MUSKINGUM COLLEGE
ACADEMIC POLICIES AND PROCEDURES

010 PREAMBLE

Muskingum College Academic Policies and Procedures contains policies and procedures developed by the faculty as an entity and by the Vice President Academic Affairs in collaboration with or consultation with the faculty expressly for the purposes of carrying out the faculty’s delegated role in the formation and operation of the academic program, the administrative oversight of which program is the chief responsibility of the VPAA. Any decisions or recommendations involving substantial fiscal implications or changes in and/or additions to degree programs require approval by the Board of Trustees.

This volume delineates:

1. How the curriculum is established, assessed, or changed.

2. The criteria and methods by which all aspects of the academic program and its integrity are maintained.

3. The manner by which the evaluation, appropriate performance, and professional advancement of the faculty are encouraged and supported.

4. The particulars relating to teaching duties and collateral faculty responsibilities for the orderly promotion of classroom learning.

5. The organizational structure of the various councils, committees, forums, and special assignments created to address academic concerns, including pertinent job descriptions and statements of function, membership, and attendant procedures.

6. Additional basic information on the management of academic-related items, together with a set of forms frequently used for academic matters.

Where there exist particular applications to faculty of general College policies and procedures, such as those affecting conditions of their employment, they are included here for ready reference as well as in Muskingum College Administrative Policies and Procedures (see 500: College Policies with Special Provisions for Faculty). It is understood that the faculty will be consulted before any new policies affecting faculty employment matters are introduced or existing ones are modified.

Muskingum College Academic Policies and Procedures is a fluid document. It is expected that it will change as practices and policies are modified, improved, and added or as a need arises for greater clarification. While written policies and procedures, information, and advice can go a long way to guide individual faculty members in carrying out their work, common sense and professional judgment are called on to fill in the blanks. Much can also be gained from sharing questions, suggestions, and interpretations with colleagues personally. And, of course, the advice of the respective departmental chair and divisional coordinator and the direction provided by the committees and the VPAA work to clarify that which is written down. In all its undertakings, Muskingum College is dedicated to a collegial style of leadership and learning and encourages the spirit of community among students, faculty, and staff.
This section delineates the four types of actions through which specifically designated portions of “Academic Policies and Procedures” may be changed.

To enact change, some of the matters in this volume require Faculty approval (either formal majority vote by the Faculty in accordance with established procedures or action by vote in the appropriate faculty committee as delegated by the Faculty), other matters require either notice to the faculty by the Administration (VPAA and/or President) prior to change or consultation between the Faculty and Administration prior to change, and some matters are included for information purposes only and derive their authority from the Administration (VPAA, President, and/or Board of Trustees).

1. Sections which are contingent upon Faculty approval (as defined above) are designated as “(Fac. [or named committee] approval [with date, if known]).”

2. Sections that are included for information purposes only are designated as “(Information).” Such sections are subject to administrative change without notification. While consultation is desirable, it is not required.

3. Sections that are subject to administrative change with 60 days’ notice to the Faculty or the appropriate faculty committee are designated as “(Admin/Notice [with date, if known]).” It is expected that consultation for input purposes with the faculty or the appropriate faculty committee will occur.

4. Sections that are subject to administrative change following prior consultation with the appropriate faculty committee before February 1 of the next fiscal year in which the change is to take place are designated as “(Admin/Consultation [with date, if known]).”
110 Academic Policies

1. Procedures for Proposing Changes to Curriculum Committee (see checklist)

Notice of any non-substantive changes (revisions in existing academic major or minor requirements as long as they do not involve courses in other departments, course titles, catalog descriptions, course number changes within level, or prerequisites) is to be submitted to the Curriculum Committee through the VPAA for acknowledgment and report to the faculty. Each department and division that may be affected is to be notified in writing prior to submittal of proposed changes to the VPAA for transmittal to the Curriculum Committee.

Proposals for all substantive changes will be handled in the following manner before transmittal to the Curriculum Committee through the VPAA:

A. Discussion of the proposal will occur within the department. Approval by a majority of the faculty in the department must be obtained. Items to be included in that discussion are:

1) Effect on staffing, both numbers of staff and teaching loads.
2) Advantages and disadvantages.
3) Attractiveness for enhancing student enrollment in the department.
4) Possible course reduction(s) in the case of course addition(s).
5) Costs, including start-up costs, equipment and supplies needed, and maintenance.
6) Library resources required.

B. A written summary of the discussion on the above points is to be forwarded to the division coordinator with the proposal form.

C. Discussion of the proposal at a full division meeting is to follow. A written summary of the discussion at the division level, including any objections or recommendations, together with the departmental summary, is to be attached to the completed, dated, and signed Proposal Form, which material is forwarded to the VPAA and thence to the Curriculum Committee for acknowledgment or action as appropriate.

D. The action of the Curriculum Committee will be reported to the department chair(s) and the division coordinator. Depending on the nature of the curricular change, proposals accordingly acknowledged or approved by the Committee will be dealt within one of the following ways:

1) Reported to the faculty for information.

2) Published to all faculty for a 30-day approval period (excluding time between semesters), during which time any written objections or recommendations from the faculty will be entertained. Such response, if received, will cause the approval period to be suspended until the resolution of the objection(s) or recommendation(s). Upon resolution of the objection(s), the proposal will be subject to a new 30-day approval period. Proposals with unresolved objection(s) will be presented at the next faculty meeting.
3) Placed on the agenda of the next faculty meeting for consideration and action.

(Fac. approval 12/85; rev. 2/95)

<table>
<thead>
<tr>
<th>CHECKLIST FOR CURRICULAR CHANGE PROPOSALS</th>
<th>Dept. or Area Coord. Signature(s) (copy to Div. Coord.)</th>
<th>Division Discussion and Signature</th>
<th>To Curriculum Committee for Acknowledgment and Report to Faculty</th>
<th>To Curriculum Committee for Action</th>
<th>Curriculum Committee Publishes its Approval to Faculty</th>
<th>30-Day Faculty Consideration and Approval Period with Published Deadline</th>
<th>To Faculty Meeting</th>
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</thead>
<tbody>
<tr>
<td>1. Departmental changes including academic major or minor revisions; course titles, descriptions, number changes within level; prerequisites</td>
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<td>2. Student-designed majors, writing unit courses, non-credit workshops</td>
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<td>3. Special courses or credit workshops</td>
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<td>4. Course additions, cross-listings or deletions; course level changes; change in course credit hours; change in grading S/U to A-F and A-F to S/U</td>
<td>X</td>
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<td>5. Statements of academic philosophy or policy; additions or deletions of majors, minors or other programs; degree requirements</td>
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* All affected departments are to be notified in writing prior to submittal of proposed changes to the VPAA for transmittal to Curriculum Committee.

# As applicable

(Fac. approval 2/95; Rev 11/97)
2. Grading Policies

A. Grade Levels and Grade Point Averages

Grades are assigned according to a scale ranging from A, excellent, to F, failing. The grades' equivalent quality points are: A, 4.000; A-, 3.667; B+, 3.333; B, 3.000; B-, 2.667; C+, 2.333; C, 2.000; C-, 1.667; D+, 1.333; D, 1.000; D-, 0.667; F, 0.000. Other grades are WIP, for work in progress; I, incomplete; S, satisfactory (C or above); U, unsatisfactory (C- or below); L, audit; and the administrative notations of W, withdrawn and NR, no report.

The grade of WIP may be given in a course where work has been recognized as requiring research, study, or participation beyond the normal limits of a semester. This may include departmental senior studies (400-level courses) or courses involving outside observation hours, or may be used for students participating in the PLUS learning disabilities program.

An Incomplete (I) indicates that unusual personal or technical circumstances have prevented the student from completing certain course requirements. These may include illness and family emergencies. In an effort to encourage student responsibility, this grade should not be assigned simply because of lack of foresight or preparation, or because assignments or examinations were ignored or misunderstood near the end of a semester.

Except in extraordinary circumstances, failure to complete the required work by no later than the last class day of the immediately subsequent semester reduces the WIP or I to an F. No student is permitted to graduate when the record includes a WIP or I.

Grade point averages are determined by multiplying a course’s number of semester hours credit by the grade’s equivalent quality points. The semester grade point average (GPA) is determined by dividing the semester’s total quality points by the semester graded credit hours attempted. The cumulative GPA is calculated in the same manner using total quality points and total graded credit hours attempted. All courses for which a student has registered at Muskingum are included in the GPA computation except those for which I, WIP, S or U are recorded. Courses with notations of W, L, or NR are included. An overall course grade given for academic dishonesty (as outlined in sec. 110.3 of the APAP.) shall supersede any withdrawal.

(Fac. approval 1/91; rev. 2/99)

B. Course Withdrawals

For full semester courses students may withdraw from courses through the 50th class day of the semester, after which no course withdrawals will be allowed. For partial semester courses students may withdraw until class is three-fourths over, after which no course withdrawals will be allowed. Any student who wishes to withdraw from a course through the specified withdrawal time may do so by completing a course withdrawal Form (available in the Registrar’s Office). The signature of the instructor is required on the course withdrawal form. That signature constitutes acknowledgment of a student’s withdrawal not necessarily permission to withdraw.

(Fac. approval 1/91; rev. 4/94)
C. Auditing

A full-time student may audit a course on a space available basis at no charge upon receiving permission from the Registrar and the instructor to attend class without credit. The decision to audit a class must be on file with the Registrar by the end of the drop/add period and is irrevocable. Nonattendance at an audited class will result in a grade of W being assigned. Senior citizens (over 62) may also audit a course under the same constraints at no extra charge. For part-time students a fee is charged. (see form)  

(Fac. approval)

D. Muskingum Plan

Under the Muskingum Plan, a junior or senior may take two courses each year for credit outside the major or minor or the College's Liberal Arts Essentials program without having the grade count toward the cumulative grade point average. The student must have a GPA of 2.000 or better and permission from the Registrar, the faculty advisor, and the course instructor before the end of the drop/add period. Only S or U grades are given; an S will be assigned for C or better work and a U for C- or lower work. The decision to take a course on the Muskingum Plan is irrevocable after the drop/add period. (see form)  

(Fac. approval)

E. Course Repeat Policy

A student may repeat a course once if the original grade is a C- or lower and provided it is repeated at the next offering or provided that no more than one intervening course has been taken in the discipline offering the course. When a course is repeated both grades remain on the record but only the most recent grade is used in computing the grade point average unless the most recent grade is I, WIP or W.  

(Fac. approval)

F. Honors

1) The Dean's List

At the end of each semester the College publishes an honor roll, known as the Dean's List, containing the names of all undergraduate degree-seeking students who have completed at least twelve A-F graded hours during the semester and have earned a semester GPA of 3.600 or above. Students who meet this criterion but who have additional grades of Incomplete, Work-in-Progress, or No Report, may be placed on the list at the discretion of the VPAA.  

(Fac. approval)

2) Scholarship Recognition Day Program

The Scholarship Recognition Day Program each spring recognizes full-time undergraduate degree-seeking students who attain a cumulative GPA of at least 3.600 and are in the top five percent of their class. Student who are readmitted to Muskingum after seven calendar years since last enrollment at Muskingum may elect, for purposes of Scholarship Day recognition only, not to carry the cumulative GPA for courses taken during prior enrollment. Honorees must be full-time students during the semester in which the award is made. Students on approved off-campus study programs are considered full-time resident students. Students otherwise eligible but who have a grade of Incomplete, Work-in-Progress, or No Report qualify for Scholarship recognition at the discretion of the VPAA.
The first-year award is a certificate and bronze key; the second, a silver key; the third, a gold key. The fourth-year award consists of a certificate and the honor of having the student's name inscribed on the plaque inside the main entrance of Montgomery Hall.

(Fac. approval 9/93)

3) Graduation Honors (Latin Honors)

Graduation honors recognize a student's sustained high academic performance in all post-secondary work. Three classes of honors are conferred at graduation: *cum laude*, to those with a cumulative GPA of at least 3.400; *magna cum laude*, at least 3.600; and *summa cum laude*, at least 3.800.

In no case can a Latin Honors GPA be higher than the GPA earned at Muskingum. With the exception of work done elsewhere under the rubric of "approved off-campus study," low post-secondary grades earned elsewhere will lower the Muskingum Latin Honors GPA even if the courses for which the grades were earned were never applied by transfer to the Muskingum record. It should be noted that the Latin Honors GPA for students who have studied at more than one post-secondary institution is often different from the Latin Honors GPA for students whose only post-secondary institution is Muskingum. The Muskingum GPA, however, based only on courses actually completed at Muskingum, is the one that always appears on transcripts and grade reports.

The student with the highest cumulative GPA who qualifies for *summa cum laude* recognition will be designated Valedictorian.

The student with the second highest GPA who qualifies for *summa cum laude* recognition will be designated Salutatorian.

(Fac. approval 9/93; rev. 11/03)

3. Academic Dishonesty

Plagiarism, cheating, and other forms of academic dishonesty are serious offenses at Muskingum College, and the faculty member has the prerogative of invoking the severest penalty for an initial offense. Insofar as a first offense is concerned, the minimum penalty for plagiarism and/or cheating is a failing grade on the paper or examination; the maximum penalty in this instance is a failing grade in the course. In either case, the faculty member should submit a written report of the offense to the Office of the VPAA; the incident will be recorded in the student's file. The student guilty a second time may be suspended or expelled from the college. (See also Bylaw VII.)

(Fac. approval)

4. Special Programs

See current catalog (Muskingum College Bulletin--Special Programs) for descriptions of the Drew Semester at the United Nations, the Washington Semester in cooperation with the American University, the Liberal Arts-Nursing Program, the Medical Technology Program with Southwest General Hospital in Middleburg Heights, Ohio, the Binary Engineering Program in cooperation with Case Western Reserve University, Study Abroad (including exchanges), the European Community Summer Seminar carried out through affiliation with Miami University,
the Affiliate Program with the Art Institutes, the Learning Disabilities Program (PLUS), and other special programs. Further information and off-campus study forms are available in the offices of the VPAA and Career and International Services. (Fac. approval)

5. **May Term**

Undergraduate May Term, administered through the VPAA office, is a four-week term which begins after the May Commencement. A special brochure listing course offerings and containing other information regarding May Term is published and made available on the College website. (Admin./Notice)

6. **Approval of Calendar**

Below is set out the process by which the Muskingum College academic calendar shall be prepared and approved.

Under the direction of the VPAA, the Registrar will by the end of October, circulate to the faculty and administration a draft of the proposed academic calendar for two years in advance. By the end of January the VPAA will convene a meeting of the Curriculum Committee dedicated to consideration of the draft calendar and reactions to it. For purposes of the calendar consideration the CC will be expanded to include the Dean of Student Life, the Vice President for Business and Finance, the Dean of Enrollment, the Faculty Executive Secretary, the Dean of Graduate Studies, and the Athletic Director. (Admin./Notice 2/97)

The draft calendar, as modified by the expanded CC, will be on the agenda of the February faculty meeting, at which time the faculty will vote to receive it or to remand it to the CC for consideration of specific changes. If so directed, the CC, with expanded membership, will reconvene to consider faculty-suggested changes. At the March (or second) meeting, the faculty will take final action on the proposed calendar. (Fac. approval)

The management of the approved calendar then passes to the VPAA. (Information)

7. **Guidelines for Developing the Academic Calendar**

A. With the 1981-82 academic year, Muskingum went to the Early Semester Calendar, consisting of two semesters. Each semester includes a minimum of 14 weeks for teaching and a minimum of five days of final examinations, of which one may be designated a study day. Classes are scheduled for a minimum of 700 minutes per semester credit hour.

