

Unity College

Faculty Personnel Policy and Procedures

Effective July 1, 1994
Amended by the Board of Trustees July 1, 1996
Amended by the Board of Trustees August 1, 1997
Amended by the Board of Trustees October 18, 2002
Amended by the Board of Trustees July 28, 2006
Amended by the Board of Trustees October 22, 2010

TABLE OF CONTENTS

- I. PURPOSES AND DEFINITIONS**
- II. RECRUITMENT**
- III. APPOINTMENT**
- IV. EVALUATION**
- V. END OF EMPLOYMENT**
- VI. SALARIES, BENEFITS AND PROFESSIONAL DEVELOPMENT**
- VII. GRIEVANCE PROCEDURES**
- VIII. ADOPTION AND AMENDMENT PROCEDURES**

I. PURPOSES AND DEFINITIONS

A. Purpose of Faculty Personnel Policy and Procedures

The purpose of this faculty personnel policy and procedures document is to specify the basic policies and procedures governing faculty contracts at Unity College.

B. Roles and Responsibilities of the Faculty

1. The Unity College Bylaws establish basic roles and responsibilities of the faculty:
 - to recommend the educational programs of the college to the board of trustees;
 - to recommend the award of degrees in courses and honorary degrees for approval by the board of trustees;
 - to be responsible for the organization and delivery of the academic program subject to the direction of the president and the approval of the board of trustees.
2. The faculty is established and guided by, and carries out its responsibilities, in compliance with the New England Association of Schools and Colleges' Commission on Institutions of Higher Education Standards for Accreditation. Faculty have a substantive voice in matters of educational programs, faculty personnel, and other aspects of college policy that relate to its areas of responsibility and expertise. Faculty are expected to assure the academic integrity of all educational programs, engage in continuing professional development to maintain and enhance expertise, and contribute substantive service to the mission and purposes of the college.

C. Faculty Subject to PPP Document; Definitions of Faculty Categories

1. Regular and visiting faculty members, serving with full workload or partial workload appointments, are employed subject to the terms and conditions of the general personnel policies and employee handbook for all college employees, as modified or supplemented by the personnel policies and procedures contained in this document.
2. Other instructional personnel, including temporary and adjunct faculty members, and staff members with instructional duties as part of their appointment duties, are appointed in conformance with these personnel policies and procedures, but are otherwise governed by the provisions of the separate handbooks for adjunct faculty or for regular staff.
3. Regular faculty are those appointed by the president after a national search who hold renewable appointments with benefits. Regular faculty may serve with full-workload or partial-workload appointments.

4. Visiting faculty are those appointed by the president after a national search who hold appointments with benefits for a specified term without any arrangement for, or presumption of, renewal. Visiting faculty may serve with full-workload or partial-workload appointments. No visiting faculty position will be renewed by the president for longer than three years without approval of the faculty. Visiting faculty have all the responsibilities and benefits of regular faculty as listed in this document.
5. Term faculty members are those who hold positions with half or more teaching workload responsibilities contracted by the president on a semester or academic-year basis with no obligation of renewal or benefits.
6. Adjunct faculty members are those who hold positions contracted by the president on a course-by-course basis with no obligation of renewal or benefits
7. Staff members with contracted instructional duties are members of the regular college staff whose positions include teaching courses.

II. RECRUITMENT

A. New Faculty Positions

1. The president, the chief academic officer or regular faculty members make recommendations for new regular, visiting, or term faculty positions by submitting requests to the faculty planning committee for review and recommendation to the faculty. After a vote of approval or disapproval by the faculty, the chief academic officer reviews the proposed positions and forwards the request to the president with any additional recommendations deemed appropriate. The president then makes the final decision to create a regular, visiting, or term faculty position. When need arises because of unplanned circumstances, the president may create a new term position without first obtaining faculty review and approval. Faculty review and approval is required for renewal or extension of a term faculty position.
2. A term faculty member who meets the requirements for initial appointment at the rank of instructor or above and who has taught at Unity College with positive evaluations for at least six semesters while averaging at least six credits per semester, may be eligible for appointment as a visiting faculty member without the necessity of a regular search committee process, provided the visiting faculty position is previously recommended and approved as provided above.
3. A visiting faculty member who was appointed as a result of a national search, who has received positive evaluation(s) through the faculty evaluation process may be eligible for appointment as a regular faculty member without the necessity of an additional search process. Such an appointment is recommended by the chief academic officer and is approved by the president.
4. The center directors, in consultation with appropriate program faculty, recruit and recommend adjunct faculty members to the chief academic officer and president.
5. The president, the chief academic officer, or regular faculty members make recommendations for a new or revised staff position that includes contracted instructional duties by submitting requests to the faculty planning committee for review and recommendation to the faculty. After a vote of approval or disapproval by the faculty, the chief academic officer reviews the proposed position and forwards it with any additional recommendations to the president. The president then makes the final decision to assign instructional duties to a staff member.

