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1.0 ACADEMIC AND PROFESSIONAL RESPONSIBILITY

Background: The distinctive character and traditions of Kenyon College are closely related to the professional lives of its faculty. The first responsibility of the faculty is the quality of academic life. Through the departments, the advisory committees for interdisciplinary programs, and its standing committees, the faculty determines the content of the curriculum, the various manners in which courses may be conducted, the standards for measuring student performance, the requirements for degrees, and all other matters bearing directly on the academic program. Ordinarily all members of the faculty are expected to be well informed about all the academic programs of the College and to participate in the evaluation of them. The exercise of this responsibility is based upon the broad principles of academic freedom, the vigorous pursuit of knowledge, and the free exchange of ideas.

From its beginnings Kenyon has been a residential college, as much for its faculty and administrators as for its students. Kenyon's concern for the students' personal growth and maturation as well as their intellectual development is reflected in the variety of contexts in which faculty-student exchange take place. Faculty advise students, advise and assist student organizations, and many faculty members meet with students for consultation, discussion, and tutoring outside class and regularly scheduled office hours. Student majors are encouraged to participate in the activities of their departments. Faculty and other members of the community attend lectures, receptions, concerts, and athletic events, as well as student parties and other social gatherings. Faculty are encouraged to eat with students in the dining halls and invite them to their homes. Convocations celebrate major moments in Kenyon's community life, and faculty attend in academic dress.

The preservation of a vital residential college is a shared concern of Kenyon trustees, faculty, and students. In 2000 the trustees formally reaffirmed the mission of Kenyon as a private and independent undergraduate college pursuing the liberal arts in a residential setting. The faculty of Kenyon College is central in sustaining that mission and is committed to the continuation of Kenyon as a residential college.

The College is committed to personal and academic freedom for all members of the college and realizes the importance of tolerance and diversity among faculty members as well as students. It has adopted a number of practices and regulations for guiding the faculty in the exercise of its academic responsibilities. The most important of these are presented below.

1.1 CONDUCT OF COURSES

Please consult the [Course Catalog](#) for the complete Academic Policies and Procedures presented to the students.

<http://www.kenyon.edu/directories/offices-services/registrar/course-catalog-2/administrative-matters/conduct-of-courses/>

Effective teaching in the classroom, the laboratory or studio, and the office is the first duty of faculty members and is the chief criterion for reappointment, promotion, and salary adjustment. (See section 2.4.2, Criteria for Evaluation.) "Effectiveness" is difficult to define, but includes the generally accepted standards of scholarly competence, thoroughness of preparation, ability to

gain the interest and respect of students, and willingness to listen to students and to encourage their individual development. In general, courses must be conducted with appropriate respect for colleagues and students of differing views. Students are guaranteed the appropriate forms of academic freedom, so that they may make their views known, confident that these will be judged by their instructors with regard only to their academic merit.

1.1.1 Specification of Course Requirements (amended March 2013)

So that students may plan their work for each semester, instructors should provide at an early class meeting a syllabus stating the goals of the course and its requirements, e.g., the number of tests and papers and the attendance policy of the instructor, and give reasonable advance notice of dates when requirements are to be fulfilled. The instructor should respect grace periods in scheduling assignments. (See section 1.1.7.)

The instructor should explain how final grades will be determined, specifying the relative value of performance on the final examination, papers, tests, etc. The instructor should also explain to what degree the final grade will be influenced by participation in class discussion, class attendance, and the like. The instructor should include the policy on late work (See section 1.1.12.), a policy on academic honesty and a statement on accommodations for students with disabilities. In making assignments, instructors will have in mind the accessibility of materials or equipment.

1.1.2 Course Evaluation (amended 2004, 2006, 2011, 2013,10/2015)

Required Schedule

The College requires all faculty members to conduct student-rated course evaluations in every course they teach.

The College Form

Course evaluations will consist of several standard questions. Responses to the questions will be tabulated and included in the dossier of the faculty member's next review. Those charged with conducting summative reviews of faculty members will see the responses to the College Form. Summaries will also be made available to mentoring committee members, in the case of first and second year faculty, and to department chairs, in the case of visiting faculty.

The Process

The College Form will be administered electronically via an online course evaluation system, outside of class, that will be accessible to students during the last week of classes up to the first day of exams. Students will respond to questions by choosing from a scale of five responses the one that best represents their opinion. The Provost will produce an electronic report that displays the range and frequency of the responses. The report will be added to the dossier for the faculty member's next review. The faculty member will have access to the report shortly after final grades are due. Faculty members will be able to access the individual forms filled out by students, except courses with enrollments of five students or fewer, in which faculty members will have access only to the histogram of the scaled responses and a compendium of the narrative responses. The College will postpone for a reasonable period of time students' access to grade reports for classes for which those students did not complete the College Form.

Any changes to the College Form itself must be approved by a majority vote of the faculty. For purposes of assembling a faculty review dossier, the College will not include as part of any individual faculty member's course evaluation report an average number for the responses to individual questions or an average of the averages. This legislation strictly forbids officially assigning a single number to characterize the evaluation of a course or faculty member.

Supplemental Course Evaluations

In order to provide formative information on teaching, faculty members are strongly urged to administer discursive or narrative course evaluations in addition to the College Form. Departments and programs might well want to develop and administer their own systems of discursive course evaluation. Such course evaluations will not become part of the official review dossier used by department chairs, the Provost and Tenure and Promotion Committee. However, individual faculty members have the right to collect the results of supplemental course evaluations and place them on reserve in the library to be read by colleagues preparing letters for the faculty member's review. In addition, new faculty members may share the results with the members of their mentoring committee.