B. Commencement will occur no later than the second Sunday in May.

C. Each semester or partial semester will have an add/drop period of a minimum of five class days.

D. Second semester finals end no later than the Friday before Commencement.
110.7

E. Fall semester will have a minimum two-day break and a three-day Thanksgiving Break. Spring semester will have a one-week break.

F. Opening Convocation, Scholarship Recognition Day, and the May Term calendar are arranged by the VPAA.

G. For purposes of disbursement of federal financial aid monies, the calendar must meet the minimum compliance standards of the United States Department of Education with respect to definitions of “academic year.”

(Fac. approval 4/95; rev. 11/03)

8. Availability of Student Records

Muskingum College abides by the Family Educational Rights and Privacy Act of 1974 as amended. All students have access to their own education records on file with the College and have the right to challenge records they may feel are inaccurate.

The College protects the confidentiality of each student's records in accord with the limitations of the law. Information available is released for off-campus use only with the student's consent, or when demanded by authorized governmental agencies or by subpoena. The student may grant the right of access to others, particularly as this may apply to placement papers and prospective employers. A written request is required for each release request except where the law provides legal access or where a prior waiver has been signed.

Paper records on students are held by various offices as follows:

- Registrar: admission/academic files (grade reports, transcripts, correspondence, etc.)
- Dean of Student Life: student personnel files
- Faculty: academic advising files
- Health Center, Placement Office, Financial Aid Office, Business Office: appropriate information

Electronic access to student records is available to administration personnel as appropriate.

The following records are not categorically educational records and thus are not open to students:

- Personal notes
- Law enforcement records
- Employment records
- Medical and psychiatric records
- Parental financial records

All confidential recommendations submitted before January 1, 1975 or confidential recommendations for which a student has signed a waiver of access are not available to the student.

Data considered directory information or released by the College on request include the student's home and local addresses, local telephone numbers, date and place of birth, dates of attendance, major field of study, participation in officially recognized activities, date of graduation, degrees and awards received, and height and weight of athletic team members.
When the student enrolls in the College, the right of access to records transfers from parents or guardians to the student. The parent does not have the right of access to a student's records unless granted by the student. In the case of bills, the College assumes all students to be dependents as defined by the Internal Revenue Service, and thus sends copies to parents or guardians. Students who wish to declare themselves independent may do so at the Registrar's Office. Such declaration, when confirmed with the family and the Financial Aid Office, makes the student the responsible party for billings and all further official correspondence from the College regarding academic and social performance and finances.

(Information 6/83; 1/04)

9. **Proficiency Examinations**

Students may take a proficiency examination to gain academic credit if they feel prepared to be tested in a subject without formal enrollment in a specific course. A student may not take a proficiency examination in a course which the student failed previously. In that situation, a course repeat is the appropriate procedure for examination to be used to earn lower level credit in a discipline when higher level credit has already been earned in that discipline.

The proficiency examination is more than a final test. It explores the student's abilities in all areas, skills, and appreciations developed in a specific course. The content of the test rests with the department involved. It contains a written test, but may involve also an oral examination if the examining team specifies this in advance. Students may request information concerning the content, scope, and mechanics of the examination.

The procedure for challenging a course is as follows: the student is to (1) obtain a Petition for a Proficiency Examination form from the VPAA or the Registrar; (2) discuss the matter with the persons identified on the form and obtain the necessary signatures; (3) pay the required fee at the Business Office; and (4) return the completed form to the Office of the VPAA. If the petition is approved, the department chair at the request of the VPAA will select one or two faculty members to prepare, administer, and grade the examination.

Should permission to take the examination be granted and the student fail to appear at the appointed time or times, the fee will be forfeited.

All such examinations are graded on an "S" or "U" basis, with "S" being the equivalent of a letter grade of "C" or above. Credit will be awarded to the student who passes the proficiency examination. If it is not satisfactorily completed, there will be no record of failure made on the student's academic record. A proficiency examination for a specific course may be attempted only once. (Ref. Advising Handbook).

(Fac. approval 5/82)

10. **Directed Study**

Directed Study permits students, under special circumstances, to enroll in a course at other than the scheduled time. This requires a course contract with a cooperating faculty member. The contract specifies required readings, writing assignments, studio or laboratory work. Only students who have earned 60 credit hours are eligible to take courses by directed study.

Registration for a course to be taken by directed study is not permitted after four weeks into a semester or after the add/drop period in May Term.
A written proposal specifying assignments, projects, test, and meetings is to be prepared by the faculty member teaching the directed study course. A completed directed study form with signatures of the department chair, the instructor, and the student and an accompanying copy of the proposal are to be submitted to the VPAA for final approval.  

(Fac. approval 12/88; rev. 12/00)

11. **Senior Studies**

   The program that constitutes a major within a department is intended to be systematic, progressing and building in successive years upon the work and experiences of the initial years. It culminates in the senior year in a capstone experience appropriate to each discipline. This experience takes the form of a seminar, an individual study, or an advanced field experience. The first would normally involve several or a small group of students examining in common an area of research, the second would be a study in depth by a student under the direction of a faculty member, and the third might include student teaching, or another departmentally approved option.

   Ideally, the capstone experience would enable the student to:

   A. learn and use bibliographic and research techniques and sources applicable to the discipline;

   B. integrate earlier experiences into a coherent pattern;

   C. engage in an extensive writing experience;

   D. gain experience in oral communication through periodic presentations;

   E. develop independence, self-reliance, and creativity in the learning process; and

   F. probe a topic in sufficient depth so as to reach the fringes of the unknown and undiscovered.  

   (Fac. approval 2/84)

12. **Academic Standards Policy**

   A. **Academic Standing**

      To be in good academic standing, a student must maintain a minimum semester and cumulative GPA of 2.0. The term “semester” refers to the most recently completed semester; the term “cumulative” refers to all work completed at Muskingum College.

   B. **Academic Probation**

      A student whose semester and/or cumulative GPA falls below 2.0 will be placed on academic probation. The notation “Academic Probation” will be marked on the student’s transcript for the semester(s) in which the GPA is below 2.0 except in the following situation: the semester GPA is at least 1.5 and it is the first time that the student’s GPA has fallen below 2.0 and (if established) the cumulative GPA is at least 2.0.
To regain good academic standing, a full-time student must achieve a 2.0 semester and cumulative GPA with completion of a minimum of 12 credit hours; a part-time student or a student attending Muskingum College May Term must achieve the same with completion of at least 6 credit hours.

C. Requirements

The Learning Strategies and Resources Program (LSR) provides support through tutoring, learning skills courses, and other special services for students who need assistance to achieve academically. A student who is not in good academic standing may be required to participate in the LSR program.

The probationary student is required to consult regularly with his/her advisors and course instructors.

D. Notification

The student will receive notice of his/her academic probation status and its accompanying requirements and restrictions from the Vice President for Academic Affairs (VPAA). A copy of the notice will be sent to the parents or guardians of dependent students and to the student’s academic advisor(s).

The student will be informed by the VPAA of the LSR services that are available and which of these he/she is required to participate in.

E. Restrictions

A student who is on academic probation may not enroll for more than 17 hours. On the recommendation of the student’s academic advisor, adjustments may be made in the student’s course load.

F. Academic Dismissal

A student on probation whose semester GPA remains below 2.0 at the conclusion of the next semester and whose cumulative GPA is also below 2.0 is subject to dismissal. A student who does not earn a GPA of at least 1.5 in any semester is subject to dismissal. A student may appeal the dismissal to the Academic Standards Committee. This committee, consisting of the VPAA and the Dean of Student Life (or their designated representatives) and at least three faculty members, meets in early January for Fall dismissals and in June for Spring dismissals.

A student who is dismissed will be denied enrollment in classes, participation in campus activities, and College residency.

When a student is academically dismissed from Muskingum College, the notation “Academic Dismissal” is noted on the transcript at the end of the semester for which the action was taken. He/she is permitted to complete coursework for which the grades of “WIP” and “I” have been assigned. Although completion of the work may erase the basis for the calculation leading to the decision, the decision itself is not affected by the
reconciliation (ref. College Catalog, Transcripts). Work required to complete courses must be done by the last day of the immediately subsequent semester after which time “WIP” and “I” are reduced to “F.”

(Fac. approval except as otherwise noted)

G. Readmission

Application for readmission of a student dismissed for academic reasons will be accepted only after at least one semester following dismissal. Readmission is usually contingent upon successful completion of college-level coursework at another institution.

13. Guidelines for Handling Serious Scheduling Problems Involving Full-Time Students

Typically, courses are offered annually; however, some are offered as infrequently as once every third year. This necessitates ongoing consultation with the student's academic advisor to assure that all required courses are taken in a timely manner. In the rare instances where a student is unable to regularly enroll in a required course (including May Term) prior to or during the intended semester of graduation, several options exist:

A. Seek a substitute for the required course. This option requires the approval of the Chair of the department offering the course, the advisor, and the VPAA.

B. Demonstrate proficiency in the content of the required course by performance on an examination or through the presentation of a portfolio (see 110.9, for policy on proficiency exams).

C. Take an equivalent course at another accredited college or university, then transfer the credits to Muskingum College, fulfilling the requirement.

D. Fulfill the requirement through directed study enrollment in the course.

E. Seek exemption from the requirement. This option requires the approval of the Chair of the department offering the course, the advisor, and the VPAA.

These options are listed in descending order of preferability. Option letter D presents two major problems. First, an independent learning method requires unusually high levels of individual responsibility, ability in the subject area, and motivation. Consequently, only the academically strongest students should consider this option. Also, faculty members will seldom have the time to engage in this time-consuming form of instruction; at no time is a faculty member obligated to engage in directed studies.

(Fac. approval 2/88)
14. **Internship Policy**

Internships are opportunities for selected students to become actively involved in experiences beyond the college campus. These experiences are supplements to, and not substitutes for, the regular curriculum. Regulations regarding internships are intended to ensure that (1) only those students with the ability and desire to link academic and practical experiences are eligible, and (2) internships meet rigorous standards on both the practical and academic level.

Departments have primary responsibility for the supervision of internships. Some departments have a course listed as [ ] 398-399, Internship in [ ], and a faculty member designated as the source of information about internship opportunities and policies.

For departments which do not have this offering, the course IDIS 300 Internships may be used and the credit will be assigned to the appropriate department under which the internship is being administered. Students may initiate internship proposals, but all internships must meet the same minimum standards and be approved by the department chair and supervising professor prior to the beginning of the experience or within two weeks of the beginning of the experience.

If the student and the academic advisor believe that the internship experience is truly interdisciplinary, the student may submit multiple proposals, one to each department involved. The total hours earned will be divided among the departments, e.g., a student earning twelve hours of credit may propose that 9 hours be earned in political science and 3 hours in sociology. Each proposal must be approved by the department involved. To be eligible for an internship, a student must have achieved junior standing (60 hours) prior to the beginning of the internship and must have at least a 2.50 cumulative GPA. A minimum of 40 work hours combined with readings and written projects or papers are required for each semester hour of credit.

Internships are graded S/U only. If a student, the supervising professor, the academic advisor, and the appropriate department agree that the written work submitted will meet the standards of a seminar paper within that department, the department may request that the internship hours be converted to seminar hours and that a letter grade be assigned. In this case, the hours will still count toward the maximum number of internship hours allowed.

Students may apply a maximum of 16 semester hours for all internship experiences, including student teaching, toward a degree. A maximum of 6 hours may be earned in any one semester or summer session. A waiver of the 6-hour maximum may be granted when a student desires to participate in an established, off-campus internship program, e.g., the Washington Center or ECC programs. Tuition will be charged at the rate in effect for the semester or May Term in which credit is requested. These hours may be included as part of the normal semester load, but may affect the decision to allow a course overload. All hours earned through internships are included when the number of hours within a department are computed.

To propose an internship, a student must submit a completed and signed proposal form (obtained from the VPAA office) with a written proposal that includes: (1) the purpose of the internship; 2) when and where the work experience will take place; 3) the amount and type of work to be done; 4) the methods by which the work experience will be evaluated; 5) a description of the paper or project to be submitted for evaluation. The original will be kept in the Registrar’s Office, with copies going to the supervising professor, the on-site supervisor, and the department chair. (Curr. Comm. approval 10/86; rev. 9/98)
15. **Self-Designed Interdisciplinary Major (SDIM)**

Students are offered the opportunity to construct a self-designed interdisciplinary major (SDIM) in an area of professional preparation or academic interest not currently available in the curriculum.

Students planning a SDIM consult appropriate academic and department advisors in developing a rationale and course of action for the major. The primary consideration for approval of a SDIM is that the proposal demonstrate respect for the depth that the major traditionally provides in the liberal arts curriculum. The SDIM major encompasses work from at least three departments and consists of no fewer than 40 or more than 60 hours, with a limit of 30 hours in any one department. In addition, a SDIM proposal should make provision for an appropriate seminar or “capstone” experience. The application process for a SDIM may begin as early as the sophomore year but must be completed no later than the end of the first semester of the junior year.

To propose a SDIM, a student submits a written proposal to the VPAA for consideration by the Curriculum Committee. The proposal shall include: (1) a statement of intended career or plans for graduate or professional study after graduation; (2) reasons why a SDIM is preferable to an established major; (3) an overview of the program of study thus far; (4) a proposed program or focus of study that lists courses by departments; (5) a proposed class schedule for the remaining semesters at Muskingum which has been reviewed by the Registrar; (6) an unofficial transcript of all Muskingum and transfer courses; (7) signed statements of endorsement of the proposal by advisor(s) and chairs of the respective departments in which the proposed courses comprising the SDIM would be taken.

SDIMS are noted on the transcript as interdisciplinary and self-designed, together with identification of the three principal disciplines as defined in the approved proposal. E.g., IDIS (self-designed); ART-PSYC-EDUC. (See SDIM check-list, 600.18.)

Copies of the approved program will be kept on file by advisor(s), the Registrar and the VPAA. The Registrar will consider receipt of a copy of an approved SDIM to be an official declaration of major.

(Curr. Comm. approval 2/89; rev. 4/97)

16. **Order of Appeal on Grades**

Faculty members are responsible for outlining grading policies to students at the beginning of each course. If a student believes that he or she has received a wrong grade on an examination or for a course, the initial step is to discuss the grade directly with the faculty member teaching the course. If that step does not result in a satisfactory explanation or resolution of the perceived problem, the student may bring the matter to the attention of the respective department chair. The next person in the line of appeal, should the student continue to contest the grade and wish to pursue an appeal, is the respective division coordinator. Should the person to whom the student would bring the appeal in this process as outlined above also be the faculty member in whose course the grade is being questioned, that person has no jurisdiction over the appeal. In the latter case, the VPAA will call on an appropriate faculty member from the department or related department in the respective division to review the circumstances and make a recommendation to the VPAA, who will be the final arbitrator in any such appeal.

