progress portfolio shall include: an up-to-date curriculum vitae, a 2-3-page self-
27 assessment addressing his or her performance in the first year according to the full
28 range of responsibilities outlined in the *Faculty Handbook* section 2.2.1, and any
29 evidence which seems appropriate to the self-assessment.
- 30 3) Following receipt of the progress portfolio, the department chair shall provide the
31 Provost's office and the probationary faculty member a written assessment, identifying
32 both strengths and areas for improvement, relative to section 2.2.1 in particular, and
33 requirements for promotion and tenure in general. In preparation for the written
34 assessment, the department chair shall: attend no fewer than two of the probationary

1 faculty member's classes, preferably in two different courses and in two different
2 semesters, during the faculty member's first year of service, paying particular attention
3 both to professional competence and general pedagogical effectiveness; read the entire
4 set of the faculty member's first-year teaching evaluations; solicit feedback from
5 departmental colleagues and students, formally or informally; and meet with the
6 probationary faculty member at least twice during the first year both to provide
7 feedback and to solicit questions or concerns.

8 4) Within two weeks of the joint assessment meeting, any participant (chair, mentor, or
9 probationary faculty member) may provide additional written response to the Provost.
10 Such responses will be placed in the probationary faculty member's personnel file,
11 together with the rest of the department assessment documents and a summary
12 statement written by the Provost.

13 c) Fifth-Year Departmental Assessment: The department chair and a probationary faculty
14 member shall meet during the fall semester of the fifth year of probationary service in order
15 to discuss progress toward tenure and promotion. The summary statement arising out of the
16 intermediate tenure review (conducted by the Personnel Committee) will serve as a catalyst
17 and benchmark for discussion and goal-setting. Following this meeting, the department
18 chair will notify the Provost's office that such meeting has taken place.

19 d) Curricular and Professional Projects: As an encouragement for faculty development the
20 College provides funds for curricular and professional projects. Each year, faculty may
21 submit requests to the chair of the Professional Development Committee. The Professional
22 Development Committee will award proposals according to their merits and the availability
23 of funds.

24 e) Summer Session Salary and Policies: Prior to each summer session a salary schedule for
25 summer teaching is established. Summer classes may be offered by faculty either for
26 additional salary or as partial completion of their regular academic year contract.
27 Arrangements for summer session teaching are made through the office of the Provost.

28 f) Loans for Completion of a Terminal Degree: In the rare cases where faculty are hired
29 without the completion of the terminal degree required for their teaching position, the
30 Provost's office may make loans available to full-time faculty members on notice contracts.
31 Subject to availability, funds are provided for such expenses as tuition, fees, books, required
32 travel, and research costs.

- 1) Applications are submitted to the Provost. The application should summarize the degree program with rationale and anticipated expenses. The Provost will authorize funds prior to each term in which the faculty member is enrolled.
- 2) For each year of full-time service at Westmont College subsequent to the year in which the loan is received, a percentage of the loan is forgiven. Prior to the sixth year of full-time service since initial appointment, the rate is 15%; for the sixth and following years the rate is 20%.
- 3) All outstanding loan balances are immediately payable if the faculty member leaves the employ of Westmont College.

g) Accountability of Full Professors: After a faculty member becomes a Full Professor, he or she will participate every six years in a structured process of discussion, reflection, and evaluation. The purpose of this structured process is to encourage ongoing personal and professional development in all areas of service to the college. One part of this process will involve meeting with a mutual mentoring group. Other parts will involve written reflection, student evaluations, class observation, and meeting with the department chair and provost. In more detail:

- 1) Each mutual mentoring group will be composed of 3-5 Full Professors, chosen to work together by the Professional Development Committee. The group will meet several times during the year. At each meeting, one faculty member will share with the group about his or her development during the previous six years in the areas of pedagogy, scholarship, and philosophy of education. This time can be used for exploring goals, sharing insights, and obtaining advice from other members of the group. Group members are encouraged—though not required—to observe each other’s classes.
- 2) Out of this experience with the mutual mentoring group, the faculty member will reflect in a three-page paper on his or her development and goals in the three areas of accountability outlined in section 2.2.1.2: Teaching, Professional Development, and Institutional Service. This paper will be discussed with both the department chair and the provost.
- 3) During the fall semester, the faculty member will conduct standard class evaluations in all courses and discuss these with the department chair (or delegate). The faculty member is free to use personally designed class evaluations in addition to—but not in place of—standard class evaluations. In addition, the department chair (or delegate) will observe one or more of the faculty member’s classes and discuss observations with the faculty member.

1 **2.6 Working Conditions**

2 **2.6.1 Policy on Harassment**

3 This section provides recourse when anyone within the campus community of faculty,
4 staff, students, and guests suffers unlawful harassment.

5 Westmont College is committed to providing a learning and work environment free of
6 unlawful harassment. In keeping with this commitment, the College prohibits and will not
7 tolerate unlawful harassment because of sex (which includes sexual harassment¹, gender
8 harassment and harassment due to pregnancy, childbirth or related medical condition) and
9 harassment because of race, religious creed, color, national origin or ancestry, physical or
10 mental disability, medical condition, marital status, age, sexual orientation or any other
11 basis protected by federal, state, or local law, ordinance or regulation. All such harassment
12 is unlawful.

13 Prohibited unlawful harassment includes, but is not limited to, the following behavior:

- 14 a) Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual
15 advances, invitations or comments;
- 16 b) Visual conduct such as derogatory and/or sexually-oriented posters, photography, cartoons,
17 drawings or gestures;
- 18 c) Physical conduct such as sexually-oriented gestures, assault, unwanted touching, blocking
19 normal movement, or interfering with work because of sex, race or any other protected
20 basis;
- 21 d) Threats and demands to submit to sexual requests as a condition of continued employment
22 or academic advancement, or to avoid some other loss, and offers of employment benefits in
23 return for sexual favors; and
- 24 e) Retaliation for having reported or threatened to report harassment.

¹Sexual harassment means unwelcome sexual advances, requests for sexual favors, and other verbal, visual or physical conduct of a sexual nature, made by someone from or in the work of educational setting, under any of the following conditions:

- (1) Submission to the conduct is explicitly or implicitly made a term or a condition of an individual's employment, academic status, or progress.
- (2) Submission to, or rejection of, the conduct by the individual is used as a basis of employment or academic decisions affecting the individual.
- (3) The conduct has the purpose or effect of having a negative impact upon the individual's work or academic performance, or of creating an intimidating, hostile, or offensive work or educational environment.
- (4) Submission to, or rejection of, the conduct by the individual is used as the basis of any decision affecting the individual regarding benefits and services, honors, programs, or activities available at or through the education institution.

1 It is Westmont College’s policy to prohibit unlawful harassment within the campus
2 community of faculty, staff, students and guests by any person and in any form, and to
3 apply the procedures outlined below in responding to any complaints of harassment. (The
4 procedures outlined here shall preempt any other procedures set forth in various handbooks
5 that may be deemed inconsistent with these.) Westmont is committed to investigate
6 promptly any complaints of harassment. Where unlawful harassment is found to have
7 occurred, the College will take appropriate disciplinary action reasonably calculated to end
8 the harassment, up to and including termination of employment or expulsion from the
9 College.