Reviewers' Access to Course Evaluations

At the time a faculty member is under review, the Provost will produce the report containing the results from the faculty member's courses evaluations covering the period of the review. The report will be included in the dossiers compiled for the Tenure and Promotion Committee, and will be sent to the department chair to be placed on reserve in the department. Departmental colleagues and others asked to write a letter of evaluation for the member will have access to these course evaluation summaries.

1.1.3 Class Attendance (amended 11/14/16)

Faculty members are responsible for announcing their attendance policy at the first meeting of the course or including such a statement in the course syllabus. Students are subject to attendance regulations as determined by the instructor of each course. Excessive absence is a valid reason for an instructor to expel a student from a course. Students receiving financial assistance from the Veterans Administration are required by law to attend all classes unless excused. Students are expected to attend all lectures, laboratories, and other scheduled course meetings. Faculty members are expected to monitor the regular attendance of first-year students and those on conditional enrollment. Absence from a class meeting is inevitably a loss both to the student and to classmates. Students who are absent from a class meeting bear full responsibility for minimizing such loss.

It is especially important for students to attend classes in a regular manner for the first two weeks of each course; during this period instructors must develop accurate class rosters in order to allow additional interested students into their courses. Students who do not attend classes during the first two weeks may be expelled by the instructor (see Expulsion). Instructors will define "regular attendance" to suit their individual circumstances, and students must know that many faculty members will remove those who do not attend from the very first class meeting. Students who have been so removed from a course roster will still need to drop the course from their schedule as they add another in its place at the registrar's office.

Absences. Policies and practices with regard to class absences are generally defined, communicated to students, and enforced by individual course instructors. Instructors will receive notification of student absence due to the following reasons: 1) curricular or extracurricular activities sanctioned in advance by the College, 2) infirmity as determined by the College Health and Counseling Center, or 3) compelling and unavoidable personal circumstances as determined by the Dean of Students or the Dean for Academic Advising. In these cases, students may not be penalized for the absence, but they should be held responsible for all course assignments. The rescheduling of examinations or assigned work must be initiated by the student.

Absence due to illness. Absences for reasons of illness are not ordinarily excused: only when a student is declared by the College physician to be infirm (in a hospital or at home) will a health report be sent from the Health and Counseling Center to the Dean of Students, giving the days when each patient is judged infirm and recommending that the student's class absences be excused. When released from confinement, the student is expected to resume regular required attendances unless otherwise advised.

The Office of the Dean of Students issues a weekly report to the faculty listing all students who have been officially excused from scheduled College classes. Although students may not be penalized for being absent from a class that has been excused, they are held responsible for all course assignments. The rescheduling of examinations or assigned work must be initiated by the student and arranged by the instructor.

Instructors may grant other excuses for absence according to their own judgment. Ordinary ambulatory illnesses such as colds are subject to the mutual understanding of individual students and instructors.

Excused Absences for Religious Observances. As part of Kenyon College's commitment to diversity and inclusion, the College will support students who observe religious and faith holidays. At the start of each semester, students should notify faculty members of any scheduled class meetings, assignments, or examinations that may conflict with their religious observances. Students will not be penalized for observing the holiday(s), but they are responsible for making up any missed work and for making the necessary arrangements to do so with their faculty. Coaches and athletes are expected to make similar arrangements concerning religious observances as they relate to athletic contests and practices.

1.1.4 Meeting Classes

All classes and laboratory sessions are scheduled both in hours and rooms by the Registrar. Instructors wishing to arrange special times or places must receive the approval of the Registrar. Once the schedules of class meetings have been announced, no change in time may be made without the approval of the Registrar. Even though the students in the class may agree to a change, as from a morning to an evening hour, the instructor must not make a change without the Registrar's approval.

Faculty are expected to meet their scheduled classes, and to inform the students and the department chair, if illness or other cause makes it impossible to meet a class.

No classes may be scheduled between 4:00 and 7:00 p.m.; these hours are reserved for sports and

extra curricular activities.

It is important that instructors and students respect the class schedule, and particularly on days before and after vacation(s), when an instructor's failure to schedule a class may affect attendance in others' classes.

The President may alter the usual schedule of classes on special occasions and on certain special days, such as Founders' Day and Honors Day.

1.1.5 Classrooms

Although faculty members may request particular classrooms, the responsibility for assigning courses to meeting rooms is the Registrar's. Each assignment lasts only for the duration of the semester. Requests for rooms for other purposes, e.g., for committee meetings, are also handled by the Registrar.

1.1.6 Examinations

Instructors have the right to require examinations and quizzes during the course of the year that are most appropriate for the course and in accordance with the description distributed in the first week.

However, the faculty has adopted some restrictions of this freedom, described below.

1.1.7 Grace Periods (amended April 2016)

The College provides grace periods during the year to ensure that 1) students have adequate time, free from extraordinary pressures, to prepare for final examinations, 2) students have winter and spring breaks free from substantial assignments, and 3) the routine work in classes during the final week of the semester is not disrupted. During grace periods, instructors may not offer final examinations. Also, instructors should not require assignments beyond what is necessary for normal daily participation in classes, seminars and laboratories during grace periods. Instructors may only schedule more ambitious assignments during grace periods if there is a pedagogical rationale for doing so, and they must inform the class of these assignments at the beginning of the semester. The grace periods are seven calendar days before the beginning of the final examination period in each semester and two days following winter and spring vacations.