(Fac. approval)
17. Student Military Service Policy

The College recognizes the obligations and sacrifices incurred by national service in the military forces of the United States. Through the National Guard, the Reserve forces, and the possibility of a national draft, it may be necessary for students to leave the College for active duty military service, or alternative service as required by the President of the United States, or the Governor commanding the National Guard during an academic term. Accepting the extraordinary circumstances to the nation and the student which require such service, the College will provide all possible aid to students who are called to active duty and will make full effort to provide a fair transition as the student leaves the College and returns. In all cases of required military service, fairness must be interpreted to the benefit of the student.

(Fac. approval)

A. Refund

The refund of tuition, fees, and room and board charges for students in the military reserves who have been called to active duty will be dependent upon whether the student chooses to take incompletes ("I") in current coursework or chooses to withdraw from some or all courses.

1) A student called to active duty/alternative service who chooses to withdraw from all coursework is entitled to a full refund of tuition, fees, and room charges, and a pro-rated refund of board charges based on the number of meals eaten. All financial aid will be returned to the respective program.

2) A student called to active duty/alternative service who chooses to complete only some current coursework is assessed tuition charges at a recalculated rate based on the number of credit hours to be completed. Financial aid is adjusted in accordance with the new enrollment status and revised charges.

3) A student called to active duty/alternative service who chooses to take Incompletes ("I") in all courses does not receive a tuition refund. The room charge and unused board charge are refunded. Financial aid is adjusted in accordance with revised charges.

(Admin./Notice)

B. Grading

Four grading options exist for students in the military reserves who have been called to active duty/alternative service:

1) The student may elect to receive a grade of "I" in all classes. Upon termination of active duty/alternative service, the student must complete any necessary work to remove the "I" before the end of the next complete semester following the termination of active duty/alternative service status. As in the regular policy governing incompletes, the grade will revert to "F" unless removed prior to the stated deadline.

The assignment of an "Incomplete" will be made in consultation between the professor and the student with the professor establishing in writing what requirements for course completion remain. The written statement of requirements will be entered in the student's record as maintained by the College.

110.17
The student may elect to completely withdraw from the College, receiving a grade of "W" (withdrew passing) in all courses.

The student may elect to receive a regular grade based on partially completed work in some classes, while receiving a grade of "W" in others where the student has completed at least half of the course.

The student may elect to receive a grade of "S/U". The "S/U" determination will be permitted even if the student had not initially registered for the course to be so designated. The assignment of the grade of "S/U" will be made in consultation between the professor of the course and the student, and the professor may require an examination or some other fair equivalent final assignment.

Upon return to the College, if the student received credit for a course required for a sequential course before completing the full academic term, he/she may be required by the department to take a fair qualifying examination before advancing to the following course. No other requirements may be added that are not required of all students enrolled in the sequential course.

(Fac. approval 12/90)

18. Student Withdrawal/Leave of Absence Procedure
   (Except for circumstances covered in 110.17.)

   A. Withdrawal

      A student can withdraw from the College until the close of business on the last class day of the semester in which he/she is enrolled. A grade of “W” will be assigned for all classes in which the student is enrolled.

      (Fac. approval)

   1) During college business hours, withdrawing students are to be directed to the Registrar’s Office. The Registrar’s Office will then contact an appropriate staff person to conduct an exit interview according to the following priority order:

      First-year and transfer students:
      Associate Academic Dean (primary contact)
      Dean of Enrollment (secondary contact)
      Registrar (third contact)

      Continuing students:
      Registrar (primary contact)
      Associate Academic Dean (secondary contact)
      Dean of Enrollment (third contact)

   2) During evening and weekend hours, Student Affairs professional staff persons may conduct exit interviews. In these situations they will be responsible for notifying the Registrar’s office of any withdrawals on the morning of the next work day. The Registrar’s Office will determine if further follow-up is necessary.

   110.18
3) All withdrawals received by telephone will be forwarded to the Registrar’s Office, where it will be determined if and where the call should be directed (following the exit interview directives above).

B. Leave of Absence (LOA)

A student who leaves the college with intent to return in one or two semesters may take a leave of absence. To be eligible for a LOA, a student must be in good academic standing. A student can take a LOA until the close of business on the last class day of the semester in which he/she is enrolled. A grade of “W” will be assigned for all classes in which the student is enrolled.

(Fac. Approval 3/99)

1) Students requesting LOA are to be directed to the Registrar’s Office. A LOA requires the completion of a LOA form and Registrar approval. This form can be completed in person, or by phone if necessary.

2) Students on leave do not have to reapply for admission if they return as anticipated or receive permission to extend the leave of absence. Students who do not return as expected will be administratively withdrawn and must reapply for admission.

C. Notification

1) The Registrar’s Office will notify appropriate offices of withdrawing/leave of absence students.

2) The Registrar’s Office will notify academic advisors and course instructors of withdrawing/leave of absence students.

(Fac. Approval 3/99)

19. Credit Transfer Policy

Muskingum College subscribes to the Joint Statement on Transfer and Award of Academic Credit published by the American Council on Education (ACE). This statement was approved by the faculty on 18 September 1992.

Transfer credit is evaluated by the Registrar for persons who make application for admission to Muskingum College and request that official transcripts of their work be sent directly to the Office of Admission at Muskingum College.

Muskingum awards transfer credit for formal coursework of baccalaureate level completed with a grade of C (2.0 quality points) or better, which is judged to be equivalent, comparable, or appropriate to Muskingum's own courses or liberal arts program, and which meets the guidelines in Section I below. A Satisfactory (S), Passing (P), or other similar grade will be accepted if the graded work of the course is C or higher. Only credit hours are transferred and noted on the Muskingum transcript. Grades and quality points are not transferred or indicated.

A. Formal Coursework

Credit transfer decisions are made by the Registrar who will consult with the department(s) involved when appropriate and are subject to appeal to the Vice President for Academic Affairs. Credit expressed in semester hours is transferred on
a one-to-one basis; quarter hours are transferred on a one to two-thirds basis (times .666 and rounded to two decimal places) unless otherwise defined on the sending institution's transcript.

1) Course credit from universities and colleges accredited by one of the regional accrediting agencies (e.g., North Central Association of Colleges and Schools) is generally accepted. Where appropriate, the equivalent or comparable Muskingum course number and department will be noted for clarity as part of the credit evaluation. Credits may also be assigned as departmental, divisional, or institutional electives.

2) Credit from technical or business colleges accredited by an agency recognized by the Council on Post-Secondary Accreditation (COPA) will be closely examined by the Registrar for transferability.

3) Credit from unaccredited institutions is not generally accepted but may be examined for applicability on a course-by-course basis. The Registrar may consult with department chairs for recommendations on accepting credit.

Exceptions to the above guidelines include those courses deemed primarily technical, too narrow, or inappropriate to Muskingum's curriculum (e.g., developmental, remedial or pre-college work; workshops; real estate courses; military science beyond three semester hours).

Upon receipt of an official transcript, the Registrar makes a determination of semester hours credit to be applied toward graduation hours, department requirements, and Liberal Arts Essentials (LAE) requirements. On questions of applicability to our curriculum or at the request of the student or sending institution involved, a department representative will be asked for a recommendation. Related departments may also give their permission for acceptance of certain cross-disciplinary credits under their department offerings (e.g., Social Justice applied as either a political science or sociology elective).

For enrolled students' approved off-campus study, the transfer of credits back to Muskingum follows the same guidelines. It is important to present descriptions and credit hours of anticipated courses to the Registrar for review as part of the off-campus approval procedures and prior to leaving the campus. Arrangements with various departments can then be finalized well in advance of the student's departure.

B. Non-traditional credit

1) Results from the Advanced Placement Program (APP) at a student's secondary school will be considered for credit upon receipt of an official report from the College Board. Established standards set by the faculty govern this policy.

2) Results from the College Level Examination Program (CLEP) or the Proficiency Examination Program (PEP) will be considered for credit upon receipt of an official report standards set by ACE and approved by the faculty govern this policy.
3) Evidence of work from other approved non-collegiate sources will be considered for credit. These include the ACE recommendations for educational experience in the armed services, the Program on Non-collegiate Sponsored Instruction (PONSI) and others. The awarding of credit is subject to further evaluation by the Curriculum Committee or by appropriate faculty members.

4) Credit is granted for experiential learning outside the classroom through the portfolio review program of East Central Colleges (ECC), and is subject to review by the Curriculum Committee. Further information on this program is available from the Registrar or by writing to the ECC Executive Director, Bethany College, Bethany, WV 26032.

C. Transfer Module and Articulation Agreements

Muskingum College, having adopted an Ohio Board of Regents approved Transfer Module (9/93), is subject to the policies and guidelines of the statewide Transfer and Articulation Policy.

This policy is designed to ease the transfer of students from one Ohio public institution to another. As an option for private colleges and universities, it permits transfer throughout Ohio's higher education system without duplication of course requirements.

Completion of the transfer module's 38-41 semester hours at one institution automatically meets transfer module requirements at the receiving institution for the accepted student.

Those admitted with a completed transfer module and the Associate of Arts or Associate of Science degree transfer all courses with a minimum grade of D. Credit for the transfer module requires an overall GPA of 2.0. Those admitted with a completed transfer module but without the associate degree need an overall GPA of 2.0 for transfer module credit and may transfer additional courses in which they have earned a C or better.

Students must meet additional Liberal Arts Essentials requirements not included in the transfer module.

Muskingum College has formed articulation agreements with selected two-year institutions and accommodates associate degree students from such institutions to complete their baccalaureate degrees.

(Fac. approval 9/92)
1. Process for Hiring New Faculty

In the search to fill a full-time faculty position, the steps leading to campus interviews of candidates and the subsequent offer of a contract for appointment are as follows:

A. Authorization

A written rationale is to accompany any request to the VPAA to fill, revise, or create a faculty position. Such requests will ordinarily originate with the department chair. The decision to approve an opening and a position announcement for publication will be the VPAA's, following consultation with the department chair and respective division coordinator.

B. Advertisement and Initial Screening

For an authorized opening, the department chair will initiate and conduct a search for candidates, carrying it to completion with the division coordinator and the VPAA. It is the college's practice to advertise in the Chronicle of Higher Education, discipline specific publications, and on-line listings. Notice may also be sent to selected educational institutions. At the time of the published deadline for applications (or within a week thereafter), the department chair is to provide the VPAA with full credentials--initial letters of application and any subsequent correspondence, curriculum vitae, transcripts, and letters of recommendation--for at least three and no more than six of the strongest candidates. The advertised deadlines for applications must be honored.

C. Selection of Candidates for Campus Interviews

After receiving the credentials of those candidates whom coordinators and chairs have designated as their top choices, the VPAA will review the paperwork and consult any referees where more useful information might be desirable. Candidates will be invited to campus only after the VPAA, in consultation with the respective division coordinator and department chair, has established a priority list of candidates. Candidates will be invited sequentially for campus visits; up to three candidates, if necessary, will be brought to campus for each position. Serious candidates are to receive copies of the Faculty Handbook, Academic Policies and Procedures, and College Catalog in advance of their visit.

Before arrival of a candidate on campus, the VPAA will meet with the coordinator and the chair to discuss the particulars of the interviewing procedures and schedule and to go over rank and salary range for the appointment, moving allowance, and benefit package.

D. Interview

Candidates are to be interviewed by the full department (collectively or individually), the division coordinator, the VPAA, and, schedule permitting, the President as well as by selected students and other faculty and administrative colleagues, so as to provide candidates opportunity to interchange with a cross section of the college community. In advance of a candidate's visit, a draft of the proposed interview schedule and summary of the candidate’s vita will be prepared by the department chair and shared with the VPAA and other key persons with whom the candidate will be interviewing. If possible, the
campus visit should include opportunity for candidates to participate in a teaching situation.

120.1

E. Interview Expenses

The department chair should submit to the VPAA receipts and explanations for reimbursement of recruiting expenses that he/she has incurred. The travel expenses of the candidates are to be submitted to the VPAA and will be handled after the hiring process is completed. As a matter of economy and perhaps even convenience, in making phone calls after hours the chair is encouraged to dial direct from his/her home and to submit those charges (with a copy of the billing) to the VPAA for reimbursement.

Candidates receive reimbursement for all reasonable expenses (such as airline tickets, mileage, meals, rental car).

F. Follow-up Correspondence

An effort should be made to send replies to all applicants. The Office of the VPAA is willing to assist in this effort. Following through with such correspondence is extending fairness to each applicant and will promote a positive image of the college.

All applicants are to receive follow-up letters informing them:

1) Whether they are being seriously considered for campus interviews.

2) When an appointment is finally made (i.e. after a proffered contract has been signed).

G. Process for Extending a Contract Offer

A verbal offer is not to be made to a candidate without advance permission of the VPAA. When agreement is reached by the VPAA (who will have consulted with the President), the division coordinator, and the department chair as to which candidate initially will be offered a contract, the VPAA will complete a Contract Recommendation for New Faculty Appointment form and forward it to the President, who will prepare and send the contract letter to the candidate. The division coordinator and the department chair will be informed as to the contents, qualifications, and addenda of any contract offer. If the preferred candidate does not accept the contract offer in the time specified, the principals carrying out the search and hiring process will convene to decide upon the next candidate to whom an offer will be made.

H. After a search has been carried out and an appointment made, the application materials of all candidates will be kept on file for three years before being discarded.

I. Note

Throughout this very important screening and hiring process it shall be the intent of the college, an equal opportunity employer, to proceed carefully and expeditiously. Less extensive search procedures will be observed for temporary replacements and part-time appointments.
2. **Guidelines for Handling Grants**

   A. **Policy for Handling Indirect Costs from Grants**

   Typically, 20% of any grant funds designated for indirect costs will be assigned to the College General Fund to defray overhead expenses (including utilities, janitorial and clerical services, equipment and/or building depreciation, and Business Office expenses).

   As soon as official notice is received that a grant has been awarded to Muskingum College or its representative(s), a conference of the Vice President for Business and Finance, VPAA, project director, and respective Division Coordinator(s) will be called by the VPAA to determine whether a portion of indirect costs on top of the standard 20% (allocated as determined in 1 and 2 above) will need to be assigned to cover any unusual circumstances which involve or may potentially involve special institutional support or commitment of resources.

   A restricted, interest bearing account will be established to fuel faculty development projects, with the principal deriving from 20% of the reimbursed indirect costs from grants which provide for indirect costs. The interest from this account will support disciplinary-oriented research and scholarly projects which contemplate a tangible outcome or product.