10 A complaint of harassment may be reported to any of the following complaint
11 recipients: the Director or Associate Director of Human Resources, one’s immediate
12 supervisor, the Department Chair, a Resident Director, the College’s Title IX Officer, any
13 Dean or Vice President, or the President. (*A list of the people currently occupying these*
14 *positions can be found in the catalog or received from the Office of the President or the*
15 *Department of Human Resources.*)

16 A complaint recipient will notify the College’s Title IX Officer whenever a complaint
17 of harassment has been received. The Title IX Officer shall ensure that the complainant
18 promptly receives a copy of this Policy and is clearly informed of his or her rights to
19 assistance.

20 The Title IX Officer will work with the Provost and the Vice President and Dean of
21 Students² to ensure that:

- 22 a) A complaint of harassment is promptly, fully and effectively investigated;
- 23 b) Whatever action is deemed necessary to end the unlawful harassment will be taken; and;
- 24 c) The determination and imposition of any sanctions is handled in accordance with existing
25 procedures spelled out in the relevant handbook (e.g., *Faculty Handbook* provisions on
26 Discharge for Cause).

27 Confidentiality for both the complainant and the accused shall be encouraged and
28 maintained as appropriate and to the extent allowed under the circumstances and by law.

29 The Title IX Officer will keep the complainant informed about the process of
30 investigating and responding to the complaint. After action on a complaint is concluded,

²If the accused is the Title IX Officer, the Provost, or the Vice President and Dean of Students, then the President will be notified and help determine the appropriate investigation strategy. If the accused is the President or a member of the Board of Trustees, then the Chair of the Board will be notified and help determine the appropriate investigation strategy.

1 the complainant will be notified whether or not discipline will be imposed. The College
2 will not tolerate any reprisal or retaliation against someone who has submitted (or indicated
3 an intent to submit) a complaint in good faith.

4 Westmont encourages all members of the community to report any incidents of
5 unlawful harassment immediately so that complaints can be resolved quickly. In addition,
6 any member of the community who believes that he or she has been harassed or retaliated
7 against for resisting or complaining about harassment, may file a complaint with
8 appropriate government agencies. The nearest offices are listed in the telephone directory.
9 The U.S. Department of Education’s Office of Civil Rights, the Federal Equal Employment
10 Opportunity Commission and the California Department of Fair Employment and Housing
11 investigate and prosecute complaints of prohibited harassment; currently, the statute of
12 limitations for filing a claim with these agencies is 180 days, 300 days, and one year,
13 respectively.

14 **2.6.2 Policy on Drug-Free Campus**

15 It is the policy of Westmont College to prohibit the unlawful manufacture, distribution,
16 dispensing, possession or use of any controlled substance on the campus. Such activities are
17 serious violations of the behavioral standards stated in the “Community Life Statement.”

- 18 a) A violation of the policy will result in corrective discipline up to and including separation
19 from the College as provided for elsewhere in this *Handbook*. If violation of this policy
20 warrants disciplinary suspension, evidence of enrollment in an appropriate counseling
21 and/or substance abuse rehabilitation program will be a requirement for reinstatement to be
22 considered.
- 23 b) Any employee engaged in the distribution of grant money in the form of financial aid or in
24 the use of any other federal grant money who is convicted of a drug violation on the campus
25 is required by federal law to inform the Human Resources Department within five working
26 days after such conviction.
- 27 c) Information on substance abuse rehabilitation resources and confidential counseling are
28 available from the Counseling Office in the Student Health Services Center.

29 **2.6.3 Hazardous Materials**

- 30 a) Flammable liquids (such as gasoline) may not be stored inside any buildings except
31 laboratories and maintenance shops designed for this purpose.
- 32 b) No open flames (candles, lanterns, etc.) are permitted in any buildings except in laboratories
33 and maintenance shops designed for their use.
- 34 c) Any spill of hazardous materials must be reported to Campus Security immediately.

- d) No firearms or fireworks shall be carried, used or stored on campus.
- e) In the event of a hazardous waste or utility problem, such as a gas leak or elevator failure, or other questions pertaining to safety policies, contact the Physical Plant Department or Campus Security.

2.6.4 Human Subjects in Research

- a) Westmont College, recognizing the responsibility to safeguard the rights and welfare of human subjects involved in research, complies with the guidelines of the Department of Health and Human Services, American Psychological Association, and other guidelines appropriate to the academic discipline. These principles are applicable to research conducted at or sponsored by the College, regardless of source of funding. For these purposes, “research” means a systematic investigation designed to develop or contribute to generalizable knowledge.
- b) The College maintains an Institutional Review Board (IRB) which reviews all non-exempt research projects conducted by College faculty, students, and staff. The IRB has four members of the faculty, one elected annually to a four-year term, representing several disciplinary areas including both natural and social sciences and at least one non-scientific field. One member will be appointed from the community at large (e.g., attorney, clergy, ethicist, etc.) in conformity with federal guidelines.
- c) For non-exempt projects involving the use of human subjects, it is the responsibility of the project director to submit to the Associate Academic Dean for Curriculum (or another representative appointed by the Provost), a copy of WC Form C as well as copies of the protocol and consent forms to be used in the project. These items and other relevant publications specifying exempt and non-exempt criteria and ethical guidelines are available from the IRB through the office of the Provost.

2.7 Leaves (Non-Professional)

2.7.1 Bereavement Leave

In the event of the death of an immediate family member a faculty member may take bereavement leave with pay as arranged with the Department Chair and the Provost.

2.7.2 Extended Medical Leave/Maternity Leave

Faculty work is seldom interrupted by illness, and coverage is usually possible with no real cost to the College by colleagues substituting for one another or by scheduling other times to meet with students. However, paid extended medical leave is available to full-time regular faculty when non-work related personal illness or injury prevents them from fulfilling their responsibilities for more than three consecutive days. In addition, faculty

1 members may use up to five accrued extended medical leave days per year to care for a sick
2 or injured member of the faculty member's household if that person is unable to care for
3 himself/herself.

4 a) Faculty begin their service with a reserve of 20 days of paid medical leave. After two years
5 of service, paid medical leave will accrue at the rate of 1.25 days for each month of
6 completed academic service, with a maximum accrual of 10 days per year. Extended
7 medical leave is used at the rate of five days per week for the duration of one's illness. The
8 maximum number of accrued days that would be charged for medical reasons in a 12 month
9 period is 160 (32 weeks times five days).

10 b) Additional leave of up to one semester with full pay may be extended to the faculty member
11 at the discretion of the Provost in consultation with the Department Chair. In such a case
12 the faculty member will cover that portion of the semester's teaching responsibility or other
13 duties through one or more of the following options with no additional compensation:

- 14 1) teach an additional course in a semester prior and/or following the leave;
- 15 2) teach one or two courses in one or more Mayterms;
- 16 3) undertake other projects or work as assigned by the department chair and/or the
17 Provost.

18 c) Any advanced extended medical leave remaining upon termination of employment will be
19 repaid at a rate based on the current salary for an overload course.

20 The number of full courses or the amount of equivalent work for which the faculty
21 member will be responsible will be determined according to the number of days of accrued
22 paid leave used during the leave and the amount of State Disability Insurance (SDI)
23 available to the individual.