B. The Selection Process for Regular and Visiting Faculty

1. With approval from the president, the chief academic officer initiates the recruitment of qualified individuals to fill a new regular or visiting faculty position by appointing a search

committee and its chair. Before undertaking its duties, the search committee reviews the college's hiring procedures and policies with the office of human resources. The search committee will normally be composed of at least three faculty members and one student. In addition, the chief academic officer may appoint the appropriate center director and/or an academic staff member.

2. When a search for a regular or visiting faculty position is approved by the president, the search committee coordinates with the office of human resources to develop an advertisement for the position and submits it to the chief academic officer for approval and dissemination in appropriate national media.
3. Initial Review and Evaluation. The search committee follows the selection and screening procedures established by the college's hiring procedures for faculty, with specific reference to the criteria stated in the advertisement. The preferred candidates are recommended to the chief academic officer for campus interviews.

C. The Hiring Process for Regular and Visiting Faculty

1. Recommendation Procedure. After all selected candidates have completed their campus interviews, the search committee makes its recommendations to the chief academic officer. The chief academic officer considers the recommendations and forwards his or her list of candidates to the president. The president then makes the final decision to appoint one of the finalist candidates, and may reject any candidate recommended by the search committee. The chief academic officer and the president will notify the search committee of the reasons for any differences between the original recommendations and the final result.
2. Requirements for Eligibility. The requirements for an initial appointment listed below are intended as the minimum for determining eligibility. However, it is recognized that programs may require faculty whose education and/or experience may be different from the stated requirements. Exceptions to the minimum time in rank, terminal degree, or experience qualifications for rank will be based on outstanding academic performance and/or outstanding professional experience that significantly exceed the normal expectations.

Instructor: Competence in the profession or discipline and the ability to teach and advise effectively. Appointees will hold credentials appropriate to the discipline, such as appropriate master's degrees, professional certifications, or licenses.

Assistant Professor: Terminal degree in the discipline or appropriate field.

Associate Professor: Terminal degree in the discipline or appropriate field and at least five years successful performance at a baccalaureate institution at the rank of assistant professor or above.

Professor: Exemplary academic performance and terminal degree in the discipline or appropriate field and evidence of outstanding teaching or teaching-related activity, or a national or international reputation for excellence within the discipline or field relevant to the proposed assignment.

III. APPOINTMENT

A. Nature of Employment

1. Job Description. The obligations of regular and visiting faculty include the following activities:
 - a. teaching, advising, and related activities that enhance the learning and development process, as well as keeping records for grading, evaluating, and advising students;
 - b. engaging in professional development activities that enhance expertise;

- c. serving the college community through active participation in campus activities;
 - d. assisting in college development through services contributing to the good name and reputation of the college;
 - e. attending formal convocations and graduation ceremonies; and
 - f. performing additional duties at the direction of the president or the chief academic officer.
2. **Workload.** Individual workloads are determined by the center director, in accordance with the Unity College statement of academic workload as approved by the faculty and the president, after consultations with the individual faculty member and the administration. Should disagreement occur, the faculty member may appeal any assignments to the chief academic officer, who determines the final workload.
 3. **Extramural Employment.** Outside employment or service (e.g., consulting or contract research) in the faculty member's field is permitted. Faculty members will report the nature and extent of outside employment or service in their annual activity reports, or sooner if potential for conflict exists. Under no circumstances may a faculty member accept employment or service which would in any way interfere with or affect the quality of his/her performance at Unity College. The president may order the faculty member to terminate the extramural employment if the president finds that interference with performance exists. Use of college facilities or personnel, including students, for extramural purposes is subject to prior written approval by the president, provided the president finds that such use does not conflict with the educational purposes of the college.

B. Regular Faculty Contracts

Each regular faculty member of Unity College plays an important role in serving the mission and purposes of the college. The institution's hiring policy is intended to benefit the college and the public it serves. Terms of appointment are set by the president in consideration of the candidate's training, qualifications and experience, and the needs of the college. Each regular faculty member has the right to be considered for renewal and promotion, which is not to be construed as implying that a regular faculty member has a right to reappointment or promotion. Every regular faculty contract is subject to early evaluation, as provided below in the provisions for annual activity reports.