   The bulk of the reimbursed indirect costs from a grant, 60%, will be a discretionary fund to be used by the project director to enhance the research project and/or the program or academic discipline(s) with which he/she is associated. The project director will submit a brief plan with expenditures of funds from indirect costs in writing to the VPAA for approval. Project directors have the latitude to assign all or a portion of said discretionary fund to the Faculty Development Fund. In the event that any indirect costs awarded under a grant are designated in the grant instrument as all or a portion of the institution's cost sharing component, such amount will be assigned in accordance with the terms of the grant instrument. In sum, reimbursed indirect costs will be apportioned as follows:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Fund Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>to the College General Fund</td>
</tr>
<tr>
<td>20%</td>
<td>to the Faculty Development Fund</td>
</tr>
<tr>
<td>60%</td>
<td>to the Project Director for discretionary use, with approval from the VPAA</td>
</tr>
</tbody>
</table>

   **Total: 100%**

   (Admin./Notice 9/87)

3. **Process for Establishing Semester's Course Offerings**

   Proposed course offerings for the coming academic year are solicited by the Registrar from department chairs in December. It is the departments' responsibility to promptly submit a list of courses, staffing, proposed location, times, and class limits. These are examined for appropriateness of size and timing, institutional needs, and staffing considerations first by the division coordinator and then by the VPAA and Registrar. A tentative comprehensive schedule is then circulated for review and response by division coordinators and department chairs. A schedule of offerings shall be made available in a timely manner by the Registrar’s Office both on their website and in paper form. Changes to the schedule may be made in writing to the Registrar. Proposals for curricular additions, deletions, or special offerings are to be submitted in a timely fashion to the Curriculum Committee in order to be included on the master schedule.

   (Fac. approval)
4. **Submission of Grades**

Teaching faculty members are to submit to the Registrar's Office all their final course grades by the date and time set by that office as part of the academic calendar. Near the end of the semester or May Term, the Registrar will send to the faculty the appropriate forms on which to record the grades.

(Admin./Notice)

Faculty in their last semester of employment at the College are not to use grades of Incomplete or Work-in-Progress.

5. **Policy on Scheduling Classrooms**

A. **Academic Year Scheduling:**

Room assignments for the upcoming academic year are based on the requests submitted by the department chairs as part of their course offerings proposal in December. These are examined by the Registrar to take into account the need for available materials (maps, computer terminals, movie screen, seminar table, and any other special equipment or fixtures), predicted course enrollments, the needs of other departments, and proximity to department offices. Very few rooms are reserved for the exclusive use of a specific department. Final examinations are to be held in the usual class location unless other arrangements are made. Adjustments to the schedule (as noted in Section 350) are to be cleared with the Registrar.

(Admin./Notice)

B. **Summer Conference Scheduling**

Summer conferences are scheduled through the Associate Dean of Student Life Office. Advanced planning of 3-6 months is recommended.

(Admin./Notice)
1. **Purposes of the Evaluation System**

The system of faculty review and evaluation in place at Muskingum is intended to have a positive influence on the improvement of the professional quality of the faculty as a whole and of each individual faculty member. Faculty members are encouraged to capitalize on strengths revealed by the evaluation and to address weaknesses where identified. The evaluation system incorporates the following guiding principles:

A. The steps of the process are to be clearly defined and well-known to all members of the community.

B. A set of general criteria, clearly stated and known to all members of the community, is to apply at each step in the evaluation process.

C. As a final step in the evaluation process, the faculty member under review is to be fully informed of the results.

2. **Specific Steps, Documents, and Selection Criteria to be Used in the Evaluation Process**

A. Discussion between faculty member and department chair, with reference to at least the following:

   1) Annual reports submitted by the faculty member since the last review period.
   
   2) The completed faculty evaluation.
   
   3) Student course evaluation results.

   The process for student course evaluation is as follows:

   a) Turn in forms to division coordinator who holds them until after the grades are turned in.

   b) After grades are submitted, return all evaluation sheets to the instructor.

   c) The instructor prepares a summary of evaluation material; data and summary go to the division coordinator via the department chair. Before the summary leaves the division coordinator, the instructor signs the summary to verify content (which may have been supplemented by the department chair and/or division coordinator).

   The summary goes to the office of the VPAA for inclusion in the instructor's file. If the instructor wishes no evaluation material sent to the office of the VPAA, he/she signs off to this fact with the division coordinator and the statement is forwarded to the office of the VPAA.
d) Student course evaluations are to be administered as follows:

<table>
<thead>
<tr>
<th>Faculty member in:</th>
<th>Courses to be evaluated:</th>
</tr>
</thead>
<tbody>
<tr>
<td>First 3 years</td>
<td>all courses each semester</td>
</tr>
<tr>
<td>Second 3 years</td>
<td>all courses in 1 sem. each year</td>
</tr>
<tr>
<td>Tenured</td>
<td>all courses 1 sem. every 3 years</td>
</tr>
</tbody>
</table>

In addition, evaluate:
all new courses for at least the first two offerings; all experimental courses.

e) For core and/or interdisciplinary courses, evaluation flows through the course coordinator or division coordinator as applicable. (see form)
(Fac. approval 11/86; rev. 11/00)

4) Observation of the faculty member's classes by the chair, if invited by the faculty member.

5) Assessments by other faculty members, especially those in the same department and division, those who have served on the same committees, or those with whom the faculty member has team-taught or collaborated in research or grant proposals.

6) Other data considered pertinent by the faculty member under review.

B. Department chair's use of student assessment:

1) The chair will examine issues which have been raised by the student course evaluations.

2) The chair will interview selected students, including those chosen by the faculty member and those whom the chair selects among majors and/or others who have taken one or more courses from the faculty member.

C. The division coordinator will submit a written evaluation to the VPAA for each faculty member in his/her division who is under review. This written evaluation, prior to its forwarding to the VPAA, is to be signed by the faculty member whom it concerns, indicating that he/she is aware of its contents. A copy is to be provided to the faculty member.

3. Frequency of Review

A. Full Review

Every eligible faculty member shall undergo a full review and evaluation process on a regular basis. Refer to sections 210.2 and 210.6 for additional procedural details. The frequency of occurrence for this process is as follows:

1) Faculty members on non-tenured (probationary) contracts receive a full review during the fall semester of their second, fourth, and sixth years. As part of their evaluation, fourth-year review candidates are informed of their prospects for tenure at Muskingum.

2) Tenured faculty members undergo evaluation every five years since the granting of tenure.
3) Any faculty member may request an additional evaluation process during any year when that faculty member is not regularly scheduled for a review.

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4) For administrative convenience, for the potential professional improvement of the faculty member and the academic program in which he/she is involved, and as a basis of consideration for possible further appointment, promotion, and/or salary increases, faculty members who are on limited period contracts are usually evaluated at those same times and with those same procedures and criteria applicable to faculty members who are subject to the above periodic reviews. (See, however, section 600 Limited Period Contracts, Faculty Handbook, for a note on exclusion from continuing or notification rights.)

B. Annual Review

Every eligible faculty member shall undergo an annual review for the purpose of determining a salary increase. Annual salary increases derive from an amount determined by the Board of Trustees. At the time of this document’s writing, the amount is divided into three portions; two related to performance and the third a discretionary fund for the administration to apply to those receiving promotions, adjustments in rank, etc. This process, then, relates only to those elements of salary increase based on annual performance.

1) The administration’s decision for performance salary increase based on this evaluation will grow out of the following documents:

   a) The faculty member’s annual report which demonstrates his or her performance in every area of faculty responsibility during the previous year. The faculty member will want to demonstrate the means by which her or she has grown professionally, reporting scholarly achievements, and what he or she learned from course evaluations and how courses were adjusted accordingly; the impact of any workshops on his or her growth and performance; the effectiveness of advising; service to the college and community which has been rendered; and presenting other information and materials which may be relevant.

   (Faculty will want to consult sections 210.2.A.3).d for the required frequency of administering course evaluations during the first six years of service and subsequent years of service.)

   b) A report written by the department chair, to be shared with and signed by the faculty member prior to submission to the division coordinator and VPAA. Following signature, the department chair will provide the faculty member with a copy.

   c) A report written by the division coordinator, to be shared with and signed by the faculty member prior to submission to the VPAA. Following signature, the division coordinator will provide the faculty member with a copy.

   d) A report written by the VPAA, if required, of any other relevant information that may come to his or her attention regarding the performance of the faculty member. That is, if information comes forward to the VPAA that is not directly related to the above documents and material for evaluation, that information shall be made known to the faculty member prior to his or her salary decision.

2) Constructive response and explanation of the basis on which judgments are made in the
evaluation process are essential to professional growth and the morale of the faculty. One of the benefits of the evaluation process outlined above is that faculty may receive timely

210.3

and concrete response from department chairs, division coordinators, and the VPAA. Therefore, the following information will be provided to the faculty member as part of the annual review process:

a) The division coordinator will submit a written evaluation to the VPAA for each faculty member in his/her division who is under review. This written evaluation, prior to its forwarding to the VPAA, is to be signed by the faculty member whom it concerns, indicating that he/she is aware of its contents. A copy is to be provided to the faculty member.

b) With respect to evaluation for the purpose of performance salary increase, each faculty member shall know the contents of the department chairperson’s letter to the division coordinator and the VPAA, as well as that of the division coordinator. Prior to the end of the term in which contracts are offered the VPAA shall provide written indication of the reasons for the level of the performance salary increase a faculty member receives.

(rev. 9/06)

4. Professional Performance Criteria

The following general criteria shall apply at each step in the faculty evaluation process. The four categories are listed in descending order of priority.

A. Teaching Effectiveness:

1) Scope and thoroughness of subject matter communicated in undergraduate, graduate and other classes taught for the College.

2) Creativity, versatility, and overall effectiveness of teaching methods, including updating of course syllabi, lectures, exams, and other materials.

3) Integrity and fairness in grading student performance.

4) Number of students taught; number and levels of different course preparations.

5) Availability to students for academic guidance and instruction supplemental to the classroom when needed.

B. Professional Growth and Scholarly Activity:

1) Advancement toward and attainment of graduate degree (in one's special field or in an allied or new field).

2) Research that results in publication or creative work (reviewed by peers outside the college) such as books, novels, musical compositions or performances, plays, essays, designs, academic software, shows/exhibits, articles, professional consultation, juried papers, radio and TV productions. This list is not exhaustive, but meant to suggest the variety of scholarly production appropriate to different disciplines.
3) Grants and awards (proposals initiated, proposals funded); individual awards and grants; institutional and program grants.

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4) Scholarly activity or recognition such as holding office or committee work in professional societies, presentations before professional societies, and special exhibits.

5) Keeping current in one's discipline through the writing of reviews, attendance at conferences, regular and constructive use of sabbaticals and leaves of absence, research, and “experimentation.”

C. Student Advising (participation in the advising of undergraduate students at all levels).

1) Seeing advisees regularly.

2) Participating in advising training sessions; soliciting from and sharing with colleagues information useful in counseling.

3) Helping students successfully to plan their academic programs.

4) Helping students to evaluate themselves and make realistic career decisions.

D. Involvement and leadership in campus programs and the work of committees, departments, and divisions, including special recruitment efforts. (Fac. approval; rev. 9/03)

5. Organization of faculty evaluation portfolios

The following outline provides a suggested format for organization of faculty portfolios to be used in evaluations of individuals eligible for tenure and promotion consideration. This format consists of four sections that address the four primary performance criteria of teaching effectiveness, professional growth and scholarly activity, student advising, and service to Muskingum College as described in the APAP handbook section 210.4. The support items addressing each criterion are only suggestions of possible items for inclusion in the portfolio. None of these are required nor is this list intended to be exhaustive. For each of the four sections, faculty members are encouraged to write a reflective statement of introduction that illustrates the progress made in addressing the criteria.

A. Performance Evaluations

1) Copy of curriculum vitae.

2) Copies of evaluations prepared by department chairs and division coordinators for the full reviews conducted during the faculty members first, second, forth, and sixth years.

3) Copies of annual reports.

B. Criterion I: Teaching Effectiveness

1) This criterion will be evaluated based on the presentation of evidence such as:

   a) Copies of course syllabi.

   b) Number of students taught, number and levels of different course preparations.
c) Copies of all self evaluations of college teaching evaluation forms.

d) Summaries of college teaching evaluation forms.

210.5

i) A summary for each section of each course each time it was taught.

ii) A composite summary for each course that includes all times taught.

iii) A composite summary for all courses all times taught.

e) Self designed supplemental evaluation forms and summaries.

f) Teaching evaluations from faculty members outside the individuals department.

C. Criterion II: Professional Growth and Scholarly Activity

1) This criterion will be evaluated based on the presentation of evidence such as:

a) Copies or documentation of publications or creative work (reviewed by peers outside the college) such as books, novels, musical compositions or performances, plays, essays, designs, academic software, shows/exhibits, articles, professional consultation, juried papers, radio and TV productions. This list is not exhaustive, but meant to suggest the variety of scholarly production appropriate to different disciplines.

b) Addresses to scholarly websites designed.

c) Grants and awards (proposals initiated, proposals funded); individual awards and grants; institutional and program grants.

d) Scholarly activity or recognition such as holding office or committee work in professional societies, presentations before professional societies, and special exhibits.

e) Evidence of keeping current in one’s discipline through writing reviews, conference attendance, regular and constructive uses of sabbaticals and leaves of absence, research, and ‘experimentation’.

D. Criterion III: Advising

1) This criterion will be evaluated based on the presentation of evidence such as:

a) Participation in advising training sessions; soliciting from and sharing with colleagues information useful in counseling.

b) A summary of advising evaluation forms filled out by advisees.

E. Criterion IV: Service to Muskingum College and the Wider Community

1) This criterion will be evaluated based on the presentation of evidence such as:

a) Documentation of involvement and leadership in campus programs and the work of committees, departments, and divisions, including special recruitment efforts.
b) Documentation of involvement and leadership in programs that benefit the east central Ohio area or the wider community.

(Admin./Consultation 3/03)

210.6

6. Recommendations for Reappointment, Tenure, and Promotion

A. October 1 is the deadline for recommendations for tenure or promotion. These recommendations are to be in writing and should be comprehensive and well-documented.

B. Department chairs are to submit their recommendation(s) to the division coordinator. The coordinator transmits both the chair's recommendation(s) as well as the coordinator's own assessment(s) to the VPAA. These recommendations will be forwarded by the VPAA to the Faculty Affairs Committee for its consideration and recommendations by February 1 to the VPAA and the President.

1) Decisions and notices regarding reappointment for faculty in their first year on non-tenure (probationary) contracts must be made by March 1. Evaluation information and recommendations by the respective division coordinators and department chairs and any materials the faculty member wishes to have considered must be submitted to the VPAA no later than Friday of the third full week of January.

2) Decisions and notices regarding reappointment for faculty in their second year on non-tenure (probationary) contracts must be made by December 15.

Evaluation information and recommendations by the respective division coordinators and department chairs and any materials the faculty member wishes to have considered must by submitted to the VPAA no later than December 1.

(Admin./Notice)

C. Consult Faculty Bylaw I for the procedures governing tenure and Faculty Bylaw VI for those regarding promotion. See also sect. 210.4 "Professional Performance Criteria."