24 d) Medical leave may be coordinated with State Disability Insurance (SDI) payments for non-
25 work related conditions. In cases of non-work related leaves exceeding 90 days, Long Term
26 Disability Insurance (LTD) may apply. The Human Resources Department should be
27 consulted prior to the leave for more information concerning eligibility for and use of SDI
28 and LTD. It is an advantage both to the College and to the faculty member to make use of
29 SDI and LTD; in the case of the faculty member this will reduce the rate of depletion of
30 one's accrued leave time.

31 e) The maximum time that a faculty member may be granted medical leave, paid or unpaid, is
32 two semesters beyond the semester in which the leave began. Continuing employment
33 beyond that time will depend on the ability of the faculty member to teach and on the
34 conditions of the previous contract.

- 1 f) Unused medical leave may be carried forward for future use with no limit to the number of
2 days in reserve but will be forfeited upon termination of employment.

3 **2.7.3 Family Care Leave**

4 The College fully complies with the Family Leave Act of 1993 for unpaid leave.

5 **2.7.4 Jury and Witness Duty**

6 The College recognizes and supports the civic responsibility of faculty members to
7 participate in the judicial process. Faculty called to serve on jury duty, however, are
8 encouraged to seek deferment until the summer months when teaching would be unaffected.

9 **2.7.5 Military Service**

10 Westmont College complies with state and federal statutes which provide
11 reemployment rights for inductees, enlistees, reenlistees, and reservists, who enter active or
12 inactive duty training in the Armed Forces of the United States or the Public Health Service
13 while employed by the College in other than a temporary position. These statutes also
14 apply to short-term absences for military duty required of reservists and members of the
15 National Guard. Therefore, certain employee protections are provided for both extended
16 tours of duty, as well as emergency call-up or annual military training duty. Upon
17 completion of military service, employees are entitled to reinstatement of employment at
18 the College if they apply within 90 days of discharge or one year if hospitalized, and are
19 still qualified to perform the duties of the position.

20 **2.8 Benefits**

21 **2.8.1 Government Mandated Benefits**

22 **2.8.1.1 Worker's Compensation Insurance**

- 23 a) Work related injuries and illnesses are covered by the College's Workers' Compensation
24 program. It is the responsibility of the faculty member to report all work related injuries
25 immediately to his or her Department Chair and the Human Resources Department so that
26 the necessary medical treatment may be determined and the required injury reports may be
27 completed. Injuries that require medical attention other than basic first aid are handled as
28 follows:

- 29 1) Contact the Human Resources Department immediately.
30 2) The injured faculty member may choose to be treated by his/her regular physician if
31 the faculty member had notified the College of that preference, in writing, prior to the
32 date of injury.
33 3) If 2) above does not apply, Westmont or its insurance carrier has the right to determine
34 the physician who will provide medical treatment for the first 30 days for all

1 compensable injuries sustained by the faculty member, and to obtain, at reasonable
2 intervals, medical diagnoses, medical progress reports and/or medical opinions as to
3 the fitness of the faculty member for return to instructional and other duties. The cost
4 of such treatment will be paid by the College.

5 b) For injuries requiring time lost from instructional and other duties, Workers' Compensation
6 requires a three day unpaid waiting period before salary replacement benefits begin. It is
7 the College's policy to pay regular salary to faculty members teaching at least 16 units, or
8 the equivalent, for the three day waiting period.

9 **2.8.1.2 Social Security**

10 Participation in Social Security is required of all faculty and includes equal
11 contributions made by the individual faculty member and the College.

12 **2.8.1.3 Unemployment Compensation**

13 The California Unemployment Compensation Insurance Program is administered by the
14 State Employment Development Department. The program is funded solely by the College.
15 The College reimburses the State for the partial salary replacement benefits to qualified
16 unemployed faculty.

17 **2.8.1.4 Health Insurance Continuation**

18 The Consolidated Budget Reconciliation Act (COBRA) is a federal law requiring
19 employers to provide former employees and their dependents with the opportunity to
20 maintain health benefits for a limited time following separation from employment in
21 instances where such coverage would otherwise end. Such instances include: 1)
22 termination of employment or reduction in hours, 2) death of employee, 3) dependent
23 ceasing to qualify as a "dependent child," 4) divorce or separation from the employee, 5)
24 employee becomes eligible for Medicare, and 6) termination of employment or lost
25 eligibility due to disability. It is the employee's responsibility to notify the Human
26 Resource department within 60 days of a divorce, legal separation, or that a child has lost
27 dependent status. Notification to employees of their COBRA benefits at termination is the
28 responsibility of the Human Resources Department.

29 **2.8.1.5 State Disability Insurance**

30 a) During periods of unpaid medical leave, including maternity leave, certified by a physician
31 as medically necessary, faculty are eligible to apply for disability income benefits paid by
32 the State of California.

33 b) It is the faculty member's responsibility to obtain a claim form which must be signed by the
34 faculty member and the attending physician. Claim forms are available from the Human

1 Resources Department or the State Employee Development Department (EDD) by
2 telephone, letter, or in person. Physicians or hospitals may also have claim forms.

- 3 c) If taken first, paid medical leave from the College will replace state disability payments for
4 which the faculty member may be eligible. Therefore, to obtain the maximum benefits from
5 the State, one should consider whether or not to request and exhaust benefits from the State
6 first, before using paid medical leave available from the College. Upon request from the
7 faculty member to the Human Resources Department, the College will coordinate paid
8 medical leave with state disability payments, making up the difference between the partial
9 salary replacement benefit from the State, and regular full salary, to the extent that the
10 faculty member has paid medical leave available from the College.

11 **2.8.2 Discretionary Benefits**

12 For purposes of eligibility for discretionary benefits, “full-time faculty” are defined as
13 those teaching at least 16 units or equivalent per academic year or 12 units in a single
14 semester; “part-time faculty” are those teaching 11 to 15 units or equivalent over two
15 consecutive semesters, with a minimum of four units per semester. The benefits
16 descriptions contained in the *Handbook* are summaries of key features of each benefit. The
17 Plan Documents or insurance policies for each plan represent the complete and authoritative
18 descriptions of benefits. Detailed information is available from the Human Resources
19 Office. The College in consultation with the Faculty Budget and Salary Committee may
20 modify or eliminate discretionary benefits.

21 **2.8.2.1 Medical Care Plan**

22 Full-time faculty (defined above) and their dependents are eligible to participate in one
23 of the College’s group medical insurance plans. The HMO premium for full-time faculty
24 members’ personal coverage is paid 100% by the College; the PPO premium for personal
25 coverage is shared by the faculty member and the College. The cost of dependent coverage
26 for full-time faculty is shared by the faculty member and the College. Part-time faculty
27 (defined above) are able to participate by paying one-half of the cost of their own coverage
28 plus the full amount of the employee contribution where applicable, and the full cost of
29 dependent coverage through payroll deduction. Faculty may participate on the first day of
30 employment.

31 **2.8.2.2 Dental Care Plan**

32 The College offers group dental insurance plans in which faculty and their dependents
33 may participate. Eligibility criteria for participation in a group dental plan by full-time
34 faculty and part-time faculty are the same as for participation in a group medical plan.

1 Depending upon the plan chosen, the first day of coverage may not coincide with the first
2 day of employment, and the faculty member's premium will vary.