1. **Initial regular faculty appointments at any rank will be granted for not more than two years.**
After initial renewal evaluations demonstrating successful performance in all renewal criteria, second regular faculty appointments at any rank are granted for not more than three years.
- 2.a. **Initial contracts at regular instructor rank include a condition that the individual will be admitted and actively engaged in an appropriate terminal degree program to be considered for renewal.**
- 2.b. **After evaluation demonstrating successful performance in all renewal criteria, second contracts at regular instructor rank are granted for three years on condition the individual will complete the terminal degree, or will achieve significant progress toward its completion, to be considered for further renewal. A third contract at the regular instructor rank requires a definite timeline for completion of the terminal degree to be confirmed by the granting institution. Failure to complete the degree according to the timeline will result in a probationary or terminal contract.**
- 3.a. **Continuing Contracts at Professorial Ranks.** After the completion of five initial years of service at Unity College with positive evaluations demonstrating successful performance in all renewal criteria at the relevant level of performance, regular faculty members at all professorial ranks will receive five-year contracts.
- 3.b. **Terminal Contracts.** After evaluation of a regular faculty member that finds the renewal performance standards have not been demonstrated, a one-year terminal contract may be offered.
- 3.c. **Probationary Contracts.** After evaluation of a regular faculty member that finds that the renewal performance standards for one or more criteria have not been demonstrated, and that the

individual has nevertheless demonstrated potential for improvement, a probationary contract may be offered instead of a terminal contract. The probationary contract will be for a period of not more than two years, and will contain the remedial plan and the specific performance indicators for determining renewal or termination.

4. Definition and Duration of Employment. Unless otherwise indicated in an individual contract, duties coincide with the academic year, a period of about nine months. Regular faculty attend mandatory professional development and service meetings for up to six days per academic year scheduled outside the days that regular classes meet.
5. Conduct, deportment, and appearance are expected to reflect the professional stature of the regular faculty, as representatives of Unity College, to students, parents, alumni, professional colleagues, and the general public.

IV. EVALUATION

A major goal of Unity College is the appointment, retention and reward of regular faculty who demonstrate teaching effectiveness, advising skill, professional growth, and service in furtherance of the college mission. Regular faculty evaluation systems are used to measure performance. The chief academic officer initiates faculty evaluation procedures.

A. Faculty Annual Report and Plan

Annually, faculty will submit a report of their professional activities for the year, and a statement of professional goals to be undertaken for the upcoming year. The center director will provide individuals with written comments on the report. A detailed timeline and other specifications for the report are in the faculty annual report and plan guidelines. Any revisions to the annual report guidelines are subject to approval of the faculty and the chief academic officer.

B. Early Renewal Evaluation Procedures

1. If the chief academic officer or the center director is not satisfied that a faculty member is meeting workload assignments or pursuing activities that are likely to result in achieving standards for renewal in rank, the center director will request a revised statement of professional goals that addresses all deficiencies. If the revised statement is unsatisfactory, or if satisfactory progress in achieving the goals is not demonstrated within the ensuing year, then the center director may recommend initiation of an early evaluation procedure to the chief academic officer.
2. Not later than October 15, the recommendation for early evaluation will be provided to the faculty member and to the chief academic officer. Upon receipt, the faculty member has ten working days in which to respond in writing. If the center director's recommendation is accepted by the chief academic officer, the faculty member will be notified not later than December 1, and an early contract renewal evaluation will be scheduled for the following year.

C. Periodic Evaluation for Renewal or Promotion

Periodic evaluation of regular and temporary faculty performance is both necessary and healthy. The purpose of evaluation is threefold:

- to guide professional development;
 - to provide a basis for contract decisions; and
 - to determine the appropriate level of achievement for renewal or promotion.
1. Faculty Evaluation Committee. The faculty evaluation committee and its chair are elected by the faculty. The committee has six members representing a range of disciplines, with at least two holding the rank of professor. The chair will be elected annually. Committee members will normally be elected to rotating three year terms; however, no faculty member will serve on the committee during a year in which that member is scheduled for evaluation. Center directors will

recuse themselves from deliberations concerning faculty from their center undergoing evaluation.