1.1.8 Reading Days (amended March 1997, June 2008, April 2016)

The College provides reading periods at the end of each semester prior to final examinations. The dates of the reading periods are part of the official College calendar established by the Calendar Committee and supervised by the registrar. The purpose of reading periods is to provide time for preparation for final examinations. Instructors may not hold required meetings of classes, give tests, assign work, or schedule alternative final examination times during these periods. An exception is made in the case of honors examinations, which may be scheduled during reading periods.

1.1.9 Final Examinations (amended March 1997, edit July 2015, amended April 2016)

Final examinations in semester courses are typically two or three hours in length. Examinations may be three hours in length if the instructor has specified such at the beginning of the semester. Final examinations in year-long courses are given in the spring and are three hours in length. Instructors may not accept for credit work submitted after the last day of the semester unless the student has been granted permission by the dean for academic advising and support for an incomplete. The last day of the semester is specified on the College calendar.

Scheduling of final examinations. When an instructor examines all members of a class simultaneously, he or she must do so at the time and place announced by the registrar, except by permission of an associate provost. If an instructor wishes to cancel the original time of the examination and substitute another time, even if the entire class agrees, the permission of an associate provost must be obtained.

Instructors may schedule an alternative final examination time for the entire class as long as it falls within the final examination period, excluding reading periods. In such cases, the instructor must give the examination twice, at the time originally scheduled and at another time. Instructors who wish to schedule alternative final examinations are encouraged to indicate this on the course syllabus. If an instructor chooses to allow one student to take the examination at a different time, the entire class should have that option, even if the rescheduling occurs late in the semester.

Rescheduling examinations for health or personal issues. The dean for academic advising and support, in consultation with the course instructor, may reschedule examinations for individual students in instances involving the health of students, personal or family crises, or other extenuating circumstances on a case-by-case basis. However, the examination schedule is published well in advance so that students may plan accordingly. Therefore, problems arising because students plan travel without accounting for the examination schedule are not sufficient grounds for setting special examinations. If the dean for academic advising and support, in consultation with the course instructor, gives a student permission to take an examination at an irregular time in accordance with established guidelines, there is no obligation on the part of the instructor to offer the option to the entire class.

Failure to appear for a final examination. When a student fails to appear for a final examination, the instructor may prepare and administer a special examination. In such cases, a fee of \$35 is charged by the Registrar's Office, and the instructor is obliged to exact a grade penalty on the examination, unless the absence is excused by a dean for extenuating circumstances.

Take-home final examinations. When an instructor requires a "take-home" examination, it must be due at the scheduled time of examination set by the Registrar's Office. Instructors who wish to reschedule the due date for a take-home examination must follow the procedures described above under "Scheduling of final examinations." As is the case for other examinations, instructors may offer alternative due dates in addition to the time scheduled by the Registrar's Office. Take-home examinations may not be due during grace periods or on reading days.

Other assignments during examination week. Instructors may assign work other than examinations and take-home examinations (such as papers, projects, or presentations) during

examination week, but these assignments must be due at the scheduled time of examination set by the Registrar's Office. In instances where the scheduled three-hour time slot is not sufficient to accommodate a final assignment (such as presentations, performances, and individual oral exams and critiques), instructors may schedule additional times without obtaining permission of the associate provost so long as they avoid creating conflicts with the regularly scheduled exams of students in the class. As is the case for examinations, instructors may offer alternative due dates in addition to the time scheduled by the Registrar's Office. As is the case with all other paper and project assignments, instructors may also grant extensions to individual students where appropriate and fair.

Multiple exams or assignments on the same day. Students who are scheduled for three or more examinations on the same examination day (or two examinations at the same time) are entitled to relief. Students who have three or more total assignments (exams and/or other assignments) on an exam day may be entitled to relief. In both cases, students should first notify their instructors at least two weeks in advance of the conflict to make arrangements. For additional assistance, they should contact an Associate Provost.

1.1.10 Grading

Professors grade all students who are enrolled for credit in their courses and report grades to the Registrar. The grading code is alphabetic, with grades A, B, C, D, and F, and includes the use of plus and minus signs. For purposes of calculating grade averages, "A" equals 4.0 quality points. Plus or minus add or subtract .33 quality points, except that A+ still equals 4.0 quality points.

The faculty does not feel it appropriate to specify a set distribution of grades in a course. Courses may vary in composition: a survey may mix students of varying interest and ability, whereas a senior seminar may have a majority of students capable of honors-level work. Norms may, in fact, discriminate against a very talented class. On the other hand, there may well be classes where no "A's" are given. New faculty especially are urged to consult with their chairs about grading practices within the department and the College. The Registrar regularly provides the chairs with information on departmental and collegiate grades.

The Registrar makes all official statements to students about their final grades and their status. It is the official policy of the College that professors not inform students of their final grades in their own or others' courses.

It is important that grades be reported on the forms provided by the Registrar and by the deadlines provided. The work of the Registrar, other administrators, and the Committee on Academic Standards of the faculty depends upon the timely recording of grades for all students.