3 **2.8.2.3 Health Insurance Transition Benefit**

4 The College provides a health insurance transition benefit to ensure continuity of
5 medical and dental insurance coverage for new benefits-eligible faculty members and their
6 families during their transition to the College. Even though a new faculty member's salary
7 does not begin until the initial contract date, a new faculty member whose health insurance
8 coverage expires prior to that date may elect to begin medical and dental insurance coverage
9 at the College at any time between July 1 and the initial contract date, provided that, if
10 enrolling in an HMO, the faculty member and covered dependents reside in the HMO
11 service area. The College will pay 100% of the premium for medical and dental insurance
12 for such faculty members and their families prior to the start of their initial contract date.
13 Thereafter, the faculty member will contribute the current employee portion of medical and
14 dental premiums.

15 **2.8.2.4 Retirement Medical Plan**

- 16 a) A faculty member taking early retirement (see Section 2.3.2.1) may elect to continue
17 participation in the College group medical plan until age 65 or as long as permitted by the
18 medical plan provider. The College will contribute toward the cost of that coverage an
19 amount equal to that which would be contributed if the person were to remain an active
20 faculty member. Dependents of the retiree are not eligible for medical plan coverage after
21 the faculty member retires.
- 22 b) For a retiree who is 65 or older, the College will reimburse an amount that is the lesser of
23 the above amount and the actual annual cost of a medical plan chosen by the retiree or the
24 current specified annual retiree medical plan contribution, whichever is less.

25 **2.8.2.5 Disability Plan**

- 26 a) Short-Term Disability Plan: The College will pay up to one-half salary, in coordination
27 with State Disability payments, for a maximum of 90 days in any 12-month period, to
28 faculty disabled by illness or injury that is not employment related, when disabled faculty
29 have no available extended medical leave, and the absence is longer than seven consecutive
30 calendar days. (The waiting period will be waived if the faculty member is hospitalized.)
- 31 1) The disabled faculty member must file for State Disability Insurance (SDI) benefits.
 - 32 2) The College will coordinate benefits by paying the difference between the faculty
33 member's net salary and SDI after available extended medical leave days have been
34 exhausted. To determine the amount to be paid by the College, the College will

1 contact the State Disability office to verify the weekly benefit amount to be granted to
2 the faculty member. The College will then pay the coordinated benefit on regularly
3 scheduled paydays. Once the faculty member receives a disability check from the
4 State, the stub should be sent to the Payroll Department to verify the amount received.

5 3) The College will pay coordinated benefits not to exceed one-half of regular net salary,
6 for a maximum of 90 days from the first day of unpaid leave, or until Long-Term
7 Disability payments would begin, whichever is shorter. The College's benefit will
8 apply regardless of the faculty member's eligibility to receive Long-Term Disability
9 benefits.

10 b) Long-Term Disability Insurance: Long-Term Disability insurance is provided and paid
11 100% by the College for full-time faculty members. This insurance provides partial salary
12 continuation should a faculty member become disabled and unable to work for more than
13 three months. The maximum amount of salary continuation for total disability is 60% of
14 monthly earnings, less certain other sources of income such as Social Security disability
15 entitlements, up to a maximum of \$6500 per month.

16 1) Eligible faculty receive this coverage on the first day of employment. If a faculty
17 member is less than age 60 at the time of disability, benefits continue during a period
18 of disability until age 65, but for not less than five years. If the faculty member is age
19 60 or over at the time of disability, the maximum period of benefits gradually
20 decreases from five years at age 60 to one year for a disability at age 69 or over.

21 2) As an additional benefit for employees receiving Long Term Disability payments, the
22 College provides a "retirement income protection" contribution of up to 10% of
23 monthly earnings. The contribution will be deposited into the Retirement Plan on
24 behalf of an eligible faculty member, not to exceed the maximum allowed by law, as
25 long as the faculty member is receiving disability payments and has been a Retirement
26 Plan participant for at least three months prior to the disability.

27 Additional details about this insurance benefit, including information on partial
28 disability, mental illness, and survivor benefits, are contained in the Plan Document.

29 **2.8.2.6 Life Insurance**

30 Life insurance coverage is provided and paid 100% by the College for full-time faculty
31 members. The amount of insurance coverage for faculty less than age 65 is equal to the
32 annual base salary rounded up to the nearest \$1,000, and is effective on the first day of
33 employment. For faculty age 65 or older the amount of coverage is .67 times annual salary
34 rounded up to the nearest \$1,000.

1 **2.8.2.7 Travel Accident Insurance**

2 Travel insurance is provided by the College at no cost to full-time non-temporary
3 faculty. Eligible faculty will have \$25,000 in coverage which provides for payment of the
4 full amount in case of accidental death, or one-quarter to full payment in cases of loss of
5 sight, or dismemberment, depending on the specific injury. Coverage provides 24-hour,
6 world-wide protection while traveling on College business, and is effective on the first day
7 of employment.

8 **2.8.2.8 Retirement Plan**

- 9 a) Plan Definition: The College offers eligible faculty the opportunity to participate in a
10 403(b) Defined Contribution Retirement Plan (the “Plan”). The Plan is governed by
11 Section 403(b) of the Internal Revenue Code. The “Plan Document” is the legally required
12 description of the rights, obligations and benefits under the Plan. An abbreviated legally
13 required description is contained in the “Summary Plan Description.” Both documents are
14 available for review from the Human Resources Office. The following is a summary of key
15 elements of the Plan.
- 16 b) Matching Contributions
- 17 1) All faculty will be eligible for employer matching contributions (“matching
18 contributions”) to the Plan after completing one year of service and having reached age
19 26. For purposes of the Plan, a faculty member on a full-time contract calling for 24
20 units per year will be regarded as completing “one year of service” after completing six
21 months of full-time employment. Years of service with other higher education
22 institutions which employed Westmont faculty immediately prior to their employment
23 at Westmont College will be recognized by the Plan.
- 24 2) For other teaching loads, or in cases where the teaching load may vary from one
25 semester to another, eligibility, and the waiting period for eligibility for matching
26 contributions, will be determined by the Human Resources Office in accordance with
27 the relevant provisions of the Plan.
- 28 3) Once eligible for matching contributions from the College, continued eligibility for
29 matching contributions is dependent upon maintaining a faculty contract that is the
30 equivalent of at least 12 units per year.
- 31 4) The maximum matching contribution is 7% for the faculty member’s contribution of
32 3% or more.

1 5) Faculty member and College matching contributions are computed as percentages of
2 base salary only. For eligible faculty members, matching contributions are calculated
3 as follows:

4 (a) 3 times the faculty member's contribution up to the first 1%

5 (b) 2 times the faculty member's contribution above 1% and up to 3%

6 6) Matching contributions from the College on behalf of a faculty member are fully
7 vested immediately.

8 7) Any faculty member who is ineligible for matching contributions may elect to make
9 voluntary contributions to the Plan through payroll reduction as soon as employment
10 commences.

11 c) Contribution Limits: Contributions to the Plan are subject to limitations set by the IRS.

12 d) Requesting Participation: It is the faculty member's responsibility to initiate a request to
13 begin participation in the Plan after being notified by the Human Resources Office of
14 eligibility to participate, or after declining or suspending participation.