D. For reference and convenience, the VPAA prepares a chart listing the candidates in the respective departments and divisions who are up for periodic review or tenure consideration for the current academic year. The VPAA makes syllabi, vita, course evaluation information, annual reports, and various other documents available to the appropriate division coordinator, department chair, and the members of the Faculty Affairs Committee. To expand their perspective, the division coordinator and department chair are expected to interview or collect written assessments from other members of the candidate's department as well as discuss with the candidate his or her teaching performance, scholarly record, and professional goals.

(Information)
1. Faculty Professional Travel

Through a program of partial subsidy for travel expenses, Muskingum College provides encouragement and substantial support for faculty to attend professional meetings. The investment in and benefits from this program are mutual for the College and its faculty.

Full-time faculty members are eligible for remuneration for one national (or international) meeting and one state (or regional) meeting each academic year.

Immediately following a trip to a professional meeting, the faculty member should fill out a Request for Reimbursement of Professional Travel Expenses form and submit it to the VPAA. The form, with appropriate signatures, is to be accompanied by original receipts for expenses for travel, lodging, meals, and registration; it is possible to receive an advance for airfare and registration with paid receipts. Reimbursements for the year must be requested and paid within the College’s fiscal year, July 1 to June 30.

The Faculty Professional Travel Program includes the following provisions for remuneration:

A. Cost of airfare up to $500 or, if driving, the current rate per mile allowed by the College. Mileage allowance for travel by car will be computed round-trip from the campus to the destination. For access to airport, mileage by car round-trip from the campus is also reimbursable.

B. For trips involving lodging expenses, a per diem of up to $65 or $80 (if reading a paper, chairing a session, etc.) toward meals, lodging, and related expenses for a maximum of three days; an additional fourth day per diem when a super-saver type fare requiring an extra day would result in a combined savings.

C. For trips involving only mileage and meals (no lodging), a per diem of up to $30 for meals.

D. Registration fee up to $75.

A record of expenses and dates is to be turned in to the VPAA, with receipts for travel, lodging, meals, registration, and other expenses attached. For tax purposes, it may be advantageous to include in the report such non-reimbursable charges as airport long-term parking, shuttle service, necessary phone calls, and personal or baggage insurance. (see form)

(Rev. 1/04)

2. Professional Fees Matching Fund

A financial burden for academics who wish to stay professionally active is the cost of subscriptions for journals and newsletters in their fields and of annual dues for memberships in (regional and national) professional organizations. Membership in professional organizations is valued by faculty because such organizations provide opportunity for collegial contact and the exchange of information and ideas; foster scholarly identity and community; sponsor conferences and symposia; and publish critical bibliographies, periodicals, and monographs.

The College has therefore established a matching fund that provides incentives for individual faculty members to initiate or continue memberships with various disciplinary and professional organizations. Each full-time faculty member is entitled annually to 50% reimbursement of such costs, up to $50 of the first $100 so spent.
220.2

To obtain reimbursement, the faculty member submits to the VPAA a copy of his/her receipt(s) or cancelled check(s). Requests can be made either for the total allowable reimbursement or for any part of it.

3. **Faculty Exchanges**

Faculty exchanges offer opportunities for faculty and institutions to gain fresh perspectives, develop new contacts and associations, experiment with different programs and approaches, and benefit by exposure to and involvement in unfamiliar settings.

Information regarding exchange opportunities among the East Central College Consortium member colleges, through the National Faculty Exchange, a network headquartered in Fort Wayne, Indiana, and supported by a grant from the Exxon Education Foundation, and within the institutions with which Muskingum has formed exchange agreements is available from the VPAA. (Admin./Consultation)

4. **Faculty Grants**

A. **External Funding**

Faculty interested in outside funding are expected to consult with staff in the office of Institutional Advancement. Assistance is available for research, curriculum development, equipment purchase or other related areas. Staff can provide resource materials, research assistance and budget and narrative editing. The actual proposal narrative and budget are normally written by the faculty member.

When an award is made, the Office of Institutional Advancement sets up the account and maintains a file to monitor reports and any other requirements set forth in a grant agreement.

B. **Internal Funding**

Assistance is available internally for support of research, writing, study, travel, and other activities intended to enhance faculty professional development. Full-time faculty with continuing contracts at Muskingum College for the coming year may apply for funding from specially designated funds. Proposals are processed through the Office of the Vice President for Academic Affairs. The Vice President for Academic Affairs determines the criteria for selection, makes award recommendations to the President, and notifies applicants of decisions. (Admin./Consultation)

5. **Leaves**

A well supported and diversified leave program can serve as a keystone in an effective, total professional development program. Timing and preparation for such leaves are critical factors in their success. A sabbatical leave once in eight years, even if it is a year long, is insufficient for maintaining one's professional integrity as a teacher-scholar. Continuous advancement in one's field, long-term financial planning, cultivation of professional associations, and careful preparation of project proposals and grant requests are essential prerequisites to a successful leave.
A. Sabbatical Leave

Purpose:

The Sabbatical Program permits faculty members and administrative officials with academic rank of assistant professor or higher to have a leave of absence as stipulated below in order to engage in intensive research or graduate study so that they will be better prepared to fulfill their academic responsibilities in the years ahead.

Eligibility:

1) To be eligible for an initial sabbatical leave, a faculty member must have completed seven years of full-time work at Muskingum (excluding any credit toward the probationary period for prior full-time college teaching experience as well as annual and sick leave) and must be tenured. Thereafter, each faculty member is eligible for a sabbatical leave upon completion of each five years of full-time teaching or equivalent duties. Then, typically, the sabbatical leave is awarded for an agreed upon period during the sixth through eighth years.

(Rev. 1/88)

2) Must hold academic rank of assistant professor or assistant librarian or higher and, except for librarians, must have engaged in some classroom teaching during most of the seven years.

3) Must have a specific project or planned program of study approved by the Faculty Affairs Committee. The sabbatical plan must relate directly to the faculty member's responsibilities at Muskingum. The following are examples of high priority requests:

a) To pursue graduate or post-graduate study.

b) To finish the doctoral dissertation.

c) To engage in private study under an accomplished, nationally known artist, musician, or dramatist.

d) To study and travel abroad in a focused program of professional enrichment related to the faculty member's field of expertise or teaching competency.

4) If participant in the Sabbatical Program previously, must have demonstrated tangibly that conditions of past sabbatical were fulfilled.

Terms of Sabbatical:

1) Will receive from the College either full salary for one semester or two-thirds salary for the full academic year.

If possible, full salary from the College will be assured for faculty granted one-year sabbatical leaves who make bonafide but unsuccessful efforts to obtain outside support (i.e., timely submittal of grant proposals to at least two external sources for funding at least equal to a third of the requestor's salary).
The College strives to support approximately 10% of the full-time faculty on sabbatical during any given year. Factors to be considered in awarding sabbatical leaves include: merit of proposal, compelling circumstances surrounding proposal, and length of service since last leave.

In lieu of standard sabbatical leaves, a faculty member may elect to apply for an alternative track of professional renewal. The procedure for requesting an alternative track program is the same as that for regular sabbatical leaves, the exception being that the date for submission of the request is open. The specific arrangement will be agreed to in writing by the faculty member and the VPAA.

2) Must return to Muskingum College for at least one year after the sabbatical.

Procedure:

1) Each year by **March 15**, those faculty members who qualify by length of service and tenure status will be notified in writing by the VPAA of their eligibility and of the deadlines and procedures for requesting sabbatical leave.

2) By **May 1** in the sixth year of full-time teaching at Muskingum for those faculty intending to request an initial sabbatical leave, and by **May 1** in the fourth year of full-time teaching following their return from a previous sabbatical leave for those faculty intending to request a subsequent sabbatical leave, a written indication of intent, together with a preliminary plan specifying the nature of the project, whether the requested leave would be for a semester or a year, and during which year(s) and/or semester(s) the proposed leave would occur, is to be submitted to the department chair for forwarding to the division coordinator and thence to the VPAA for transmittal to the FAC.

3) By the **closing day of Fall Faculty Conference** of the year preceding the year in which the proposed leave would occur, an updated formal proposal, including any external funding considerations as well as the final specification of the length and dates of the proposed leave, is to be submitted in the same manner to the FAC.

4) By **Wednesday of the first week of classes** of the year preceding the year in which the respective leave would occur, the requestor's department chair (or director of the Library in the case of librarians) and division coordinator shall provide the FAC with their written recommendations and comments on the requested leave and proposed project.

5) By **one month before the Fall Meeting of the Board of Trustees** of the year preceding the academic year in which the requested sabbatical would occur, the FAC shall deliver its recommendations to the VPAA and the President for their consideration, decision, and transmittal to the Trustees for formal approval at the Fall Meeting of the Board of Trustees. By **one week prior to the Fall Meeting of the Board of Trustees**, faculty members who have requested sabbaticals will be informed in writing of the administration's recommendations. Notice of the Board's final action regarding those recommendations will be communicated in writing to the faculty members, within two weeks following, who had requested and been recommended for sabbatical leaves.
6) As soon as convenient after the sabbatical, not longer than six months in any event, the recipient shall submit to the VPAA a written report describing the activities and results of his/her sabbatical leave. (Copies of this report will be made available to the President and the Faculty Affairs Committee.)

(Fac. approval 5/88)

B. Annual Leave

A faculty member requesting leave in order to pursue graduate study or scholarly research related to his/her discipline may be granted annual leave. Requests are given consideration contingent upon justification and must be approved by the department chair, division coordinator, VPAA, and President. Although no compensation is awarded, the faculty member promises to return to Muskingum College after the leave.

Any semester or academic year taken as "annual leave" does not accrue time credited toward tenure or toward sabbatical leaves. The clock stops on the accrual of time on either or both required periods of teaching service at Muskingum College. The accrual of time toward tenure or toward sabbatical leave resumes from where it was stopped at the beginning of the annual leave.

(Admin./Consultation)

C. Special Academic Leave

Purpose:

The purpose of the Special Academic Leave Program is twofold: to accelerate the completion of the doctorate for faculty members who have completed all doctoral work except the dissertation; to enable faculty members who are not eligible for the first sabbatical, but who have the doctorate, to complete an unusually important research project.

Any semester or academic year taken as "special academic leave" ends does not accrue time credited toward tenure. The clock stops on the accrual of time of teaching service at Muskingum College and resumes at the return to full-time teaching at Muskingum College.

The accrual of time toward tenure resumes from where it was stopped at the beginning of the Special Academic Leave.

Eligibility:

1) Must have completed at least two, preferably three, academic years of full-time teaching at Muskingum.

2) Must be able, within reason, to complete the dissertation or research project within the academic year in which the special leave is granted.

3) Must be recommended for the special academic leave by the department chair, division coordinator, and the VPAA.

Terms:

1) Will receive one-half salary for one semester or the academic year, and will continue to receive all fringe benefits.
220.5

2) Must return to Muskingum College for at least three years after the special academic leave. The College is to be reimbursed for one-third of salary paid during the leave for each of the three years that the faculty member does not remain at the College. This arrangement is to be effected through a legal, contractual instrument.

3) Recipient shall not accept any outside employment during the period of leave without permission of the VPAA.

4) Recipient must report any additional scholarship or grant money received during the special leave.

5) Recipient's eligibility for a sabbatical leave will begin seven years after the special academic leave.

Procedure:

1) Application should be submitted to the VPAA, through and with the approval of the department chair and the division coordinator, one full year in advance of the academic year for which the leave is requested.

2) The individual eligible for a predoctoral special academic leave will prepare a written statement outlining in detail the exact status of the dissertation and indicating how much work is needed to complete the doctorate. In addition, the individual will present a letter from his/her major professor endorsing the possibility of the completion of the dissertation by the end of the special academic leave.

3) The applicant for a postdoctoral special academic leave will (a) indicate the nature of his/her research project, (b) outline in detail the present status of the project, (c) indicate what additional research remains to be done, and (d) estimate, as realistically as possible, how much remaining work can be done during the period of the leave.

4) Applications should include the names of foundations or other sources being solicited for academic research assistance and the amount of financial assistance requested.

5) In October, the VPAA will present all requests for special academic leaves to the Faculty Affairs Committee, which will make recommendations to the VPAA, who will forward them to the President for final action.

6) The individual making the request will be informed of the President's action no later than November 1 of the year preceding the requested year of leave.

7) Budgetary considerations will determine the maximum number of leaves available each year.

8) As soon as convenient and no later than six months after the special academic leave ends, the recipient shall submit to the VPAA a written report describing the activities and results of his/her special leave.

(Admin./Consultation)
6. **Awards**

Inaugurated at the Fall 1985 Opening Convocation, three special faculty awards recognize exceptional merit. The awards are given annually and are announced and presented at Opening Convocation. The recipients receive a certificate of recognition and a stipulated award amount. Merit being the principal criterion, a faculty member may receive awards in more than one category simultaneously and/or receive the same award again providing at least one year intervenes.

Selection is based on faculty performance during the preceding academic year. The current recipients and the VPAA serve as the selection committee for the following year's awards. As part of the selection process for these awards, nominations are invited from the faculty. Nominations are to be signed and in writing and are to include a brief and specific statement setting forth the basis of the nomination. They are due in the VPAA's Office by May 15.

A. Named in honor of an alumnus of Muskingum College whose lengthy and illustrious career combined teaching, ministry, and service as a university president (Miami, 1891-1899; Ohio State, 1899-1925), **The William Oxley Thompson Award for Excellence in Teaching** seeks to recognize individual faculty members for exemplifying those teaching ideals that we hold high. We share William Oxley Thompson's conviction that "Successful teaching means not merely instruction in knowledge, but inspiration, uplift, and outlook."

Sources of information used in the selection process for the above award include the following: (1) nominations from colleagues, (2) appropriate assessments of teaching by chairs and coordinators, (3) course syllabi and instruction materials, and (4) relevant information from faculty annual reports and vitae.

B. Named for the first president of the University of Chicago, a renowned scholar and educator whose extraordinary accomplishments at his alma mater Muskingum College and in his subsequent career make facts look like legend, **The William Rainey Harper Award for Outstanding Scholarship** seeks to recognize individual faculty members who distinguish themselves and the College through their scholarship.

By scholarship we have in mind publications, research projects, creative works, and other noteworthy contributions to knowledge or significant evidence of professional achievement in the academic disciplines.

C. Named in honor of a faculty member and administrator of Muskingum College who served with devotion and competence as a language and psychology instructor, counselor, dean of women, and director of testing for four decades, **The Cora I. Orr Faculty Service Award** seeks to recognize individual faculty members for their involvement and leadership in campus programs and the work of committees, departments and divisions; special recruitment efforts; and meritorious activities in the wider community. (Section 210.4.D) (Admin./Consultation)

7. **Faculty Fall Conference**

During the week before classes begin in the Fall, usually running for two or three days, a Faculty Fall Conference is scheduled. Sometimes it is held on campus; other times it takes the form of an off-campus retreat. Fall Conference typically includes an orientation for new faculty; a workshop for Muskingum Experience mentors; advising sessions; opportunities for organizational
meetings of departments, divisions, and committees; a faculty meeting in which the President and/or VPAA preview(s) goals and expectations for the coming year; a session, frequently involving an outside speaker, focusing on a key issue concerning the learning program; and a social event involving the campus community.