1.1.11 Tentative Grades

Tentative grades are submitted at the end of the first semester for students in year courses. These serve as indications of students' performance in a course but are not part of their permanent records. However, under unusual circumstances, such as when a student leaves the College during the second semester, the tentative grade submitted for the first half of a course may be made a final grade and part of the permanent record. Ordinarily this is done only with the

instructor's agreement. Instructors may require additional work such as a final examination. The Committee on Academic Standards does consider tentative grades during its mid-year evaluation of students in academic difficulty. Professors should therefore treat tentative grades as if they were permanent.

1.1.12 Late Work

Fairness to other students demands that an instructor exact a penalty, ordinarily a lower grade, from any student who is late with a paper or other assigned work. Instructors should announce their policies regarding late work in the syllabus distributed at the beginning of the course. College policy requires that instructors not accept for credit work submitted after the official end of the semester, unless the student has been granted permission by the Dean of Students in writing, most commonly by means of an "Incomplete" form. The time of the official end of the semester is specified in the College Calendar.

1.1.13 Progress Reports (edited July 2015)

Instructors submit progress reports throughout each semester for students with excessive absences, delinquent work, and/or academic deficiencies. An academic deficiency is defined as a level of performance at C- or below. At the end of each semester, instructors are required to comment in cases of academic deficiency. Progress reports are also submitted at mid-term and the end of the semester for students on Conditional Enrollment to provide regular feedback on academic progress, even when academic performance is not deficient. Improvement and exceptional work by any student can also be reported.

Progress reports are sent to the student's advisor, the dean for academic advising, and additional sources of support. The advisor and/or dean for academic advising use these reports to counsel the student. Progress reports are reviewed by the Committee on Academic Standards and considered in its deliberations at the end of each semester.

1.1.14 Special Marks (amended February 1998, March 2013)

Pass/D/Fail (P/D/F)

In order to encourage students to experiment with disciplines and courses which they might not otherwise try, the College provides the opportunity to enroll in courses outside the declared major on a Pass/D/Fail basis, with the permission of the advisor and the instructor. A maximum of two units toward the sixteen required for graduation may be earned as a Pass.

Professors assign a normal final grade, and the Registrar converts the letter grade to P/D/F, as appropriate. All grades of C minus or higher are recorded as P.

Audit (AU)

Students may enroll in a course on the basis of auditing only. Audit is reported if the students are properly enrolled and have met the requirements set by the professor. Ordinarily, auditors attend class meetings regularly but do not write papers and take examinations. However, requirements for auditors are set at the discretion of individual instructors.

Withdrawal (WP)

With the advisor's approval, students doing passing work are allowed to withdraw from the second half of any year course at the end of the first semester with a WP. A student not doing passing work is allowed to withdraw from any year course at the end of the first semester with an F for that semester.

Expulsion (X)

Instructors may expel a student from a course at any time provided that, a reasonable time beforehand, they have given the student written warning and have, by copy of the written warning, informed the Dean of Students, the Registrar, the Dean for Academic Advising and Support, and an Associate Provost. Valid causes include excessive absences and disturbances in class. If a student is expelled from a course, 'X' is recorded on the permanent record, and it is considered as an 'F' in calculating credit and grade averages.

Incomplete (I)

An incomplete is a postponement of the deadline for completion of a course. It is available only in cases of extreme hardship. Ordinarily, students must request incompletes from the Dean of Students or the Dean for Academic Advising, who may grant the request, often after consultation with the instructor. Ordinarily, incompletes are justified in the cases of serious illness or personal crisis. Faculty members do not grant incompletes.

The instructor must submit a "default" course grade at the end of the course for any student who has been granted an incomplete. The default course grade is the course grade that the instructor would give the student in the event that the incomplete work is not completed by the student's deadline. The default grade could well be an F if the unfinished work is required for credit in the course. The student granted the incomplete must complete the work of the course by the date specified by the granting dean. Only the Dean for Academic Advising may grant extensions. The instructor is required to submit a final course grade within 14 days of the student's deadline for submitting the completed work. If the student fails to submit the completed work by the deadline, the instructor so notifies the Registrar, and the incomplete is converted to the default course grade. When the student completes the work for the course by the deadline and the instructor subsequently submits the final course grade to the Registrar, the incomplete is changed to the appropriate course grade.

1.1.15 Changes in Final Grades (edited July 2017)

If, after an instructor reports a final grade, an error in calculation or reporting is discovered, the instructor may ask the Associate Provost for permission to change the grade. Such changes must be requested before the end of the fourth week of the following semester. Changes after the fourth week can be made only through a petition to the Committee on Academic Standards.

Students who believe their grade in a course has been unfairly assigned, after a written appeal to the instructor has failed, may carry that appeal to the chair of the instructor's department and, if the disagreement is not then resolved, to the Associate Provost, who will present it to the Committee on Academic Standards. If a majority of the committee agrees that the students' petition is just, the Associate Provost will direct the instructor or the Registrar to change the grade.

1.1.16 Student Appeals

Occasionally, students may encounter situations in which a policy in a course is apparently in conflict with the academic policies of the college. In some of these circumstances, students may be permitted relief from the course policy. For advice about these situations, students should consult their faculty advisors and/or the Dean of Academic Advising. When students believe that a course policy is not in compliance with the academic policies of the college, they should discuss the matter with the instructor first, then the chair of the department or program that lists the course, and finally a member of the administration (an Associate Provost or the Provost).