15 **2.8.3 Institutional Benefits**

16 For purposes of determining eligibility for institutional benefits, "regular faculty" refers
17 to all faculty except those on temporary term contracts (see Section 2.1.2.1.1.1)

18 **2.8.3.1 Education Assistance**

19 a) For Faculty:

20 1) Full-time regular faculty, with the approval of their department chairs, are eligible to
21 enroll in one course per semester at no tuition charge.

22 2) The Admissions Office will determine space availability for a faculty member who
23 desires course work for degree credit. Students paying full tuition will have preference
24 for class space. Charges other than tuition, health fees, and student activity fees will be
25 paid by the faculty member.

26 b) For Eligible Dependent Children:

27 1) Education Assistance is available to full-time regular faculty for their children who
28 meet the IRS definition of dependent children. The benefit is available for regular
29 semesters and Mayterm up to the bachelor degree or teaching credential. All regular
30 admission requirements must be met. The benefit will be available for eight semesters,
31 including off-campus Mayterm programs, per eligible dependent, plus an unlimited
32 number of on-campus Mayterms. The benefit is not available for private lessons,
33 tutoring, and on-campus Mayterm classes below minimum enrollment. However, if
34 the difference between the partial and full salary of the faculty member is less than the

1 cost of full tuition, an eligible dependent need only pay that difference (see Section
2 2.8.3.1 d)).

3 2) When one of the eight semesters of benefit is used for an off-campus program, the
4 benefit covers the tuition portion of the program. Tuition for an off-campus program
5 will be determined as follows:

6 (a) Tuition for an off-campus program during the fall or spring semester will be set at
7 the tuition rate charged for the on-campus semester.

8 (b) Tuition for an off-campus program during Mayterm or summer will be set at 70%
9 of the total cost of the program. This benefit may be used for any Westmont
10 sponsored off-campus program. However, one semester of benefit will be assessed
11 regardless of the units available on the program.

12 3) The Education Assistance benefit for dependents for regular semesters and off-campus
13 May Term programs is equal to:

14

Completed service* (prior to beginning of semester)	Benefit
Less than 4 years	None
4 years	25% of tuition
5 years	50% of tuition
6 years	75% of tuition
7 years	100% of tuition

15

16 *Full-time employment at other institutions of higher education immediately prior to
17 beginning full-time employment at Westmont will be credited as service in qualifying for
18 the Education Assistance benefits for dependent children. Employees who began full-time
19 employment prior to January 1, 2002 will be credited with an additional four years of
20 service eligibility for this benefit.

21 4) Full-time employment at other institutions of higher education will be credited as
22 service at Westmont in qualifying for the Education Assistance benefit.

23 5) Charges other than tuition will be paid by the faculty member. However, the health
24 fees may be waived if the dependent is covered by one of the Westmont group medical
25 plans.

26 c) For Eligible Spouses:

27 Spouses of full-time regular faculty are eligible to enroll in one on-campus course per
28 regular semester and course during on-campus Mayterm with no tuition charge. Students
29 paying full tuition and dependent children receiving this benefit will have preference for
30 enrollment. Charges other than tuition, health fees, and student activity fees will be paid by
31 the faculty member. No fee will be charged for auditing classes. The benefit is not

1 available for private lessons, tutoring and on-campus Mayterm courses below minimum
2 enrollment (see d) below).

3 d) Limitations:

- 4 1) The Education Assistance benefit is available for on-campus Mayterm classes only if
5 the class has enrolled the minimum required number of students paying full tuition.
6 However, if the difference between the partial and full salary of the Mayterm instructor
7 is less than the cost of full tuition, the faculty member need pay only that difference.
- 8 2) Dependent children are required to complete an abbreviated Cal Grant application
9 through the Financial Aid Office to determine probable eligibility for a Cal Grant in
10 order to be eligible for the Education Assistance benefit. The Education Assistance
11 benefit will be the difference between any Cal Grant and the scheduled Education
12 Assistance benefit. Failure to make application will result in loss of eligibility for the
13 Education Assistance benefit. All other scholarships, grants, and aid may be retained
14 by the student with no reduction of the Education Assistance benefit as long as the
15 total amount does not exceed the student's expense budget established by the Financial
16 Aid Office. All financial aid must be reported to the Financial Aid Office.

17 e) Paid Leaves:

18 Faculty members who are on sabbaticals or other paid leaves of absence will continue
19 to be eligible for the benefit.

20 f) Retirees' Benefits:

21 The Education Assistance benefit for faculty and faculty spouses is available to retirees.

22 g) Death or Disability of a Faculty Member:

- 23 1) If a dependent of a faculty member is receiving the Education Assistance benefit at the
24 time the faculty member dies or becomes totally or permanently disabled, the
25 dependent will continue to receive the benefit for the remainder of the current semester
26 plus the following three semesters.
- 27 2) If a faculty member with 10 or more years of continuous service dies or becomes
28 totally disabled while a dependent is receiving the Education Assistance benefit, the
29 dependent will remain eligible to receive eight semesters of assistance.
- 30 3) If a currently employed faculty member with 10 or more years of continuous service
31 dies or becomes totally disabled, and the Education Assistance benefit is not being
32 used at the time, each dependent child of the faculty member will remain eligible for
33 Education Assistance at the rate of one semester of assistance for each two years of
34 full-time service of the faculty member according to the following scale:

1	Years of Service	Semesters of Education Assistance
2	10 years	5 semesters
3	12 years	6 semesters
4	14 years	7 semesters
5	16 years	8 semesters

6 The dependent child must begin use of the benefit within three years of the date of
7 death or disability for a faculty member with 10 years of continuous service or within the
8 eligibility period indicated in the following scale:

9	Years of Service	Eligibility Period
10	10 years	3 years
11	12 years	4 years
12	14 years	5 years
13	16 years	6 years

14 The child of a deceased or disabled faculty member must continue to meet the IRS
15 definition of a dependent child in order to remain eligible for Education Assistance.

16 h) Other Sources of Education Assistance:

17 In addition to the Education Assistance program, the College participates in programs
18 which offer tuition assistance at many other colleges and universities. The following
19 programs are available to dependent children of faculty members who would otherwise be
20 eligible for 100% of the Westmont College Education Assistance benefit and to dependent
21 children who qualify for Education Assistance following the death or disability of a faculty
22 member. The number of available opportunities may vary from year to year. Dependents
23 are considered on a first-come, first-served basis, and the admission requirements of other
24 schools must be met. Further information is available from the Office of Admissions.

- 25 1) Christian College Consortium Program: At participating Consortium institutions,
26 tuition differentials are ignored and the exchange student is treated exactly as those
27 schools treat children of their own faculty in such matters as tuition, fees, etc. The
28 college enrolling the exchange student reserves the right to restrict the student's
29 participation in certain programs. Available slots are usually limited by Westmont's
30 record of participation in receiving and sending students.
- 31 2) Christian College Coalition Program: At participating Coalition institutions, tuition
32 will be waived for eligible students.
- 33 3) Tuition Exchange Program: Hundreds of institutions participate in this program which
34 offers tuition waiver based on the participation history of the institutions. Some

1 schools offer scholarships for graduate study, law school, junior college, two-year
2 nursing programs, etc., as well as for four-year undergraduate education.