Consistent with these policies and procedures, the faculty evaluation committee will prepare and periodically review its evaluation guidelines. Any revisions to the guidelines are subject to approval of the faculty and the chief academic officer. The guidelines will include: suggested good practices examples for the three evaluation criteria; documentation guidelines including examples of evaluated student work products; teaching evaluation procedures including classroom observations; and the committee's procedures.

2. Evaluations timeline: timeline for the procedures set forth in IV.C.8.

No later than the first Friday in October: The chief academic officer informs eligible faculty members of their option to initiate the evaluation process for the upcoming evaluation cycle.

No later than the second Friday in March: Any faculty members seeking evaluation for promotion and/or retention will notify the chair of the faculty evaluation committee and the chief academic officer of their intentions in writing. The chief academic officer will forward the names of those undergoing evaluation to center directors.

No later than the first Monday in August: The center director's report will be submitted to the faculty member, chair of the faculty evaluation committee, and chief academic officer. The chief academic officer will ensure that it is added to the portfolio. Any response by the faculty member to the center director letter will be included in the portfolio.

No later than one week before the first day of classes of the fall semester: Complete faculty portfolios must be submitted to the chief academic officer's office.

No later than December 1: The faculty evaluation committee reports are submitted to the chief academic officer, with a copy submitted to each faculty member seeking evaluation. Upon receipt of the committee's evaluation report, the faculty member may elect to submit a written response to the chief academic officer, with a copy to the chair of the committee, within ten working days.

No later than February 1: After reviewing the full evaluation record, the chief academic officer submits a written recommendation to the president with a copy to the faculty member. Upon receipt of the chief academic officer's report, the faculty member may elect to prepare a written response, which must be submitted within ten working days of receipt of the chief academic officer's report.

No later than March 1: After reviewing the full evaluation record, the president makes the final decision specific to contract renewal and/or promotion and reports it in writing to the faculty member, with a copy to the chief academic officer. Any further action concerning a faculty member's evaluation process or contract status is conducted under the regulations on Grievance Procedures in the PPP.

3. Three Primary Evaluation Criteria. Evaluation of Unity College faculty for renewal and promotion will be based on performance in three areas: teaching and advising; professional development; and service in furtherance of the college mission. Quality teaching and advising are considered the primary focus in faculty evaluations at Unity College. Faculty members are

also expected to demonstrate substantive accomplishment in the areas of professional development and service to the college mission. In weighing the overall performance and unique contributions of each faculty member, consideration will be given to the ways in which the individual serves the multifaceted demands of the institution. It is recognized that individual workloads may include differing emphases in teaching, advising, professional development and service activities.

- a. Teaching and Advising. Unity College expects faculty to focus on student centered teaching that emphasizes active learning experiences, critical thinking, communication skills, and mastery of course content. In addition to staying current in their fields, faculty should incorporate these emphases by continuously assessing learning outcomes and using results to update and revise courses. Faculty members are also expected to serve as advisors for students by helping them to achieve their educational and professional goals.
- b. Professional Development. All faculty members are expected to engage in continuing professional growth and development that is appropriate to their positions and ranks, and that results in substantive accomplishments. Continuing professional development will include activities to maintain currency in the discipline and in any other areas of current or prospective responsibility. Scholarship, as broadly defined by the faculty evaluation committee guidelines, is a primary means for demonstrating substantive accomplishment in this criterion.
- c. Service in furtherance of the mission of the college. Continuing service activities that result in substantive accomplishment are expected. Service activities will be evaluated in two categories:
 - 1) Participation in and service to the college community related to student life, cultural enhancement, governance and administrative responsibilities.
 - 2) External activities that enhance the college's reputation for excellence; that enhance the faculty member's reputation in their discipline; that support the mission of the college by serving the larger community through constructive civic engagement, or by active participation in professional associations, at the local, state, regional, national or international levels; or by some combination of these or similar activities.

It is recognized that individual contributions will vary. The faculty evaluation committee includes in its guidelines multiple examples of good practices in the three criteria for evaluation.

4. Standards for renewal without promotion.
 - a. The standard for renewal is a demonstration that during the previous contract period the faculty member has continued to perform at the level required for promotion to that rank.
 - b. Renewal after five years initial service requires a demonstration that the individual is successful in meeting performance standards for teaching and advising, is actively working to increase mastery and to maintain currency in the discipline, and is contributing effective service to the mission of the college.
 - c. A determination that performance has not met the required standards will result in either a probationary contract or a terminal contract.
5. Standards for renewal with promotion. In addition to the above criteria, the following guidelines will be used for promotion. At each rank, the minimum qualifications must be met, and the performance in every criterion must be continuous and persistent over multiple years before a promotion will be granted. Faculty may request review for promotion in any year they believe that the standards have been met.