1.1.17 Conflict of Interest: Close Relatives in Courses

(Feb 2016)

Because Kenyon is a small institution with a tuition benefit, there may be occasions when an instructor has a close relative, spouse, or domestic partner in his or her course. Such instances can create the perception of unfairness. Thus, departments and instructors are encouraged to avoid them by strategically planning course schedules and teaching assignments as well as by encouraging students to take alternative courses or alternative sections when possible. When a close relative, spouse, or domestic partner does take an instructor's class, the instructor and department chair must consult with the Provost within the first two weeks of class to develop a written plan to be sure the situation is handled fairly. The plan should address the following issues: who grades the student's assignments, who assigns the student's final grade, and what records should be kept.

1.2 THE ACADEMIC PROGRAM

No college can provide a liberal education ready made. A liberal education is achieved only in a lifetime of endeavor and reflection; the liberal arts college serves to launch and orient that continuing pursuit. We at Kenyon seek through liberal education to enhance our understanding of humankind, society, art, and nature. We expect to develop our awareness of our private capacities and creative talents, even as we seek to improve our ability to formulate our ideas rigorously and communicate them effectively to others. And, while we strive to further our intellectual independence so as to be free of dogmatic thinking, we seek to find a basis for moral judgments in a thorough understanding of both our environment and our cultural heritage.

At the heart of an undergraduate program of liberal education is the major field of academic study. This study demands a significant concentration of energy in a comprehensive and disciplined investigation. The perspective of a sound knowledge of one discipline is essential in itself and can help to disclose the structural integrity of other disciplines. The coherence of undergraduate study, then, depends upon the focus and organization provided by the major. Complementary to the values achieved through concentration is the richness that comes from significant encounters with a variety of disciplines. Both early and late in the undergraduate years, students diversify their studies. At the outset they will find opportunity for new enthusiasms and challenges. Later on they will find that the scope, vision, and limitations of major study are best comprehended out of the perspectives afforded by alternative fields.

Finally, the sense of academic and social community which has been Kenyon's strength and pride depends in large measure on our willingness to be responsibly engaged with one another's studies. The requirements for Kenyon's Bachelor of Arts degree specify what we believe essential to the pursuit of a liberal education. While these requirements provide great freedom for all students to design courses of study suiting their interests and aspirations, they also provide a common structure to promote the balance and coherence necessary to truly liberal study. Thus, all students are called upon to organize their courses in such a way that the study of one subject illuminates and is illuminated by work in another. Every student must consider seriously the special character of knowledge in the four academic divisions in the College. In fulfilling the curricular requirements, students may find a road to the freedom enjoyed by the liberally educated: freedom from the tyrannies of narrow specialization and of superficial generalization.

Detailed information regarding the academic program of the College is available in the *Course of Study*. This is amended annually to incorporate changes in rules and regulations governing the academic program and in details of current special programs. Authoritative information is also available from the following officers of the College.

The Provost is the chief academic officer of the College, generally responsible for providing leadership for the faculty on matters of broad and strategic interest, including the curriculum, the staffing of academic departments and programs, and the hiring and evaluation of faculty members.

The Associate Provosts report to the Provost, and oversee and coordinate a broad range of activities that support the curricular and professional activities of students and faculty, including synoptic majors, grade appeals, faculty travel, publication costs, faculty development grants, teaching initiative grants, summer stipends, new faculty orientation, the Kenyon Dissertation Fellowship, the Visiting Minority Artist Program, the *faculty handbook*, the College Calendar, external reviews of departments, the compilation of faculty review dossiers, faculty offices, furniture and desk-top computers, faculty start-up funds, and summer scholar programs. The Registrar maintains the academic records of the College and publishes documents including the *Course of Study* and schedules of final examinations. The Office of the Registrar should be consulted regarding enrollment, credit, transfer credit, and other details of programs and requirements.

The Dean for Academic Advising holds primary responsibility for coordinating all academic advising programs, including general advising and departmental major advising. The Dean for Academic Advising also develops programs and services to meet the specific learning needs of students who desire special assistance. In particular, this officer initiates personal conferences with, and provides special support for, first-year students and all students on Conditional Enrollment.

The academic divisions and departments of the College are:

Fine Arts Art, Dance and Drama, Music

Humanities Classics, English, Modern Languages and Literatures, Philosophy, Religious

Studies

Natural Sciences Biology, Chemistry, Mathematics, Physics, Psychology

Social Sciences Anthropology, Economics, History, Political Science, Sociology

1.3 ACADEMIC ADVISING

The practice of having all regular members of the faculty act as advisors goes back to the early years of the College. It is a very important activity, and one of the features of life at Kenyon that creates the special relationship between faculty and students, between coursework and other activities, that a residential college should foster.

The primary function of faculty advisors is to help guide students through the choices that curricular and program decisions entail. To do this well requires acting from two perspectives. Faculty advisors help students realize their personal and educational goals in an effective way, but they also interpret the curriculum to students and help maintain the curricular requirements established by the faculty.

Normally, faculty members first become advisors at the beginning of their second year of teaching at the College. All entering students are assigned a faculty advisor by the Dean for Academic Advising. Faculty advisors retain the small group of students assigned to them at this time until students declare their majors (most often at the end of their second year).

Although sole responsibility for curricular choices remains with the student, students cannot enroll in courses or complete registration without the approval of their faculty advisors on the appropriate forms. Such approval indicates that the issues relevant to a particular enrollment have been discussed, and not necessarily that the choices have full support.