3 i) Administration:

4 The Education Assistance benefit is administered by the Human Resources Office with
5 assistance from the Office of the Provost and the Financial Aid Office. The Human
6 Resources Office determines benefits eligibility. The Financial Aid Office coordinates this
7 benefit with other financial aid, as well as providing counsel to faculty on available
8 financial assistance.

9 **2.8.3.2 Housing Assistance Program**

- 10 a) All full-time faculty with notice (tenure-track) or continuous (tenured) contracts may be
11 eligible to receive financial assistance from the College for the first purchase of a residence
12 in the Santa Barbara area. The amount of assistance is based on the financial resources of
13 the faculty member and the current cost of modest housing as determined by the Board of
14 Trustees.
- 15 b) Financial assistance is a one-time contribution toward the down payment and/or monthly
16 payments toward the mortgage. In return, the College receives a share of the appreciation
17 in the value of the property. Although the College can be repaid at any time, no repayment
18 is required until the property is sold, or the faculty member ceases to be a full-time faculty
19 member of the College, or ceases to occupy the housing as his or her principal residence.
- 20 c) Specific provisions and other policies regarding the Housing Assistance Program are
21 available from the office of the Vice President for Finance.

22 **2.9 Compensation**

23 **2.9.1 Contract Period and Method of Payment**

24 A standard contract between Westmont College and a faculty member is for a nine-
25 month academic year. Salary payments extend over a 12-month period unless the
26 appointment is temporary or for one year, or the faculty member applies for payment over
27 nine months rather than 12; in these cases, the nine-month contract will be paid fully in the
28 contract period. The payroll is issued to faculty members in 24 equal payments over 12
29 months.

30 **2.9.2 Salary Schedule**

- 31 a) Prior to issuing contracts each year, the Board of Trustees adopts a revised Salary Schedule
32 effective for the following academic year, listing salaries by rank and step. Ranks are
33 defined in Section 2.1.1.1.3. Initial rank and step reflect level of education and years of
34 experience. They are determined for each faculty member at time of appointment by the

1 Provost in consultation with the departmental chair with the advice of the Faculty Personnel
2 Committee. Final approval is given by the President and the Board of Trustees.

3 b) Faculty members receive step increases for each year of full-time service except in certain
4 cases of non-performance of contractual obligations (see Section 2.2.4).

5 **2.9.3 Health Insurance Premiums and Dependent Care Expenses**

6 Faculty members should contact the Human Resources Department for information
7 regarding payment with pre-tax dollars of dependent medical insurance premiums, child
8 care expenses, and unreimbursed medical expenses.

9 **2.10 Procedures for Resolving Grievances**

10 No matter how good our intentions may be, conflicts will arise. Complaints and minor
11 conflicts can often be worked out between parties (with or without intervention). Faculty
12 members are encouraged to try to resolve conflicts informally (for helpful guidelines in
13 resolving conflict, see *Faculty Advices and Queries*).

14 Sometimes, however, a conflict or complaint actually constitutes a grievance against
15 individuals or the institution (e.g., an interpersonal conflict that has polarized colleagues, or
16 the belief that a policy has been unjustly applied). For some grievances, the *Faculty*
17 *Handbook* provides recourse in other sections (see, for example, sections 2.6.1 for
18 procedures regarding harassment; 2.2.4.1 for non-performance of contract; and 2.2.4.2 for
19 violation of contract.).

20 If the grievance is one for which there is no other/particular provision for recourse in
21 the *Handbook*, a faculty member may file a petition the Faculty Council. The petition will
22 identify the issue and will set forth in detail the nature of the grievance, presenting any
23 factual or other data the petitioner deems pertinent to the case. In acting upon a petition, the
24 Faculty Council may:

- 25 a) refuse to review the case until other efforts at reconciliation and resolution have been
26 attempted;
- 27 b) review the case and declare the grievance to be without merit;
- 28 c) review the case, declare the grievance to have merit and seek resolution; if resolution is not
29 forthcoming then the Council may bring the matter to an executive session of the faculty;
- 30 d) for reasons of conflict of interest, decide that an ad hoc committee should be constituted to
31 review the case.

32

3.0 ACADEMIC POLICIES AND PROCEDURES OF INTEREST TO THE FACULTY

3.1 Academic Policies and Procedures Handbook

The Academic Policies and Procedures Handbook contains policies approved by the Academic Senate and the Faculty. The handbook, whose contents are listed below, can be accessed in its entirety at http://cgi2.westmont.edu/publications/academic_policies/.

If you are reading the electronic version of the *Faculty Handbook*, the individual topics listed below are linked to the appropriate handbook section.

[Academic Dishonesty](#)

[Academic Forgiveness Policy](#)

[Academic Standing](#)

[Alternative Majors Policy](#)

[Attendance Policies](#)

[Commencement Participation](#)

[Confidentiality of Student Records](#)

[Credit by Exam](#)

[Credit Limitations](#)

[Language Placement](#)

[Examinations](#)

[Grades](#)

[Graduation Requirements](#)

[Honors Programs/Courses](#)

[Internships/Practica](#)

[Majors and Minors](#)

[Off-Campus Programs](#)

[Petitions](#)

[Registration](#)

[Second Baccalaureate Degree](#)

[Serving Society](#)

[Transfer Credit Policies](#)

[Tutorials](#)

[Withdrawing from Westmont](#)

3.2 Copyright Policy

Policies related to the reproduction and classroom use of copyrighted material are found at http://www.westmont.edu/faculty_staff/pages/policies/copyright_policy/index.html.

1 This document also includes directions for securing permission for classroom use of
2 copyrighted material.

3 **3.3 Plagiarism Policy**

4 The policies regarding the reporting of student plagiarism, the definitions of the various
5 levels of plagiarism and the corresponding consequences can be found at

6 http://www.westmont.edu/_academics/pages/provost/curriculum/plagiarism/

7 This site also includes sample plagiarism statements to be included in syllabi and an
8 electronic version of the form used to report plagiarism as well as strategies instructors can
9 use to identify and reduce the incidence of plagiarism.

10 **4.0 ACADEMIC SERVICES**

11 **4.1 Library & Information Services**

12 The Westmont library facility is named in honor of the College's third president, Roger
13 John Voskuyl. Holdings, at present, are nearly 160,000 volumes; in addition, the library
14 makes available sound recordings, videos, DVDs, and other print and non-print materials.
15 On-line databases offering access to article citations, full-text journals, or e-books are
16 available from the library Web pages <http://library.westmont.edu>.

- 17
- 18 a) Loans: Faculty may borrow books for a period determined by library policy; and all
19 materials are subject to recall by the library if requested by other faculty or students. An
20 annual review of what is borrowed is conducted to remind faculty of what is checked out to
21 them.
- 22 b) Inter-Library Loan: Upon request, the library borrows items it does not own.
- 23 c) Bibliographic Instruction: Members of the library staff are available for bibliographic
24 instruction. The course-related method is designed to foster the goals of the professor,
25 while focusing on the library as a learning environment. Instruction is also offered through
26 an on-line course.
- 27 d) Reserve System: A reserve system is maintained to handle collateral readings and
28 frequently used materials. Materials are placed on reserve through the office of the Access
29 Services Librarian. The library also offers an electronic reserve system. Any items with an
30 electronic address may be attached to Reserves.
- 31 e) Order Materials for Library: Collection development is seen as a cooperative effort among
32 faculty and library professionals. Some library funds are allocated by academic
33 departments for the purchase of materials for the library. Faculty are encouraged to
34 participate in book selection by recommending titles to a department member who is a

liaison to the acquisitions supervisor. The library provides assistance to the departments by providing *Choice* card, or *Choice On-line*, and publisher fliers and catalogs. Catalogs for films and other media items are available to assist faculty for rental or purchase. Visit the media website for further information: <http://library.westmont.edu/mediasvcs/>.