(Admin./Consultation)
310 Teaching Duties and Responsibilities

1. Absence of Faculty Member from Class

When a faculty member must be absent from class, he/she should notify the division coordinator, department chair, and VPAA in advance and, if possible, arrange for a substitute to assume responsibility for the class.

If a faculty member has not arrived for his/her class when at least seven minutes have elapsed since the scheduled time for the class to begin, and if no previous arrangements have been made or announcements given to account for the lateness of the faculty member, the students in that class may leave.

(Admin./Consultation)

2. Deviation from Class Schedule

No deviation in time or place from the printed schedule of classes should be made except by the approval of the VPAA.

(Admin./Consultation)

3. Attendance Regulations for Students

The academic program of Muskingum College operates on the assumption that learning is advanced by regular attendance at class and laboratory.

It is the responsibility of the student to make arrangements to make up at the convenience of the instructor class assignments or scheduled quizzes and/or exams missed due to absence. No instructor may deny a student the opportunity to make up coursework missed and to take quizzes and exams (including final exams) because of bona fide medical, personal or family emergency or participation in sanctioned college activities. However, when absence will be due to scheduled participation in sanctioned college activities, the student must give timely (at least one week in advance) verification to the class instructor in order to make up work.

Individual faculty members determine their own class attendance policy in accordance with the preceding paragraph. At the beginning of each semester, the faculty member is responsible for informing students of his/her attendance policy or expectations and of the consequences or penalties for excessive non-sanctioned absences. The faculty member must define "excessive."

Occasionally, conflicts arise when two or more faculty members require student attendance at evening functions. In general, classes should be scheduled between the hours of 7:30 a.m. and 4:45 p.m., Monday through Friday.

(Fac. approval 11/92; rev. 7/00)

4. Office Hours

All faculty members are responsible for making themselves available for students during designated office hours. Each faculty member is responsible for holding a minimum of five regular office hours per week, for informing the office of the VPAA as to the time of these hours, and for posting these hours for the information of all students.
5. **Academic Advising**

Academic advising, an important component in the total development of each student, is coordinated through the VPAA Office. Selected faculty and administration serve as advisors under the direction of a designee appointed by the VPAA for the first year students program. Other students are advised by designated faculty of the department in which they are majoring. (See Declaration of Major/Minor and Change of Advisor forms, which are to be used by students to declare or change majors/minor or to change advisors.)

While faculty are on sabbatical leave, their major advisees are temporarily advised by the respective department chairs or their designees, to whom the advisees' folders are transferred. The advisees remain officially assigned to their absent advisor. Their first year or general advisee will be reassigned by the Associate Academic Dean.

Further information about advising is available in the Advising Handbook.

6. **Course Syllabi**

At the beginning of the semester, faculty members are to submit (either an electronic or a hard copy) to the Office of the VPAA current syllabi for the courses they are scheduled to be teaching that semester. Each syllabus should include information regarding grades and class attendance; required papers, exams, and any special projects; the schedule of readings and/or other assignments for the course; number and title of course; name of instructor(s), and office hours and location. Other helpful information, such as whether this course meets the writing unit requirement, should be included.

7. **Final Examinations**

Except for 1-hour practica and courses which are scheduled to meet only for part of the semester (a one-month lab, for example), final examinations or equivalent learning and evaluative experiences are to be administered in all courses at the scheduled time period for final examinations during the week set aside for them at the end of each semester. If weather or other emergency requires the College to close on a day designated for final exams, those exams will be given on the next available day. Take-home exams should be announced at least one week before--and preferably indicated in the course syllabus--and will be due by the period scheduled for the final exam in that course.

During the week immediately preceding finals week, no final exams or new assignments for substantial papers are to be given. This does not include seminar presentations, laboratory reports, term papers, or similar endeavors announced well in advance and on which progress has been assumed during the semester. All such projects should be due before finals begin. Students and faculty both deserve time devoted to finishing and reviewing coursework and to preparing for final exams in all their courses. Faculty are expected to supervise and give their individual attention to classes taking examinations. Examinations should be proctored by faculty members only. According to faculty ruling, multiple section courses should be proctored by more than one faculty member. All faculty members with large or multiple section classes should report their proctoring needs and/or plans to their division coordinator, who will help make necessary adjustments and will, in turn, report such adjustments to the VPAA. Faculty members are expected to take appropriate action to provide for the best possible facilities for conducting examinations. If the room in which the class has been taught is inadequate for a final examination, a change of facilities must be discussed with the Registrar's Office, which is responsible for the final exam schedule and room arrangements.
Unless special arrangements have been made in advance with the VPAA, the final examination for a course is to be administered at the time and location indicated on the official schedule prepared by the Registrar and distributed to all faculty members before the beginning of each academic year. It is the faculty member's responsibility to inform his/her department chair and division coordinator of any such changes approved by the VPAA.

Students who are scheduled for three exams on one day of final week may request through the Office of the VPAA a rescheduling of one of their exams.

Students' written final examinations should be preserved for a minimum of six weeks after the date of the examination. In the event that a faculty member will be inaccessible to the campus during that period (away for summer or sabbatical, or having terminated employment at Muskingum), he/she should leave the examinations and grade records with the department chair or division coordinator.

8. **Grade Records**

Faculty are expected to keep records of student academic performance for all classes. Faculty who discontinue teaching at the College are requested to leave grade records (or copies) for the past seven years in the Registrar’s Office as part of the exit process. Grades of Incomplete and Work in Progress are not to be assigned by faculty in their last semester of employment.

(Admin./Consultation)

9. **Field Trips**

Field trips in which students can test, practically and concretely, the abstract and the theoretical are encouraged. A faculty member conducting a field trip should send to the VPAA, at least two weeks prior to the date of the trip, the names of the students who will be participating.

Students are responsible for notifying faculty at least two weeks in advance and for completing work missed in other classes while absent from campus. As a courtesy and academic responsibility, students should make arrangements in advance with their teachers to do the required assignments or suitable options.

The faculty member who sponsors a field trip and any accompanying chaperon(s) are completely responsible for the conduct and welfare of all members of the group from the time of departure to the time of return, although various circumstances may warrant special consideration. The Dean of Student Life should be informed of plans for off-campus activities of this nature.

(Admin./Consultation; rev. 1/92)

10. **Academic Procession**

Faculty academic processions are part of festive campus occasions such as Opening Convocation, Scholarship Recognition Day, and Baccalaureate and Commencement.

All full-time faculty are to participate in academic processions wearing academic robes, hats, tassels, and hoods appropriate to their degree. Academic regalia is expected to be in good condition; dress and appearance should be formal and dignified in keeping with the occasion.
The following criteria are used to determine marching order:

1) Rank.
2) Year of appointment (longevity).
3) Alphabetical sequence of surname.

Upon promotion, a faculty member advances to the appropriate rank group according to year of appointment and by alphabetical order. The Faculty Marshal assists the VPAA in semester-by-semester updating of lists for academic procession.

(Admin./Consultation)
400 ADMINISTRATIVE STRUCTURE

410 Dean's Advisory Council

1. Function:
   A) To serve as a forum to exchange and discuss faculty and administrative concerns, including long-range plans, options and priorities as they relate to the academic programs and structure of the college. The DAC may formulate recommendations to appropriate faculty committees, to the faculty as a whole, or to the administration, for consideration and approval.

2. Membership:
   A) The DAC meets at the call of the VPAA, who is its chair.
   B) The four division coordinators.
   C) The Executive Secretary of the Faculty.
   D) Other consultant members at the discretion of the VPAA.

420 Committee Structure

1. General Rules of Operation
   A. The Professional Relations Committee (PRC) serves as the "Committee on Committees." The PRC makes assignments to some faculty committees, conducts elections to other faculty committees, and serves as the board of arbitration in which problems in the area of professional relations may be heard.

   In making the various committee assignments, the PRC observes the following guidelines:

   1) For their first year, new faculty members are usually not assigned to committees except where the committee structure calls for their functional appointment.
   2) An attempt is made to assign faculty members to at least one committee, and to avoid in most cases assigning a person to more than two committees.
   3) Part-time faculty members usually are not appointed to committees.
4) The President and the VPAA are ex officio members of all committees.

5) Committee chairs are free to call in any members of the college community for consultation.

6) Appointments of faculty to Standing Committees are made for three-year staggered terms, beginning with the opening of the academic year, i.e. one-week before the beginning of classes in the fall or with the week designated for Fall Conference activities and carrying through up to the Fall Conference week of the third year of the term.

7) An effort is made to identify the opinion of faculty members as to committees on which they might prefer to serve.

B. With the exception of the Academic Standards Committee, the Professional Relations Committee, the Professional Development Committee, and the Faculty Affairs Committee, Standing Committees will be composed of students as well as members of the faculty and administration.

C. Ad Hoc committees may be established by the Faculty Affairs Committee, the Curriculum Committee, the Special Events Committee, the Dean’s Advisory Council, the VPAA, or the President, as the need arises. The membership of these committees, their responsibilities, their reporting schedules, and their expiration dates will be reported to the Professional Relations Committee at the time they are established. The chair of each ad hoc committee will inform the PRC by May 1 of each year as to whether or not that committee must continue its deliberations during the next academic year.

D. All committees will issue annual reports, assuring the anonymity and privacy of individuals, and send copies to the VPAA and the PRC for deposit in their respective files.

E. Persons assigned to committees as "consultants" will be active non-voting committee members. (Fac. approval 3/78; rev. 8/01)

2. Standing Committees

A. Academic Computer Planning Committee

1) Functions:

   a) To identify, assess, and assimilate the needs and interests on the academic disciplines in computer hardware, software, training, and support.

   b) To prioritize the immediate, short range, and long range computing needs.

   c) To plan the procedures necessary to implement projected needs.

   d) To serve as a communication vehicle through which commonly identified computer related issues are discussed and disseminated.
2) Membership:
   a) A member appointed from each academic division and the Library.
   b) A representative from the Computer Science Faculty shall serve as a consultant.
   c) The Director of Grants shall serve as a consultant.
   d) The Director of Computer Services shall serve as chair.

(Fac. approval 3/88; rev. 3/92)

B. Academic Standards Committee (appointed)

1) Functions:
   a) To hear appeals from and make decisions for those students who have been dismissed from the College for failing to meet academic standards.
   b) To assist in decisions on readmission for students who have been academically dismissed.
   c) To assist in the determination of the conditions of probation for those students who are readmitted upon appeal.
   d) To serve as an advising group to the Center for the Advancement of Learning.
   e) To review articulation and transfer appeals for students who have been denied appeal through all institutional levels.
   f) To review applicants and make selections for student applying to participate in the Muskingum College Exchange Program at the request of the Coordinator of International Student Services.

2) Membership:
   a) A representative of the VPAA shall serve as the chair of the Committee.
   b) The Coordinator of Academic Advising.
   c) A representative of the Dean of Student Life.
   d) At least three faculty members appointed by the Professional Relations Committee.
   e) The Director of the CAL program shall serve as a consultant.

3) Meetings:
   a) The Committee will meet (1) during the year as necessary to discuss policy/procedure (2) in early January for Fall dismissals and in May for Spring dismissals.
b) The chair is responsible for: (1) calling the Committee meetings; (2) compiling lists of those subject to dismissal for the Committee; (3) compiling information about the students useful in the appeals process, i.e., information from professors and advisors; and (4) notifying students of their status. (Fac. approval 6/87; rev. 4/92)

C. Athletic Committee (appointed)

1) Functions:
   a) To participate in determining policies and practices with respect to intercollegiate athletics.
   b) To provide advice and support to the Directors of Athletics in implementing the above responsibilities.
   c) To oversee the conduct and direction of the intramural program.
   d) To oversee the conduct and direction of club sports.
   e) To hear and deal with related issues brought to the committee by any member of the College community.

2) Membership:
   a) Three faculty members.
   b) The chair of this committee serves as faculty voting representative to the Ohio Athletic Conference.
   c) The Athletic Director, the Assistant Athletic Director for Women's Sports, and the Vice President for Business & Finance shall serve as consultant members. (Fac. approval)
   d) Two students appointed by the Student Senate.

D. Curriculum Committee (appointed)

1) Functions:
   a) To consider matters of the curriculum.
   b) To initiate and review curricular innovations.
   c) To consider matters of library facilities and the maintenance of instructional materials.
   d) To make curricular recommendations to the faculty for action.
   e) To consider, formulate, and recommend policies and practices to the faculty and the administration affecting student recruitment and admission.
   f) To consider, formulate, and recommend policies and practices to the faculty and the administration affecting academic dismissals, readmissions, and student financial assistance.
g) To assist the VPAA in administering the academic Program.

h) To review and acknowledge department five-year periodic reviews with attention to curricular implications.

i) To recommend the approval of academic calendars for subsequent academic years, with the participation of appropriate cabinet members.

2) Membership:

a) The VPAA shall serve as chair of the committee.

b) Two faculty members from each of the academic divisions of the college. Two members from the same department may not serve concurrently.

c) A professional librarian.

d) Two students appointed by the Student Senate.

e) The Registrar shall serve as a consultant member.

f) The Dean of Enrollment shall serve as a consultant member when matters affecting student recruitment, admission, readmission, and/or financial assistance are considered.

g) Divisional representatives or the chair may elect to invite division members to meetings when division-originated matters are considered by the committee.

3) Procedures:

a) The Curriculum Committee secretary will make any appropriate motion to the Faculty for approval and any Curriculum Committee member may second such motion from the floor. The secretary will present any substantive reasoning for and against the motion which arose in the committee's deliberations.

b) See 110.1 (Fac. approval)

c) A quorum consists of the chair, or the chair’s designee, and one representative from each division. (Rev. 4/01)

E. Faculty Affairs Committee (appointed)

1) Functions:

a) To serve as an advisory body to the President and the VPAA in implementing policies affecting promotion, tenure, and salaries.

b) To share with the department chairs and the division coordinators the responsibility of making recommendations to the VPAA and the President on specific candidates for promotion and tenure.

c) To serve as an advisory body to the VPAA and the President in making recommendations to them on specific sabbatical proposals and the awarding of specific Professional Development Grants.
To make recommendations to the faculty for candidates to receive Honorary Degrees.

e) To make recommendations to the VPAA and the President on nominees for Emeritus Professor status. (Fac. approval)

2) Membership:

a) Two tenured faculty members from each of the academic divisions of the college. Two members from the same department may not serve concurrently.

F. Human Relations and Minority Concerns Committee (appointed)

1) Functions:

a) To sponsor and coordinate programs that seek to enhance human relations on the campus.

b) To serve as a forum for the discussion and referral of special problems encountered by minority and foreign students on campus.

c) To help facilitate the recruitment of more minority and foreign students.

d) To help in the process of selection leading to the awarding of the Martin Luther King Scholarships.