1.3.1 Registration and Enrollment

Fall-semester enrollment for returning students occurs in the spring, usually in April, and for entering students during Orientation. Students enroll for spring-semester courses in late October or early November as announced. There are always a few days of drop/add following each enrollment period for students to fine-tune their schedules. A final drop/add period is held during the first seven class days of each semester. These are the periods of most intense academic advising; however, there are opportunities in December and the early weeks of each semester when students may change their enrollment, with the consent of their faculty advisors.

The most important points in the advising process come with the enrollment of entering students and the enrollment of sophomores who have selected a major. At both of these points, students should plan a course of study in order to meet: 1) collegiate requirements, primarily those concerned with diversification of courses across the various divisions and departments, and 2) departmental requirements, especially as they involve the proper sequence of required courses and courses with prerequisites.

Although it is often important to select courses during the first two years in light of an anticipated

selection of a major department, the first two years should be treated as the best occasion for more general education. Generally it is during this period that students meet the collegiate requirements of a full unit of credit in four departments across the four academic divisions, as well as satisfy the quantitative reasoning and foreign language proficiency requirements. Both the Dean for Academic Advising and the Registrar monitor students' progress in meeting collegiate requirements and routinely inform students and their faculty advisors of concerns.

Normally students select a major just prior to the enrollment period in the spring of their sophomore years. To do so, students must be accepted by the department. Advising students who wish to pursue the program of a particular department is the responsibility of the department chair, though frequently this is shared with other members of the department.

Students who wish to "double major" follow the same process and meet the same requirements for both departments as regular majors in those departments. Special programs, such as the Synoptic Major and concentrations, have special procedures and requirements that are specified in the *Course of Study*.

1.3.2 The Role of the Faculty Advisor

The participation of faculty advisors in the collegiate careers of their students is not limited to advising them for course enrollment. The general assumption of the College is that the life of students outside the classroom is relevant to their academic achievement and to the welfare of the College itself. For example, the Registrar routinely informs faculty advisors about advisees' grades, particularly reports of deficient work in a course whenever that becomes apparent.

Faculty advisors also receive information from the various offices of the College about aspects of students' lives that might affect their academic work. For example, they are routinely informed by the Dean of Students' office of excused absences tied to physical health. In order to be well-informed about the lives of advisees, faculty advisors often seek the assistance, when appropriate, of upperclass counselors, course instructors, athletic coaches, the Deans, the Provost's Office, Housing and Residential Life, and the Health and Counseling Center.

In addition, faculty advisors are routinely asked to make evaluations of the suitability of advisees' applications for participation in special programs, such as Off-Campus Study. College legislation also allows faculty advisors to support students charged with academic infractions.

1.3.3 Petitions

The faculty has provided that a student may petition for an exception to an academic regulation under extenuating circumstances. Faculty advisors play an important part in the petition process. Petitions of relief from academic regulations generally come under the review of the Petitions Subcommittee for the Committee on Academic Standards. Because faculty advisors often know students better than their instructors, the Petitions Subcommittee takes the recommendation of faculty advisors especially seriously. When a petition is denied, the petitioner may appeal the decision to the full Committee on Academic Standards. Such appeals are rarely granted without the strong support of the student's faculty advisor.

1.3.4 Advising Student Organizations

In addition to acting as faculty advisors to individual students, many faculty members are asked to serve as advisors to student organizations such as fraternities, clubs, and publications. Since Student Activities requires many of these groups to have faculty advisors, it is necessary that individual faculty members accept a reasonable share of this work and take it seriously. If interests and talents make an appropriate fit, collegiate service in this role can be a significant contribution to the life of the community while affording personal satisfaction.

1.3.5 Student Records

The Dean for Academic Advising provides faculty advisors with information on each of their student advisees. Electronic advising folders are created when students enter Kenyon and contain information relevant to students' academic background, such as test scores and high school transcripts. The Registrar routinely uploads copies of correspondence relevant to the academic work of advisees. When a student changes faculty advisors for any reason, access to electronic folders shifts from the old advisor to the new advisor after the change becomes official with the Registrar.

While the electronic folders are an important archive of student information, the Registrar is responsible for maintaining the academic records of students. Faculty members and administrative officers of the College have access to the Registrar's records. Persons having access to students' records are obligated to protect their confidentiality.

1.3.6 Confidentiality

Although the role of the faculty advisor is often a comprehensive and intimate one, it is not intended to invade the privacy and independence of students. Information about students' views, practices, beliefs, and political associations that professors and administrators acquire in the course of their work as instructors, faculty advisors, and counselors is confidential. Protection against improper disclosure, particularly without the student's knowledge, is a serious professional obligation as well as a legal responsibility. Faculty advisors frequently do act as references for their advisees, at students' initiative. Also, judgments of ability and character may be provided under appropriate circumstances, such as when a student initiates and consents to an investigative or evaluative inquiry through application for government work or institutional admission. In cases of doubt, the faculty advisor should consult with the relevant officer of the College concerning the appropriateness of supplying the information requested.

1.4 ACADEMIC STANDARDS

In order to preserve the integrity of the College as a community and center of learning, the College requires students to withdraw for three different kinds of reasons: when students fail to act in accordance with the standards of behavior established by the Senate and set forth in the *Course of Study*; or when students cannot remain without endangering their own health or that of other students; or when students have failed to make satisfactory progress toward the degree.