- a. Assistant Professor: An assistant professor will have the appropriate terminal degree. Faculty seeking promotion to the rank of assistant professor must exhibit professional competence in teaching assignments, be actively engaged in professional development including scholarship, and be providing effective service to the mission of the college. An assistant professor must demonstrate commitment to maintaining and improving professional competence.
 - b. Associate Professor: An associate professor will have a terminal degree, and either five years at the rank of assistant professor or at least five years as a regular faculty member at Unity College. Faculty seeking promotion to associate professor must have clearly demonstrated professional competence and consistently practiced professional performance. An associate professor will demonstrate significant progress toward establishing a good reputation in teaching and scholarly endeavors, and be achieving substantive goals that advance the mission of the college.
 - c. Professor: A professor will have the appropriate terminal degree and five years at the rank of associate professor. Faculty seeking promotion to professor must demonstrate innovation and excellence in teaching, as well as a sustained portfolio of professional development and scholarship. A professor is expected to provide an exemplary model of competence and effective performance and to maintain a leadership role in advancing the mission of Unity College.
6. Exception: promotion for outstanding performance. It is specifically recognized that the college may benefit from faculty whose education and/or experience may be different from the stated requirements. Exceptions to the minimum time in rank, terminal degree, or experience qualifications for rank will be based on outstanding academic performance and/or outstanding professional experience that significantly exceed the normal expectations.
7. Documentation Required for Contract Renewal and/or Promotion
- a. Each faculty member maintains a professional dossier of information relevant to his or her professional career, professional capabilities, qualifications and performance. When submitted for official review, the dossier is kept on file in the chief academic officer's office until the process is completed, at which time copies of all evaluation reports are maintained permanently and the dossier is returned to the faculty member. Once submitted, the dossier is a document of record, and documents in it cannot be removed. Materials can be added to the dossier with the permission of the faculty evaluation committee. Subsequent reports at each stage of the process and the written responses from the faculty member, if any, become a permanent part of the evaluation record.
 - b. Evaluation recommendations and decisions will be based solely on the written materials assembled for the evaluation procedure.
 - c. The professional dossier will include materials appropriate for evaluation of the faculty member's teaching and advising, professional development, and service in furtherance of the mission of the college. The list of specific materials requisite for inclusion is contained within the faculty evaluation committee guidelines.
8. Procedures for Contract Renewal and/or Promotion Review
- a. The faculty evaluation committee meets with each faculty member undergoing evaluation at the agreed time and place to discuss and evaluate the assembled evidence in the faculty member's dossier. The committee may request supplemental documentation from the faculty member being evaluated or from the administration. Any additions or corrections to the dossier will be agreed upon at this meeting, with any such additions to be submitted by a mutually agreed-upon date.

The faculty member being evaluated is not present when the committee makes its recommendation concerning retention and/or promotion. Any recommendation of the committee must be supported by the assembled evidence measured against the evaluation criteria. The faculty evaluation committee reports its recommendations in writing, citing criteria and evidence. In the case of a split decision, the majority and the minority similarly state their positions in writing, citing criteria and evidence. The evaluation committee reports are submitted to the chief academic officer and copied to the faculty members and their center directors. Upon receipt of the committee's evaluation report, the faculty member may elect to submit a written response to the chief academic officer, with a copy to the chair of the committee, within ten working days.

- b. After reviewing the full evaluation record, the chief academic officer submits a written recommendation to the president with a copy to the faculty member. The chief academic officer may convene the faculty evaluation committee to discuss its report and recommendations on contract renewal or promotion. Upon receipt of the chief academic officer's report, the faculty member may elect to prepare a written response, which must be submitted within ten working days. At the end of this time period, the full record is forwarded to the president.
- c. After reviewing the full evaluation record, the president makes the final decision specific to contract renewal and/or promotion and reports it in writing to the faculty member, with a copy to the chief academic officer. Any further action concerning a faculty member's evaluation process or contract status is conducted under the regulations on Grievance Procedures in the PPP.

V. END OF EMPLOYMENT

End of regular faculty employment may result from:

- Non-renewal of contract following regular evaluation procedure;
- Dismissal for cause;
- Elimination of a faculty position.