- f) Cubicles: A limited number of library cubicles are available to faculty who are involved in special projects. Applications for cubicles are made through the Professional Development Committee.

4.2 Media and Computer Services

- a) Media Services: Media services offers support with media items and equipment. Faculty may schedule use of media items in the library collection and equipment for presentations. Faculty may put media items on reserve in media services. Catalogs are available to assist faculty in locating media items for rental or purchase basis. Please visit media services website for further information: <http://library.westmont.edu/mediasvcs/>.

- b) Information Technology Computing and Network Services: Information technology provides a wide variety of computing and network services in support of the college's mission. These services include: local network infrastructure; connection to the Internet; servers for email, web pages, file serving and applications; workstations for faculty and staff offices; data projection systems and workstations in classrooms; campus-wide licensing for general-use software; a course management system; training and assistance in developing resources such as the ones mentioned above.

Campus network users are expected to abide by our Acceptable Use Policy found at <http://acweb.westmont.edu/policy/>. Problems involving any service provided by IT may be reported via the web at <http://mayday.westmont.edu>, or via email at ithelp@westmont.edu, or by phone at 565-7211. Further information about these services may be found at <http://eureka.westmont.edu> and click on "IT Wiki."

5.0 ADMINISTRATIVE AND FINANCIAL POLICIES OF INTEREST TO THE FACULTY

5.1 Emergency Closing

5.2 Keys

Keys to one's office and the building in which it is located are distributed through the Physical Plant office. Requests for keys are made through the departmental secretary; acknowledgment of receipt of keys must be signed by the faculty member on a form provided by the Physical Plant Department. When one leaves the employ of Westmont

1 College keys must be returned to the Physical Plant Department. Keys may not be
2 duplicated without the express consent of the Physical Plant Department.

3 **5.3 Post Office/Mail**

4 The campus Post Office is operated for the convenience of students, faculty and staff.
5 The Post Office sells stamps and other mailing supplies. They also offer a wide range of
6 mailing services, including campus delivery, outbound shipping and express delivery
7 (FedEx, UPS and others), and bulk mail (special rules and procedures apply to bulk mail;
8 contact the Document Services Manager x6077 for assistance.)

9 Mail for students must bear the MS# of each student. This data can be obtained from
10 the students themselves, from the Student Directory, from the campus switchboard (dial
11 "0"), or by calling the Post Office (x6078).

12 Mail to be metered for outbound US mail must be brought to the Post Office by 3pm
13 daily. Already-stamped mail can be placed in the mail slots as late as 4pm. During the
14 school year, each department will receive a daily delivery of incoming mail in the late
15 morning, and a daily pickup of outgoing mail in the early to mid-afternoon.

16 Hours: Monday – Friday, 10:00 am - 4:00 pm; Saturday 10:00 am – 12 noon (package
17 pick-up only)

18 **5.4 Bulletin Boards**

19 **5.5 Telephones**

20 Telephone service, including voice mail, is provided for each office and department for
21 conducting College and professional business. Long distance calling is available through
22 the use of assigned access codes. The department chair reviews long distance statements for
23 accuracy and identification of personal long distance calls placed with access codes.
24 Reimbursement for personal long distance calls are made directly to the Business Office
25 and are credited to the department telephone account. A Faculty and Staff Directory is
26 published once per year with a supplemental quick reference card published shortly after the
27 beginning of each regular semester. Directories include personal information and are solely
28 for the business and personal use of the Westmont community. They are not to be used for
29 personal or commercial solicitation and their transfer or sale is prohibited. Prior year
30 directories should be shredded when they are no longer needed.

31 **5.6 Purchase Orders/Requisitions**

32 Purchase Orders and Requisitions are made on forms available from the Department
33 Chair. Purchases must be approved by the Department Chair and the Provost's office.

1 **5.7 Professional Development Funds**

2 a) Principle: Professional Development Funds encourage scholarly work and professional
3 involvement by guaranteeing an annual allotment of money for membership in professional
4 organizations, journal subscriptions and travel to local or regional meetings. In addition,
5 supplementary funds are made available once a year for active participation in one’s
6 scholarly organizations.

7 b) Policy:

8 1) Annual Allotment:

9 (a) A fixed amount will be allocated at the beginning of each year, to each full-time
10 faculty member.

11 (b) A fraction of that amount will be allocated to faculty members with less than a
12 full-time load but more than half-time, in proportion to their loads.

13 (c) An expense report must document transportation, registration fees, and any other
14 incurred expense.

15 (d) Faculty may accumulate up to three times the annual allocation.

16 2) Additional Stipends:

17 (a) Faculty will be allocated an additional stipend each year for reading a paper,
18 leading a session, or participating as a member of an organizational ruling body.
19 Requests for additional stipends are made to the Provost.

20 (b) No more than one such additional stipend will be granted each year except under
21 unusual circumstances.

22 3) Requests for all payment should be submitted to the Provost’s office.

23 **5.8 Motor Vehicles on Campus**

24 Parking permits are required and are available free of charge from Campus Security.
25 County regulations prohibit faculty members from parking motor vehicles on campus
26 without valid parking permits. Parking permits must be affixed to one’s vehicle in
27 accordance with instructions. If faculty bring substitute vehicles to campus without permits
28 (e.g., rental car), they are to obtain temporary permits from the physical plant or the housing
29 office. Faculty operating vehicles found in violation of these regulations will receive an
30 initial warning and then face fines for each occurrence, vehicle immobilization, and/or
31 towing of the vehicle at the owner’s expense. Faculty may park in any parking lot; the Kerr
32 Student Center lot is specifically reserved for faculty and staff during regular office hours.
33 Faculty should respect “Reserved” areas and short interval time zones during regular hours.

1 Faculty members are expected to abide by all parking and traffic regulations described
2 in the Vehicle regulations brochure and web site. While violations will be subject to fines
3 as described in the Regulations, fines may be appealed to the Office of Public Safety, and
4 then to Faculty Council. Faculty members who find that a parking regulation interferes
5 with their teaching duties should address their concerns to Faculty Council, who will work
6 with them and Public Safety to mitigate the difficulty. Public Safety may also convey
7 concerns about excessive faculty violations to Faculty Council.

8 **5.9 Check-Cashing**

9 Personal checks up to \$25.00 may be cashed at the Bookstore during regular hours.

10 **5.10 Athletic Events and Facilities**

11 Upon presenting a College identification card, a faculty member and immediate family
12 members have free admittance to all home athletic events except play-off games. Contact
13 the Athletic Department for a schedule of sporting events. Lockers are available by
14 contacting the Athletic Trainer's office. Faculty and their immediate families may use the
15 swimming pool, track, tennis courts, racquetball courts, exercise room, and gym when those
16 facilities are open and not being used for scheduled events.