Satisfactory progress toward the degree is defined as maintaining at least a 2.0 cumulative

average, and earning credit at the normal rate of four units each year.

1.4.1 The Committee on Academic Standards

A standing committee of the faculty, the Committee on Academic Standards, working in concert with the Dean for Academic Advising and the Associate Provost, is charged with the responsibility of reviewing cases of failure to maintain satisfactory progress toward the degree.

1.4.2 Committee Procedures

At the end of each semester, as soon as possible after grades are reported, the Committee on Academic Standards reviews the records of all students who fail to meet the standards defined above. The Dean for Academic Advising is responsible for reviewing the records of all students and reporting the names and records of deficient students to the committee. In considering each case, the committee usually examines deficiency reports from instructors and receives reports from the offices of the Dean of Students, the Dean for Academic Advising, and the Health and Counseling Center. In addition, the committee may ask for a report from the faculty advisor, as well as a written statement from the student. Tentative grades in year courses are considered by the committee. In its deliberations, the committee seeks to consider all pertinent information before making an evaluation of the student's failure to make satisfactory progress toward graduation.

1.4.3 Committee Actions (amended 11/14/16)

Based on the review outlined above, the committee is empowered to act as it may determine. The most common actions are listed below.

Letter of Warning: A letter explaining the deficiency and possible consequences if improved performance is not achieved in the following semester or year.

Conditional Enrollment. A letter setting conditions on continued enrollment at the College. Some of the more common conditions include: a limit of 2.0 units of courses, a requirement of full attendance, and a specification of minimum grades necessary for the student to continue at Kenyon. Students placed on conditional enrollment for more than one semester and/or advised to withdraw but choose to return are not in good academic standing.

Advised Withdrawal: The committee may simply advise a student to withdraw from the College for a specified period of time. If the student declines this advice, the student will be placed on conditional enrollment.

Required Withdrawal: When it becomes obvious that a student will have little or no chance to graduate, or when some time away from Kenyon is clearly indicated, the student's withdrawal will be required. The committee may require withdrawal for a specific period, usually a year. The committee has the power to require withdrawal indefinitely or permanently.

1.4.4 Records of Committee Actions (edited 5/2017)

Copies of letters concerning actions taken by the Committee on Academic Standards are placed in the students' electronic folders. Summary records of the committee's actions are maintained by the Office of Academic Advising.

Except for a required withdrawal, a note of the committee's actions is kept as a part of the student's permanent academic record, but it is confidential and not listed on the transcript with grades and course information. No indication that a student has received a letter of warning or has been placed on conditional enrollment appears on copies of the student's transcripts, which are sent from the College.

A student advised to take a leave from the College is given the opportunity to take the leave voluntarily. Doing so requires completion of a Declaration of Leave form. The permanent record and transcript copies of such students will indicate the date of the voluntary leave, with no indication of cause.

In the case of a required withdrawal, the student's permanent record and transcript will indicate the date of the required withdrawal, with no indication of cause.

1.5 ACADEMIC INTEGRITY (approved April 1991, amended/edited March 2007, September 2010, September 2014)

The College considers an academic infraction a very serious matter. Procedures and standards exist for reporting, investigating, and adjudicating alleged instances of academic infraction. These procedures and standards are maintained by the Academic Infractions Board (AIB), which consists of students and faculty members. The AIB is a subcommittee of the faculty Committee on Academic Standards.

Instructors should respond to inquiries concerning the forms that academic dishonesty may take in the particular kinds of work required in their courses. Also, instructors are responsible for detecting instances of academic dishonesty and dealing with suspected instances according to the procedures adopted by the faculty. Those procedures are designed to make the responsibility of judging and penalizing instances of suspected academic dishonesty a collegiate matter.

1.5.1 The Academic Infractions Board

Regularized procedures and standards exist for reporting, investigating, and adjudicating alleged instances of academic dishonesty. These procedures and standards are maintained by the Academic Infractions Board (AIB).

The AIB consists of three faculty members (serving two-year terms) and two student members. The faculty members of the AIB are elected by the faculty during the elections for faculty committees in the spring. The chair is appointed by the Provost after elections are held. The student members are appointed, from among the members of its Academic Affairs Committee, by September 1.

1.5.2 Definitions

For a complete discussion of academic honesty, please see the [Course of Study](#).

1.5.3 Procedures for Handling Academic Infractions

Alleged instances of academic infraction can be reported by any member of the campus community.

A **student** who suspects an academic infraction presents the evidence to the instructor, who will then act on the information as described below.

A **staff member** or an **instructor** who suspects a student of an academic infraction presents the evidence to the chair of the department or program. (If the instructor is the department chair, he or she shall select another member of the department-preferably a former chair-to act as chair for the purpose of these procedures.) If the chair concurs that suspicion of an academic infraction is warranted, he or she reports the alleged violation to the chair of the AIB and the Dean for Academic Advising and Support.

If an accusation is accepted for hearing by the AIB during a period in the academic calendar when the full board cannot be constituted, the accused student may choose (1) to have the case heard and decided by the available faculty members of the board, or (2) to have the case heard and decided by the full board when that body can be fully convened. If the accused student chooses this latter procedure, for the interim his or her transcript will show an "NG" for the course for which an academic infractions case is pending. In rare situations where a board member has a conflict of interest (e.g., a friend or an advisee is being accused of an infraction, the accusation is from the same department as a faculty member, etc.), the board member will recuse herself or himself and an alternate will be selected from the Conduct Review Board (faculty recusal) or the Student Academic Affairs Committee (student recusal.)