A. Non-renewal of Contract Following Regular Evaluation Procedure

The basis for non-renewal of contract is detailed in the provisions for regular evaluation procedures in Article IV above. A letter of non-renewal of contract is given to the faculty member by the president prior to the end of the present contract. A regular faculty member receiving a notice of non-renewal is entitled to a one-year terminal contract. The center director and the chief academic officer will assist the faculty member in developing career alternatives over the period of the terminal contract.

B. Dismissal for Cause

1. Proceedings for dismissal of a faculty member are initiated by the president. Adequate cause for dismissal is related directly and substantially to the fitness of the faculty member's professional capacity to teach, advise students or serve the college. Dismissal is not used to censor, threaten, or restrain faculty members in their exercise of academic freedom.
2. The faculty member will be provided with a written statement of cause by the president. At the request of the faculty member involved, a dismissal hearing will be conducted by a panel consisting of the faculty moderator, the center director and the chief academic officer. The hearing will not be open to the public. The hearing will provide the faculty member the opportunity to present evidence including witnesses. The hearing panel will write its findings and forward them to the president. The president will make the final decision regarding dismissal or other appropriate resolution.

C. Elimination of a Faculty Position

1. A regular faculty position that is vacated voluntarily or following negative evaluation or for cause is reviewed under the procedures for new faculty positions (see IIA.).
2. Regular faculty positions may be eliminated for valid institutional reasons, including but not limited to, curtailment or elimination of an educational program, declining student enrollments in the subjects served by the position, or adverse financial conditions requiring institution-wide employment reductions. Before elimination of a faculty position for institutional reasons, the faculty planning committee will examine alternatives and report which position(s) have priority for elimination. The faculty will vote its approval or disapproval of the report. The chief academic officer will make the final decision on which position(s) will be eliminated, and will promptly notify the faculty of the decision.
3. If a position is eliminated, the chief academic officer and the center director will first attempt to match the qualifications of the faculty member to other faculty position openings, if any exist. The faculty evaluation committee reviews the individual's qualifications for the proposed change in position, and the faculty must approve the change of position.
4. If no alternative position is made available at the end of the academic year in which the position elimination occurs, the faculty member is granted a terminal contract without prejudice. However, if the reason for the position elimination is an institutional financial emergency, the faculty member may be terminated at the end of the academic year without a terminal contract. The eliminated position will not be restored without thorough faculty review.
5. If faculty member whose position has been eliminated wishes to qualify in a new area of curriculum by further education or training, the individual may be encouraged to do so through arrangement of teaching schedule, sabbatical leave, leaves of absences, etc., provided an appropriate position is viable and available. A reasonable timeline and financial arrangements for any such retraining must be arranged with the president, and the faculty and administration must reach mutual agreement on any special procedures that limit the normal recruitment procedures for new or vacated positions.

VI. SALARIES, BENEFITS AND PROFESSIONAL DEVELOPMENT

A. Regular Faculty Salaries

1. Regular faculty salaries are the primary reward for services under all contracts. Individual salaries are primarily determined by the following formula:
 - initial salary negotiated between the candidate and the administration, plus
 - periodic salary and/or cost-of-living increases, if any, granted to all regular faculty, plus
 - salary increases granted on promotion in rank.
2. The administration and the faculty planning committee will consult annually on the salary ranges within the ranks and categories of all faculty salaries. The chief academic officer will provide a copy of the resulting annual faculty salary structure to all regular faculty members.
3. Any faculty member may be nominated by the chief academic officer or by the center director for a merit salary increase based on outstanding performance in teaching, scholarship, or service to the mission of the college. The faculty evaluation committee will meet with the nominee, evaluate the evidence, determine if the standard has been achieved, and report its findings to the nominee and the chief academic officer. No merit pay increase will result in a salary that exceeds the maximum range established for the faculty member's current rank.
4. The president will notify individual faculty members of salary adjustments for the following academic year by June 1.

5. Salaries, while earned during the contract year, will be paid biweekly in equal amounts over either the contract year or the calendar year, at the discretion and affirmative election of individual faculty members.