2) Membership:

a) Two faculty members.

b) The College Minister shall serve as a consultant.

c) One student appointed by Student Senate.

d) A representative of Student Life shall serve as a consultant. (Fac. approval; rev. 10/02)

G. Institutional Animal Care and Human Subjects Committee (appointed)

1) Functions:

a) To be the institution's conscience on animal welfare concerns and to increase awareness of animal issues.

b) To provide expertise and guidance to professors, researchers, and officials.

c) To review and evaluate all protocols for the use of animals in research and teaching.

d) To inspect animal facilities at least twice a year.

e) To insure that procedures are the most humane possible.

f) To insure proper veterinary care for the animals.

g) To insure that no research or teaching program commences without IACUSC approval.

h) To regularly review the security of animal and research facilities.
To review policies and procedures for monitoring animal care and use.

j) To modify or eliminate questionable procedures.

k) To assist in the instruction of personnel in humane techniques and the ethics of animal use.

l) To meet at regular intervals appropriate to the institution's program, but not less than annually.

m) To provide a written report, at least annually, to the office of the VPAA, with copies to the Professional Relations committee and other responsible administrative officials on the status of the laboratory animal care and use program.

2) Membership (must have at least 5 members):
   a) Chair (preferably an individual affiliated with the instructional program).

   b) A representative of the Grants office will serve as a non-voting member of the committee.

   c) Four additional members including: a veterinarian; a practicing scientist experienced in animal research; a member whose concerns are in a non-scientific area; an individual unaffiliated with the institution (lay member); and one student member.

   (Fac. approval; rev. 4/91)

H. Professional Development Committee (appointed)

1) Functions:
   a) To consider and recommend to the faculty and administration policy relating to promotions, tenure, salaries, sabbaticals, special academic leaves, summer research grants, faculty fringe benefits, and all programs concerned with the professional development of the faculty.

   b) To oversee the editing of the Faculty Handbook to ensure its completeness and accuracy.

   The date of publication or update of selected pages for the Faculty Handbook shall be January 15 of each year, which published document shall be the document of reference in the faculty contracts entered into during the ensuing calendar year, including only those revisions which have been approved at a regular faculty meeting and by the Board of Trustees, up to the beginning of the academic year for which the contract is issued. The VPAA maintains the current APAP. Copies are available through the Academic Affairs office and the College website.

2) Membership:
   a) One faculty member from each of the academic divisions of the college, two of whom shall have tenure.

   b) The Executive Secretary of the Faculty shall serve as an ex officio member.

   c) The Vice President for Business and Finance shall serve as a consultant member.

   (PRC approval 12/89)
I. Professional Relations Committee (elected)

1) Functions:
   a) To serve as a board of arbitration to which problems in professional relations may be brought (see Bylaws III, IV, and VII).
   b) To make assignments to all other standing committees of the College.
   c) To appoint faculty representatives to Board of Trustees committees.
   d) To appoint faculty marshals.
   e) To appoint a parliamentarian.
   f) To conduct faculty balloting. See 470.3.E.2., nomination procedures for Division Coordinators

2) Membership:
   a) One faculty member from each of the academic divisions of the college, with each member to be nominated and elected by the respective division. Vacancies for any unexpired term are filled by a vote of the faculty within the division. Chair to be selected by the elected members of the committee.
   b) For purposes of committee assignments only, the President and the VPAA are active members.

(Fac. approval; rev. 5/90)

J. Special Events Committee (appointed)

1) Functions:
   a) To set cultural events policy jointly with the VPAA.
   b) To select outside speakers and artists.

2) Membership:
   a) The committee will be chaired by the VPAA or a representative of the VPAA office.
   b) Six faculty members: one from the Education Division, one from the Science Division, one from the Social Science Division, one from the Music Department; one from the Theatre Department; and one other at-large member of the Arts and Humanities Division.
   c) Two student representatives appointed by the Student Senate.
   d) The Church Relations Director shall serve as a consultant member.
   e) The Scheduling Officer shall serve as a consultant member.
f) The Southeastern Ohio Symphony Orchestra manager shall serve as a consultant member.  
(Fac. approval; rev. 7/02)

K. Graduate Program Committee (appointed)

1) Functions:

   a) To participate in formulating and reviewing graduate program policies and standards.
   b) To consider matters of the graduate curriculum.
   c) To participate in program evaluation and make recommendations for program improvement.
   d) To engage in long-range program planning.
   e) To approve admission applications according to established criteria and qualifications.
   f) To approve student research project proposals and grant admission to candidacy.
   g) To recommend to the Board of Trustees, on behalf of the faculty, candidates for the conferral of the MA in Education degree.
   h) To report to the general faculty on various aspects of the graduate program.
   i) To provide advice and support to the Dean of Graduate and Continuing Studies in implementing the above responsibilities.

2) Membership:

   a) The Director of Graduate Studies shall serve as chair of the committee.
   b) Three education faculty members appointed by the Dean of Graduate and Continuing Studies, including the Dean of Graduate and Continuing Studies.
   c) Three faculty members representing the Arts and Humanities, Science, and Social Science Divisions appointed by the Professional Relations Committee in consultation with the Dean of Graduate and Continuing Studies to a three year rotating term.
   d) The VPAA and the Dean of Enrollment shall serve as ex officio member.  
   (PRC approval 11/91; rev. 9/02)

L. Assessment Committee (appointed)

1) Functions:

   a) To refine and implement the process of and timetable for the assessment plan.
b) To conduct an ongoing evaluation of the assessment plan, monitoring and documenting its effectiveness.

c) To report periodically to the faculty and to the administration on the assessment plan and its effectiveness.

d) To coordinate schedule in regards to standardized testing and to publish a calendar which clearly indicates the assessment schedule, especially in regards to the ACT-CAAP tests, which are administered periodically and not yearly.

e) To review data, including numbers generated by the standardized testing, for validity, and institutional implications.

f) To make data available to the faculty and administration.

2) Membership:

a) One faculty member from each of the academic divisions of the College.

b) The chair of this committee shall be chosen by the Professional Relations Committee. The chair shall also be responsible for the assembling of a coherent and accurate report on assessment.

c) The First-Year Program director.

d) A consultant on testing.

e) A consultant on statistics.

f) Two students appointed by the Student Senate.

g) The VPAA shall serve as an ex officio member.

h) The Registrar shall serve as an ex officio member.

(Fac. approval 2/94; rev. 4/96)

M. Interdisciplinary Studies Committee (appointed)

1) Functions:

a) Review proposals for new interdisciplinary courses or degree programs as well as changes to existing courses and programs.

b) Provide a parallel to the advisory and review process that presently occurs within departments.

c) Advise the initiating individual(s) as to what additional consultations and/or approvals (e.g., divisions, departments, individuals) would be necessary in order to prepare adequately the proposal for review by the Curriculum Committee.

d) Review student proposals for Self-designed Interdisciplinary Majors and proffer suggestions to the initiating individual and their faculty advisors as needed.
2) Membership:

a) One faculty member from each of the academic divisions of the College.

b) Two of the members shall be advisors of existing interdisciplinary programs; two of the members shall not.

c) Two students appointed by the Student Senate.

d) The Associate Academic Dean shall serve as an ex officio member.
1. **Faculty Forum sessions will be called for consideration of issues of concern to the Faculty.**
   
   A. Members of the faculty holding full-time academic contracts are members of the forum.
   
   B. All members of the forum are eligible to attend, participate, and vote at any and all forum sessions.
   
   C. A quorum for a forum session constitutes 50% + 1 of the eligible members. No votes may be taken representing the opinions of the forum without a quorum being present.
   
   D. The faculty forum may make any rules for its organization and proceedings as it may choose, and make changes thereto, by a majority vote of the forum, providing a quorum is present.

2. **Faculty forum sessions may be called at any time during the academic year by the Executive Secretary of the Faculty (or his/her designee in such events as illness, professional responsibilities, etc.) for the discussion of issues before the faculty.** (Hereinafter the term Executive Secretary of the Faculty shall include his/her designee.)
   
   A. The Executive Secretary will chair the forum.
   
   B. The Executive Secretary will designate a member of the forum to take the minutes of the forum which will then be housed with the Executive Secretary and will be available to any member of the forum.
   
   C. The Executive Secretary may, if he/she finds it necessary or reasonable, or upon the request of the forum, appoint other officers of the forum and create committees, subcommittees, delegations, and other organizational positions. All such appointments must be made from among the eligible members of the forum.
   
   D. Written notice of a session of the forum and the agenda should be provided to members one week in advance by the Executive Secretary. However, if the Executive Secretary assesses matters of the faculty to require speedy discussion or action, the forum may be called with written notice of not less than one class day.

3. **Persons who are not members of the forum may attend sessions (e.g., for purposes of information-gathering, etc.) of the forum under the following provisions:**
   
   A. Members of the forum may request other persons to attend a forum session, provided the request is extended by the Executive Secretary to such persons.
   
   B. Other persons may request that they be permitted to attend a forum session in order to address the forum and/or discuss issues before the forum. The request is extended to the Executive Secretary. The decisions and arrangements for such participation will rest solely with the Executive Secretary.
   
   C. Consideration of issues and formulation of recommendations by the forum will continue after such guests have retired from the session.

4. **The faculty forum may make recommendations to the Board of Trustees, and/or to the administration, and/or to the faculty meeting (as constituted in the Faculty Handbook, 100, IV.4) and/or to any other body, organization, or group associated with Muskingum College.**
A. The rendering of recommendations by the faculty forum is unlimited as to subject matter.

B. Approval of a recommendation by the faculty forum requires a majority vote of those members present and voting at the forum session, providing a quorum is present.

C. Recommendations approved by the faculty forum will be conveyed to the appropriate designated body or person by the Executive Secretary (see Faculty Handbook, 100, IV.6).

D. No recommendations of the faculty forum may become contractual entries in the Faculty Handbook unless followed by procedures as established in the Faculty Handbook.

5. If the Executive Secretary of the Faculty is unavailable or unwilling to call a faculty forum when requested by members of the forum or if the position of Executive Secretary of the Faculty is vacant, a faculty forum may be called under the following provisions:

A. The call shall be made by a minimum of 10% of the eligible members of the forum.
   1) Among those members of the forum making the call, at least three divisions must be represented by at least 2 members each.

B. All members of the forum must be provided with written notice of the forum and its agenda no less than 5 class days before the called session.
   1) Such notice will include the names of those members making the call and the member designated as acting chair by those making the call.

C. At that called session of the faculty forum any empowerment of the designated acting chair for that session must be made by a majority vote of the forum, with a quorum present.

   (Fac. approval 10/92)

440 Administrators' Participation in Faculty Meetings

As has been longstanding practice, certain administrators are invited to attend faculty meetings, without voting privileges, and to present periodic reports. Typically, these include the Cabinet Officers, the Registrar, the College Minister, and the Director of Public Relations.

   (Fac. approval)
Special Assignments

Annually, the VPAA makes or confirms a number of special faculty assignments and distributes a current list of these appointments together with an updated list of committee memberships as soon as this information is complete. An alphabetical list of these Special Assignments follows:

- Archivist
- Board of Trustees Committees
- Center for Advancement of Learning, Director
- ECC Assessment, Advisor
- Exchange Programs, Coordinator
- Faculty Marshals
- Fellowship of Christian Students, Advisors
- Health Careers, Advisor
- International Programs, Advisor
- Muskie Players, Advisor
- Parliamentarian
- Social Club, Advisors
- Pre-Engineering Advisor
- Pre-Law Advisor
- Pre-Ministry, Advisor
- Scholarships, Liaisons
- Washington Center for Learning, Advisor
- Washington Semester, Advisor
- Writing-Across-the-Curriculum

Job Descriptions

1. **Vice President for Academic Affairs**

   The Vice President for Academic Affairs reports to and is responsible to the President of the College. The duties and responsibilities of the office are:

   A. To be responsible for the development of educational policies and for the administration of the academic program, insuring that the learning program is the highest mission of the College.

   B. To integrate with the academic program, the student life, religious life, athletic, and cultural affairs programs of the College.

   C. To prepare institutional studies of limited scope concerning the faculty, students, and the academic utilization of the physical plant.

   D. To be responsible, with departmental chairpersons and divisional coordinators, for the recruitment of faculty who understand and accept the objectives of the College, with special reference to its ethical and religious objectives.

   E. To direct the administration of all programs encouraging faculty research, scholarly growth, and teaching effectiveness.
F. To coordinate and supervise the work of the members of the Academic Affairs staff, Dean of Graduate and Continuing Studies, the Registrar, the Director of the Library, division coordinators and department chairs, the Director of Computer and Network Services, the Administrator of the Center for Child Development, the Broadcasting Manager, and the Director for the Center for the Advancement of Learning.

G. In addition, the Vice President for Academic Affairs shall assist the President with top-level administrative duties, including the following:

1) To be first in command of the College in the absence of the President.

2) To formulate and recommend to the President long-range plans for the educational development of the College.

3) To be the staff representative to the Academic Affairs Committee of the Board of Trustees, and to develop and recommend to the President the following items for presentation to that Committee: standards and policies governing the administration of instructional personnel, including qualifications for appointment, promotion and tenure, leaves, sabbaticals, salaries and retirement, and dismissals.

4) To be first among the Cabinet Officers of the College, to assist in establishing the agenda of Cabinet Meetings and to preside over Cabinet Meetings in the absence of the President.

5) To receive and carry out additional duties as delegated by the President.

(Information)

2. **Executive Secretary of the Faculty**

Elected biennially for a maximum of two consecutive terms, the executive secretary functions as a liaison between the faculty, the President, and the Board of Trustees. The position entails the following primary responsibilities:

A. Conveying the concerns and aspirations of colleagues to the chief administrator and the Executive Committee of the Board.

B. Acting as a voting member of the Board of Trustees.

C. Bringing to the Board of Trustees for consideration and approval any proposed changes to the Faculty Bylaws.

D. Serving as a member of the President’s Cabinet.

E. Serving as *ex officio* member of the Professional Development Committee (12/89).

F. Calling and chairing faculty forums.
G. Receiving issues and concerns which are not included in the explicit responsibilities of faculty committees, and then calling a meeting with the chairs of the Professional Development and Professional Relations Committees in order to resolve or suitably channel such issues or concerns.

(Admin./Consultation; rev. 12/96; 8/03)

3. Division Coordinators

A. Work closely with the faculty and department chairs of their divisions, the other division coordinators, and the VPAA to achieve the goals of the College.

B. Call and chair meetings of the division as well as meet with their department chairs individually and collectively as appropriate to facilitate the affairs and concerns of the division.

C. Represent their divisional colleagues at meetings of the coordinators with the VPAA.

D. Carry out the following responsibilities:

1) Cooperating with the VPAA and department chairs in staff recruitment, evaluation, and development.

2) Working with the VPAA and department chairs in budget preparation and review.

3) Reviewing department and interdisciplinary course offerings.

4) Planning as representatives of their respective academic divisions and as advisors to the VPAA.

5) Being available to the VPAA (by prior agreement) for limited consultation during the summer.

6) Serving on the budget review committee.