17 **5.11 Dining Commons/The Study**

18 Meals may be purchased at the Dining Commons (the "DC"). Snacks and meals are
19 also available from "The Study" located in the same building as the DC. The DC and "The
20 Study" accept cash or prepaid "munch money" which may be purchased at a discount from
21 the food services contractor at the DC. The Study (not the DC) accepts Visa and
22 MasterCard, which can be used to purchase "Munch Money." Additional information can
23 be found at www.westmont.edu/auxsvcs and www.westmontdining.com.

24 **5.12 Bookstore**

25 All faculty purchases, except textbooks and special order books, are eligible for a 10%
26 discount. Departmental charges are discounted 15%.

27 **6.0 STUDENT AFFAIRS POLICIES OF INTEREST TO THE FACULTY**

28 **6.1 Student Handbook (appended)**

29 **6.2 Student Conduct Code**

30 **6.3 Family Educational Rights and Responsibilities**

- 31 a) Under the "Family Rights and Privacy Act of 1974" the faculty are responsible to maintain
32 privacy of academic information for each student. In agreement with the provisions of this
33 law the College has established the guidelines regarding access to student information. In
34

1 particular, the College has decided that only the academic advisor of a given student may
2 see the student's academic record. Parents have access to that record only if the son or
3 daughter is financially dependent upon them. Questions regarding the implementation of
4 the law at Westmont College should be directed to the Registrar; the Director of Financial
5 Aid is responsible for assessing the financial dependence of students upon parents.

- 6 b) Of particular importance to faculty is the proscription under FRPA of the posting of student
7 grades where the students are identified by name, social security number or student
8 identification number, or by any other means which can lead with modest effort to the
9 identification of student with grade. Students may be asked to provide a coded
10 identification at the beginning of the course which may then be used legally for the posting
11 of grades.

12 **6.4 Student Discipline Code**

13 The faculty are responsible for setting and maintaining standards for student conduct in
14 academic work. All other aspects of student behavior are under the aegis of the Vice
15 President for Student Life and Dean of Students and the Student Life Staff. Often,
16 disciplinary actions by the student life office has academic consequences; faculty are not
17 permitted to modify its action by, for example, providing opportunities for making up work
18 missed because of suspension. The established appeal process for the student is first to the
19 Student Life and Development Committee and then to the President of the College.

20 **6.5 Rights and Responsibilities**

21 By virtue of enrollment at Westmont College the student is entitled to certain rights
22 among which are:

- 23 a) a clear statement of the expectations for each course and the means of evaluation to be used;
24 this is provided in the course syllabus which the instructor distributes at the beginning of
25 the semester, a copy of which is kept in the office of the Provost; the syllabus should be
26 viewed as a contract which may be modified only by the common consent of the faculty
27 member and those students enrolled in the course;
- 28 b) access to the faculty member outside of class during announced office hours;
- 29 c) unbiased evaluation;
- 30 d) free but limited classroom expression of perspectives on topics germane to the course;
- 31 e) protection against the excessive inclusion of materials which are not related to the course.

32 Judgments of relevance are to be made in light of the mission of Westmont as a Christian
33 liberal arts college.

1 **6.6 Sponsorship/Organizations**

2
3 **7.0 EXTERNAL RELATIONS POLICIES OF INTEREST TO THE FACULTY**

4 **7.1 Communications and Publications**

5 The Public Affairs office provides assistance in developing brochures, distributing press
6 releases, advertising events, and ordering stationery and business cards. Staff members also
7 produce the Westmont magazine, We-Mail, the Faculty Guide, and the fall and spring
8 events calendars. They serve as a liaison between journalists participating in ProfNet
9 searches and Westmont faculty. Contact the office at pubaffairs@westmont.edu.

10 **7.2 Grants Policy**

11 a) Grants from Private Foundations: All grant applications made to private foundations must
12 be processed through Westmont College. This requirement, and the steps outlined below, is
13 necessitated by the need by the College to determine priorities as it makes requests and to
14 ensure oversight of approved faculty projects by the Provost, in consultation with the Office
15 of College Advancement.

16 1) Approval to make a grant application must be secured first from the office of the
17 Provost by completing the Intent to Apply for External Funding form accessed online
18 through the Provost’s webpage under Faculty Development and the Grant Corner.

19 2) Once the project is approved by the Provost, the Faculty Grant Coordinator will work
20 with faculty to identify and/or confirm the most likely funding prospects.

21 3) The faculty member will, in most cases, draft and submit the grant proposal.

22 b) Grants from Governmental Agencies: Grant applications seeking funding from
23 governmental and quasi-governmental agencies (e.g., the National Science Foundation) are
24 governed by regulations and policies specific to the funding sources. These applications are
25 processed through the office of the Executive Assistant to the President.

26 **7.3 Patent/Copyright Policy**

27 Unauthorized use of trademarked names or symbols, including Westmont’s, is
28 prohibited. Where College resources are used, the College retains ownership of all faculty,
29 staff and student inventions and other intellectual property that may be patented,
30 copyrighted, trademarked or licensed for commercial purposes.

31 Faculty use of copyrighted material is governed by applicable U.S. copyright law.
32 Federal copyright law applies to all forms of information, including electronic
33 communications. Violations of copyright laws include, but are not limited to, making
34 unauthorized copies of any copyrighted material (including software, text, images, audio,

1 and video), and displaying or distributing copyrighted materials over computer networks
2 without the author’s permission except as provided in limited form by copyright fair use
3 restrictions. The “fair use” provision of the copyright law allows for limited reproduction
4 and distribution of published works without permission for such purposes as criticism, news
5 reporting, teaching (including multiple copies for classroom use), scholarship, or research.
6 Copyright guidelines, available from the College Bookstore, are outlined in “Questions and
7 Answers on Copyright for the Campus Community” (National Association of College
8 Stores and the Association of American Publishers, 1997).

9 **7.4 Use of Institutional Letterhead, Trademarks, Tradenames**

10 The logo, letterhead, and other insignia of the College are approved by the President.
11 College insignia or other identifying symbols should be used only for official business on
12 behalf of the College. Private use of College symbols and stationery that might imply
13 institutional endorsement of a faculty member’s activities must first receive approval of the
14 Provost.

15 **7.5 Political Activity**

16 As an academic institution Westmont College maintains a non-partisan position and
17 ensures the freedom of faculty as citizens to engage in political speech and activities so far
18 as they are able to do so consistent with their obligations as teachers and scholars.
19 However, when speaking or acting as private citizens faculty must avoid creating the
20 impression they are doing so for the College.

21 **7.6 Fundraising**

22 College fundraising activities are conducted through the Office of College
23 Advancement. Individual fundraising efforts by faculty may be conducted only with the
24 express approval of the Vice President for Development.

25
26 **8.0 EXCEPTIONS IN APPLICATION OF POLICY**

27 It is understood that the provisions of this *Handbook* cannot take into account all
28 possible circumstances that might suggest alternatives in the application of policies related
29 to the faculty, the Provost may grant an exception for a policy at his or her discretion based
30 on a request from a faculty member, with the approval of the faculty member affected.
31 Faculty members may talk with the Provost at any point regarding the application of a
32 policy when they feel that personal circumstance may call for an exception.

33
34 **APPENDICES**