B. Benefits

1. Faculty members have the same benefits as all Unity College employees with the exception of the substituted and/or additional benefits listed in this section, or where otherwise noted in the employee handbook or policies, which may be amended periodically, in conformance with the procedures specified in article VIII.
2. Vacations. Faculty members are on a nine-month appointment for which paid vacation is not provided. Recognized term breaks are listed on the academic calendar. Specific work during term breaks may be required of individual faculty members by the center director, chief academic officer or president.
3. Medical Leave. Faculty shall be eligible for medical leave as provided for by state and federal law. Refer to the general policies and the employee handbook that outline this leave. Faculty are eligible for medical leave with pay for a maximum cumulative total of 30 calendar days per year.
4. Personal leave. All faculty members may request short-term personal leave from the president. The duration and salary terms are negotiated directly with the president.

C. Professional Development

1. Faculty members are encouraged to pursue professional development through activities such as attending meetings of professional societies, enrolling in an appropriate terminal degree program, or by taking courses, seminars or workshops in their discipline. Proposals for professional development funds, workload or scheduling accommodations, special equipment, and other supports will normally be submitted to the center director as part of each faculty member's annual activity report, but proposals may be made at any time.
2. Faculty members are expected to pursue scholarship. Proposals for funds to support scholarly activities will be submitted to the faculty professional development committee, which will evaluate them on a competitive basis.
3. Sabbatical leave may be granted for advanced study, research, or professional activities. Faculty granted sabbatical leave will be compensated at half salary for one year or full salary for one-half year. Regular benefits will remain in full effect for the sabbatical leave period. To be eligible for sabbatical leave, a faculty member must have completed at least six years of full-time service at Unity College.

Requests or proposals for sabbatical leave will be submitted to the faculty professional development committee, which will evaluate them on a competitive basis. Proposals must be submitted during the fall semester of the year before the leave is to begin. The committee will weigh the benefits of the leave against the institutional needs after consultation with the center director. Proposals judged to be of high value in terms of promoting both the faculty member's professional development and the good of the institution will be recommended favorably to the chief academic officer. The chief academic officer will make a recommendation and forward both recommendations to the president, who will make the final decision.

Individuals awarded sabbatical leave are expected to return to the college for at least one full year of service following the leave. Exceptions to this post-sabbatical service may be granted by the chief academic officer if unusual circumstances so warrant. Refer to section III.A.3 for stipulations concerning extramural employment, which remain in effect during sabbatical leave.

VII. GRIEVANCE PROCEDURES

A. Definition

The grievance committee is established to handle those cases where honest disagreement exists with respect to personnel decisions.

B. Composition

The grievance committee will consist of three members of the regular faculty, each serving a three-year term. The faculty, on or before September 1, will elect members at large. The initial election will be for a one-year, a two-year, and a three-year term; thereafter one member will be elected annually. Center directors are not eligible to serve on the committee. The committee shall elect its chair.

C. Purpose

The grievance committee serves to investigate and to conciliate in order to reach mutually agreeable settlements, to conduct hearings if necessary, and make recommendations on any such settlements.

D. Operation

In all matters the committee must be unbiased and impartial. All matters of committee operation shall be confidential and records shall be held in the files of the faculty moderator. The findings or recommendations of the committee shall be reported only through the statements of the chair, who shall be sole spokesperson for the committee.

E. Disqualification

The grievant or the committee itself may challenge a member of the committee for conflict of interest or bias by seeking that member's disqualification. A majority vote of the committee shall rule on such challenge. A committee member may disqualify him/herself, without prejudice to serve on unrelated grievance proceedings. Any vacancy or vacancies occurring shall be filled through appointment by the faculty moderator.

F. Initiating a Grievance

Should any faculty member believe that there has been a violation of college policy in any personnel matter concerning himself or herself, including dismissal for cause, non-renewal, salary, benefits, assignment of duties, allotment of facilities, or propriety of conduct, the faculty member will first make a written request to discuss the matter as a grievance with the administrator whose decision is being grieved. The discussion must occur within five working days of the administrator's receipt of the written request by the faculty member. If the situation is one in which either party feels the need for a witness, both parties may request one witness each to be present during the meeting.

If discussion with the administrator does not resolve the matter, the aggrieved faculty member may petition the elected faculty grievance committee for redress. The petition shall set forth in detail the nature of the grievance and redress sought. A copy of the petition shall be sent to the direct supervisor, and each member of the committee. Copies shall also be sent to the president, chief academic officer and the faculty moderator.