E. Are nominated by division colleagues and appointed by the President:

1) Eligible Personnel.

   a) Limited to tenured, full-time teaching faculty members.

   b) Department chairs can serve as division coordinators.

   c) Division coordinators are not eligible to serve on the Faculty Affairs Committee.

   d) The Executive Secretary of the Faculty should not be eligible to serve as a division coordinator.

2) Nomination Procedures.

   a) Produce a list of eligible faculty.
b) Distribute ballots asking for nominees from each particular division. Faculty members may only nominate individuals from their respective division.

c) Prepare ballots listing two candidates for election.

d) Faculty members will only vote for candidates in their respective divisions.

e) Faculty members with joint appointments may only vote in the division in which they are tenured.

3) Length of Term.

   a) A three-year term with the turnover in divisions being staggered.

F. The granting of any stipend and/or course reduction is at the discretion of the VPAA. (Admin./Consultation)

4. Department Chairs

   A. Work closely with the VPAA to achieve the goals of the College.

   B. Be responsible for departmental matters, including curriculum review and improvement, budget preparation and supervision, course teaching assignments, scheduling, updating the departmental portion of the college catalog and any other publications describing the departmental program, and all matters in APAP that call for action or involvement by the chair.

   C. See to it that students majoring and minoring in the department are properly and personally advised.

   D. Promote effective teaching in the department and carry out its evaluation in accordance with the evaluation process delineated in APAP.

   E. Serve as chief contact person for the department, representing the department in the various forums that arise and to the different constituencies of the college (students, prospective students, parents, alumni, faculty, administration, and the general public).

   F. Encourage the professional development and cooperation of department colleagues.

   G. Work with the VPAA and the division coordinator in the recruitment of department staff. For authorized openings, the department chair in cooperation with the VPAA will initiate, conduct, and carry out the search to completion, observing the recruitment guidelines established by the VPAA and included in APAP.

   H. As called for in the Faculty Handbook and in APAP, prepare and submit to the VPAA via the division coordinator and by the specified deadline written recommendations for department members for first- and second-year reappointment and, if and when applicable, fourth-year review, nomination for promotion, consideration for tenure, and request of a sabbatical leave.
I. Help orient new faculty in the department with respect to departmental and college policies and procedures, classroom protocol, availability of copy and secretarial services, and the like.

J. Take the lead in departmental planning and review. Prepare and submit to the VPAA an annual report and other reports and proposals as called for, including any scheduled five-year program review.

K. Call and chair periodic meetings of the department, preparing as appropriate the agenda for and minutes of such meetings and advancing any departmental proposals for curricular change through the channel of the division and on to the Curriculum Committee for consideration.

L. Keep appropriate records for the department, including copies of current syllabi for departmental course offerings, copies of annual academic reports of departmental members, copies of the various recommendations elsewhere referred to, updated lists of students majoring in the department, and such.

M. Participate in meetings of the Council of Chairs.

(Admin./Consultation)

5. First Year Seminar Mentors

A. Teach a section of the First-Year Seminar. (For a description of the objectives and activities of the course, see the Advising Handbook, section 330.) Administration and faculty receive a stipend for this service.

B. Serve as the principle academic advisor for each student during the First-Year Seminar, and until such time as the student has a clearly defined area of major interest. It is expected that the mentor will remain the academic advisor for undecided students until a major is identified.

C. Participate in First-Year Seminar activities during the Freshman Move-in weekend and first week of Fall Semester classes.

D. Assist the student in making a transition to a departmental academic advisor in the student’s area of major. Collaborative advising between the Seminar mentor and a departmental advisor may occur for students expressing specific academic program plans.

E. Participate in related planning sessions, workshops and meetings as scheduled.

F. Work in collaboration with the Director of the First-Year Program.
NOT USED
FIVE-YEAR PERIODIC REVIEW OF ACADEMIC PROGRAMS

710 Purpose of Periodic Program Review

1. The purpose of periodic review is to provide a systematic basis and time table for strengthening the entire academic program component by component. As part of the institutional assessment process, periodic review of academic programs serves as an occasion for a department to take stock of recent advances in research and teaching methodologies and reflect on the changing educational needs of students. It provides an opportunity to map out the department's journey for the next half decade, with long-range planning fructifying in a set of objectives and a framework for further progress.

720 Outcome of Periodic Review

1. The review culminates in a written report that is submitted by mid-April to the VPAA, who will critique it and share copies of it with the Curriculum Committee for discussion and response. A separate copy is to be submitted at the same time to the Assessment Committee for consideration and feedback. By May 1, the report with commentary from the VPAA and the two committees is returned to the department. (See Calendar for Conducting Review.) Review reports are available to any faculty members requesting copies. The reports are not viewed as confidential documents; rather, they become tools for examining the effectiveness of the academic program and for shaping the future.

2. Through the existing standing committees of the faculty, particularly the Curriculum Committee, and the departmental and divisional structure, the faculty assembly, pertinent academic policies and procedures, and the vice president for academic affairs, the results of the periodic program review will be addressed for appropriate adjustments in program and allocation of resources to enable the institution and its constituent entities more effectively to carry out the collective college mission as a learning community.

730 Implementation

1. Implementation of the proposed statement on and structure for periodic review of academic programs will begin with the 1994-95 academic year and will proceed on a five-year calendar to encompass all departmental, disciplinary, and interdisciplinary programs. In cases in which professional accreditation reviews are undertaken--such as with ACS in chemistry, NASM in music, or ODE in education--those reviews will take precedence but with the understanding that certain overarching guidelines apply to these as well as all other reviews.

2. The program will be phased in over the next two years, with of course necessary and desirable adjustments made to accommodate the first several departmental reviews undertaken. Also, the document and procedures will be reviewed for changes as experience suggests. Furthermore, departments will be afforded considerable latitude in carrying out the elements of the review (as, for example, the type of test administered to senior students, the range of institutions from which the consultant is selected, etc.), but the deadlines will be kept uniform (upon being adjusted for and following the completion of some trial reviews).

3. A basic budget has been established by the VPAA to cover such costs as the departmental senior test, the various surveys, the visit by an external consultant, and other non-trivial expenditures associated with the review.
1. Each review involves external consultation.

   A. By April 1 in the year preceding the review, the department submits to the VPAA the names of three individuals in comparable departments at ECC or OAC institutions or agreed upon alternative institutions. The VPAA selects an individual from that list to be invited to the campus for a visit and to provide peer review of the department. As a supplementary step, the chair and/or member(s) of the department may wish to pay a visit to another campus to consult on how their counterparts manage their department's program. The basic intent is to gain objective, informed, constructive feedback for the benefit of Muskingum's departmental program. Reference to available surveys and reports of current undergraduate practices in the discipline would be welcome.

   B. In their written evaluation, the external consultants are called on to place the current program and any plans proposed for its further development in a comparative context, to critique the presentation, and to provide recommendations for further improvement. The external consultant will be contacted by the VPAA by September 1, will receive background data by October 15, will be encouraged to contact (by phone, fax, or mail) the department chair and/or VPAA for any needed additional information or clarifications, by February 1 (or two weeks before his/her visit if scheduled to occur earlier than mid-February) will receive a preliminary draft of the review report from the department, is to plan to visit campus and consult with the department for a day or two some time between mid-January and mid-March, and is to complete and send his/her written response and recommendations to the department by April 1.

2. Each department is responsible for preparing a report on its staff, facilities, curriculum, students, and long-range goals and an analysis of the quality of the same, specifying distinctive features as well as identifying areas in need of improvement.

   A. In conjunction with the assessment committee, in the year preceding the review the department will select or develop and administer (before May 1) an appropriate test to its senior majors, preferably one for which national norms are available.

   B. As background preparation for the review, by October 15, the VPAA will see to it that the department is given the following statistical information and documents:

   1) A list of the names, addresses, and professional whereabouts of all majors who graduated in the last five years prior to the most recent year’s graduates, which list will be generated prior to September 1 for the purpose of mailing the survey referred to in 2).

   2) Applicable alumni survey results from the group indicated above, including an itemized tally of their responses regarding the effectiveness of the department’s programs.

   The VPAA, the Director of Alumni Relations, and the Chair of the Assessment Committee will consult with the department to determine whether to use or adapt our standard survey form. The survey will be mailed out by the Alumni
Office on September 1 with an expected return by October 1. Results will be tallied and a statistical summary will be made available to the department by October 15.

The Director of Career Services will provide the department a listing of the placements (in positions of employment and in professional schools) of its most recent graduates.

3) Student course evaluations for the past and current year, which can be augmented by student (individual or group) interviews.

4) Student credit hour reports and other data pertaining to the number of majors (and whether they are on the rise or on the decline), class sizes, faculty loads, enrollment trends (across the college, in upper and lower division courses, etc.), retention and attrition issues, grade point averages and comparison with the college average, and the like.

5) As part of its self-study, the department will review all syllabi for courses taught in the past five years, annual academic and department reports for the past five years, and curricular and staff changes, equipment acquisitions, and improvements (or, alas, deteriorations) in facilities that have occurred in the past five years.

3. The report is to include a concluding section presenting a vision of the program's future as it relates to the institution's mission and enumerating resources required (facilities, equipment, students, faculty development, planning, budget, etc.) to progress in the desired direction.

4. The review process thus proceeds with the gathering of data and moves on to the analysis, the assessment of results, the identification of areas of strengths and areas for further development, and the submittal of a plan with specific recommendations and objectives for the future.

5. In their annual reports, chairs will refer to their most recent periodic review and monitor progress on goals and note any significant changes in long-range plans.

For feedback, by mid-September, the chair of the Assessment Committee and the VPAA will furnish the department their separate (written) responses to the respectively pertinent parts of the chair's annual report relating to progress on the department's goals and objectives identified in its periodic review report.

750 The Nature and Scope of the Report

1. The report, which will be 15 to 20 pages in length, plus appendices, should include the following:

A. A departmental statement of educational purposes and curricular goals focused on student achievement and linked to the college's mission statement and strategic plan. Purposes and goals should embrace the department's programs and courses relating to the major, applicable minor(s) or concentration(s), the LAE, and any special programs, including certification and interdepartmental programs. The means by which the purposes and goals are assessed should be indicated.
B. A descriptive analysis of the students taught by the department: characteristics, reasons for taking courses and for majoring in the department, preparation they receive, etc.

Regarding students, the report should explore such questions as the following: What is the department faculty's attitude toward the students they teach? Does the philosophy vary according to whether students are majors or are taking courses to meet LAE requirements? Are students who take a single course in the department satisfied with what they get? How does the department encourage double majors and minors? Does the department promote interdisciplinary majors involving coursework in that department? What is the advising program like and how well does it work? What activities does the department sponsor to enhance the sense students have of being part of the "outfit"? Does the department recruit students? If so, how?

C. An evaluation of the curriculum and how it is taught.

Address such questions as the following: Is the curriculum adequate in terms of currency and thoroughness? Does it promote the advancement of writing, critical thinking, creativity, reading, speaking, computer, and other analytical, numerical, or non-cognitive skills? What is the rationale for the curriculum? for the numbering of courses? for course sequencing? for prerequisites, if any?

What criteria are used in deciding to add, drop, and change courses? Is there departmental discussion of course syllabi? Are official course descriptions in sync with what takes place in the courses? What range of variation occurs among sections of the same course? How and at what points is review of the courses offerings undertaken, and when this happens are students as well as faculty involved in the review?

D. Commentary on teaching.

How current are course materials and how effectively are aspects of information technology incorporated? How does the department encourage excellence in teaching? Are loads balanced as regards number of preparations and responsibilities for all levels of students taking courses in the department? How does the scholarship and research in which the department faculty are involved relate to the promotion of effective teaching? How well are the faculty trained for the courses they teach? Do the faculty utilize available resources (leaves, professional travel support, workshops, grants, etc.) to develop their scholarship and teaching? Do they keep current in their field by reading books and articles and "the literature" related to their discipline?

What variety of classroom techniques are employed? Is presentation done chiefly by the lecture method? Are the department's expectations for the capstone experience being met?

Does grading vary greatly among the faculty in the department? How does the grading compare with the college-wide average, in both lower and upper division courses?
What use is made by the department of student course evaluations or other sources of student input in restructuring or improving courses and strengthening the teaching?

E. Information on supporting resources.

An itemization of physical resources available to support the academic program; a prioritized list of additional physical resources or any special support services that would further enhance the program; commentary on the adequacy of library holdings to support the program.

F. What opportunities beyond the classroom does the department feature for the growth and development of the students individually and as a group?

Are field trips, campus presentations by guest experts, and other supplementary resources incorporated to enhance the students' learning? Are internships made available and encouraged? Is independent study an option? Are content tutoring or review sessions offered for those students who need them? And, if so, how successful are they? Are student accomplishments beyond the classroom recognized by the department? What special forums, honoraries, poster paper and paper reading sessions or conferences, and other activities of a professional nature (either formal or informal) are available to students? Are social activities sponsored by the department that include students?

G. A list, in prioritized order, of the objectives the department intends to accomplish during the next five years, noting any foundation or history for expectations of success in the endeavors proposed.

What does the department want to be distinguished for in the next five years or foreseeable future? Do the objectives and goals of the department mesh with the college's mission and long-range goals? How do the goals and endeavors of the department relate to goals and current trends of the same departments in other comparable institutions? And how do they address the needs of the students? How are these goals communicated to the campus community, especially to students and to colleagues? What resources are needed to accomplish the objectives?

H. Throughout the report (a) evidence should be cited to support the claims that are made and (b) any additional resources needed to accomplish the department's proposed goals should be clearly indicated.
<table>
<thead>
<tr>
<th>Event</th>
<th>Description</th>
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<tbody>
<tr>
<td>January - May of year preceding review</td>
<td>Administer tests to senior majors</td>
</tr>
<tr>
<td>By April 1 of year preceding review</td>
<td>Department forwards to VPAA names of 3 possible external consultants</td>
</tr>
<tr>
<td>By September 1</td>
<td>VPAA contacts external consultant; alumni survey mailed</td>
</tr>
<tr>
<td>October 1 - 15</td>
<td>Alumni survey results come in and are tallied</td>
</tr>
<tr>
<td>October 15</td>
<td>Background data made available to department and external consultant;</td>
</tr>
<tr>
<td>At least two weeks prior to the campus visit by external consultant</td>
<td>Preliminary report prepared and copy sent (mailed or faxed) to the external consultant</td>
</tr>
<tr>
<td>Between mid-January and mid-March</td>
<td>Campus visit by external consultant</td>
</tr>
<tr>
<td>No later than April 1</td>
<td>Department receives (by mail or fax) the response and recommendations from the external consultant</td>
</tr>
<tr>
<td>Mid-April</td>
<td>Department submits copies of final report to VPAA and to Assessment Committee</td>
</tr>
<tr>
<td>May 1</td>
<td>Report and respective comments returned to department from VPAA and from Assessment Committee</td>
</tr>
<tr>
<td>By June 1 of each year for 5 years</td>
<td>In Annual Report to VPAA, chair comments on progress on goals and objectives iterated in Five-Year Departmental Review (Information)</td>
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COLLEGE POLICIES WITH SPECIAL PROVISIONS FOR FACULTY

[To be provided after completion of the Administrative Policies and Procedures.]