1. Within five working days of presentation of these copies, the person against whom the grievance is directed shall respond in writing to present his/her side of the case.
2. Within five working days of receipt of a petition, the chair will schedule a meeting of the grievance committee. The committee may call in the petitioner and other persons in whose name the petition is filed for further information. The petitioner(s) shall have the right to appear before the committee at this point. The committee will decide whether or not the case, as presented by the petitioner, warrants further action. The committee shall, as a result of this decision, pursue one of the following actions:
 - a. Reject the petition with a written explanation to the petitioner and to the person against

- whom the grievance is directed as to the reasons for rejection, or
- b. Decide that further evidence is needed or investigation is warranted, in which case the chair so notifies the concerned parties with a request for pertinent statements and documents.
3. Following 2.b. above, the committee must reconvene within five working days of the notification to weigh the evidence and statements at its disposal. As a result of this examination, the committee may:
 - a. Attempt to mediate the differences, not by announcing judgment or making recommendations, but by bringing parties together voluntarily. The committee members shall not take the role of advocate in this process.
 - b. Reject the petition, once more with written explanation to concerned parties.
 - c. Decide that a hearing is justified.

The faculty moderator shall hold all records of these proceedings in his/her confidential files.

4. Following 3.c. above, the chair so informs the petitioner and the president. The president will arrange a hearing before the grievance committee within 30 days of receipt of the notification, unless the petitioner waives hearing. At this point, the petitioner may:
 - a. Withdraw the petition without prejudice.
 - b. Waive the hearing, asking that judgment and recommendations be reached on the basis of statements and documentary evidence submitted by both parties and available to both parties for examination and rebuttal. Having waived hearing, he or she is not entitled to a hearing after the committee's decision is announced.
5. A hearing is governed by the following rules:
 - a. The committee shall allow the petitioner and any other persons in whose name the petition is filed, the opportunity to present evidence to substantiate the allegation of the petition.
 - b. The person(s) against whom the petition is directed shall be allowed a similar opportunity.
 - c. Rebuttals and closing statements may be allowed as appropriate.
 - d. The committee may call any person(s) whom they wish to hear from, in connection with the hearing. Such witnesses may be called in behalf of the parties to the grievance, or by the committee, for information. Employees of the college who fail to participate when so called shall be subject to disciplinary action by the president.
 - e. The grievance committee will announce to all parties its procedure, agenda, and rules of order at least one week before the hearing.
 - f. A complete record of the proceedings will be kept at college expense. Parties to the grievance are entitled to purchase copies of this record at the cost of photocopying.
6. Following the hearing:
 - a. Within two working days of the close of the hearing, the grievance committee will transmit, confidentially, its findings of fact and issues, and its recommendations, to the president.
 - b. Within two working days of their receipt, the president may call a meeting of the grievance committee to discuss their findings, seek clarification, and suggest revisions. If a revision is suggested, the committee is obliged to respond, either with a revision or rejection of the request, within two working days.
 - c. Within two working days of receipt of the revision (or within two working days of the conference if no revision is requested), the president will transmit in writing, his/her decision to the grievance committee and to the petitioner. Only then will the

recommendation and the president's decision be provided by the president to all appropriate parties.

7. The grievance committee has, at this point, fully discharged its obligations and plays no further role. Because the case may yet be appealed, members shall not comment on the grievance proceedings.
8. The petitioner may appeal the president's decision to the board of trustees. To do so, the petitioner must submit a request for appeal, along with the reasons for doing so, in writing, to the president within 30 calendar days of receiving the president's decision, with a copy to the faculty moderator. The president will immediately transmit the request for appeal, along with the case records and transcript of the hearing as soon as it can be transcribed, to the chair of the board of trustees. The board of trustees may follow whatever course of action it deems most appropriate to resolve the case. Its decision is final.

VIII. ADOPTION AND AMENDMENT PROCEDURES

1. This faculty personnel policies and procedures document is reviewed periodically to determine its effectiveness in supporting institutional goals. At any time, the board, the administration, or the faculty may initiate a review of the document by specifying the provisions for which review is sought. A task group with an equal number of members chosen by the faculty and the administration normally conducts the initial review. The board may modify the document on its own motion at any time to conform to federal and state requirements.
2. Task group proposals for revision or amendment of this document will first be reviewed and voted on by the faculty. Upon approval by the faculty, a report of the proposed changes and the results of the vote will be forwarded to the administration. If the administration approves the proposal, it will forward it to the board of trustees with a recommendation for adoption. However, if the administration proposes alternative language, further efforts will be made between the faculty and the administration to achieve a mutually agreeable resolution. If the disagreement persists, the two proposals will be forwarded to the board of trustees. The president and the faculty moderator will present the two proposals.
3. The board of trustees' decision is final on any proposal to revise or amend this document.