In exceedingly rare instances when a case could not ever be heard by the full board (when, for example, the student is on the verge of graduating) the Associate Provost in charge of supervising the work of the AIB, in consultation with available members thereof, may hear cases.

The student must decide whether or not to contest the accusation. If the student chooses not to contest the accusation, then the AIB will assume that the academic infraction was intentional and assess a penalty accordingly. In such cases, the AIB bases its judgment on only the material from which the charges arise and the collegiate records of the accused student. If the student wishes to present any other information to the AIB, then the student must contest the charges and go through the full hearing as outlined below. To contest the charges, then, is not necessarily to "plead innocent," but only to exercise the right to present information that may be relevant to either the question of guilt or the question of appropriate punishment.

At the outset of all courses of study under their instruction, Kenyon faculty and staff should always clearly specify the forms that academic infractions may take in the particular kinds of work required in their courses, and should always respond to student inquiries about these matters. Faculty members who assign work to be done collaboratively or otherwise encourage collaboration among students should be clear about their expectations for collaborative efforts, especially group writing assignments, presentations, and homework. Detailed information regarding these expectations should be provided by faculty members on course syllabi, and

students should refer to course syllabi for particular policies in each course. Instructors are responsible for detecting instances of academic infractions, and for dealing with suspected instances according to the procedures adopted by the faculty and described below. These procedures are designed to make the responsibility of judging and penalizing those who commit academic infractions a collegiate matter.

Pre-hearing meeting

Within two weeks of notification from the department chair, the Dean for Academic Advising will hold a meeting with the Chair of AIB and the accused student(s). The primary purpose of this meeting is to make the student aware of the potential academic infraction and to thoroughly review each step (pre-hearing, hearing, and post-hearing) in the entire process. All questions about the process for dealing with a potential academic infraction should be directed to the Dean for Academic Advising, not the faculty member. The next correspondence about the alleged academic infraction will come from the chair of AIB, typically within one week of the pre-hearing meeting.

If the AIB determines that there is sufficient cause for the charge(s) to be brought to hearing, the accused student will be informed in writing of the alleged infraction and of the place and time of the hearing. Prior to the hearing, the accused student has the right to inspect any statements and documents provided to the board by the instructor and charging department. Reasonable efforts will be made to avoid conflicts with collegiate events. However, the AIB has the authority to schedule the hearing at any convenient time.

Hearing

Members of the AIB will meet with the student, the department chair, the instructor, and the student's faculty advisor or another faculty or staff member of the student's choice. The AIB hearing (but not deliberations) will be recorded with an audio recording device by the chair and the media (tape or CD) will be sent to the Office of the Associate Provost. The primary purpose of this audio recording is to maintain a complete and accurate record of the hearing, especially for clarifying details in the event of an appeal. If an appeal is filed, the audio recording will be destroyed after the final decision by the Provost. When no appeal is filed, the audio recording will be destroyed one week after notification of the AIB decision. The department chair and the instructor will answer questions asked by members of the AIB; they are not to conduct an examination of the student. The role of the advisor is to ask clarifying questions and to advise the student, not to present a defense. It is the student's obligation to present his or her own response. Although the conduct of the hearing will not be controlled by a set of formal rules of evidence or procedure, a finding of guilt must be established by a preponderance of the evidence. The hearing will be closed to anyone not listed above, and neither the student nor the College may be represented by legal counsel at the proceedings.

Phase I of the hearing

In the first phase of the hearing, the board, using only the evidence of the student's work and available documentation supporting a conclusion of an infraction will decide whether or not there is reasonable cause to believe an academic infraction has occurred.

If the board finds, based on the evidence at hand, that there is not reasonable cause to believe that an academic infraction has occurred, the case is dismissed and both the student and the department or program involved will be informed of the outcome in writing. This written response will be sent within two weeks of the hearing date. Records of the proceedings along with a report of the conclusions reached will be sent to the associate provost charged with overseeing the work of the AIB.

Phase II of the hearing

If the board finds that there is reasonable cause to believe that an academic infraction has occurred, the case will continue on to a second phase of the hearing. The purpose of this phase of the hearing will be to make a definitive determination as to whether an academic infraction has occurred based on further consideration of the evidence from the first phase of the hearing, the testimony of the involved parties, and any other evidence or testimony the board deems relevant. If an infraction has in fact occurred, the board will determine whether the infraction was deliberate or not. The board will decide what, if any, penalties should be imposed. At this point, the issue of intent will be on the table. The AIB will be empowered to ask for any other evidence or testimony it deems relevant to its decision.

Phase III of the hearing

Once all of the evidence is presented to the AIB, the board will deliberate in private and decide (1) whether the student is guilty of an academic infraction; and (2) the degree of culpability. For each hearing of the AIB, the associate provost will prepare a sealed letter containing the student's academic transcript and stating the student's previous violations of academic honesty, if any, and whether the student is on conditional enrollment. The AIB may consider this information in assessing penalties. The board may, in assessing a penalty, consider whether such penalty will have any practical effect upon the student's academic record and recommend such action that it deems just and appropriate. The recommended penalties, if any, will be sent to the associate provost charged with overseeing the work of the AIB. (In the event the associate provost charged with overseeing the work of the AIB is involved in the case itself, an associate provost who is not otherwise a participant in the case will assume responsibility in his or her stead.)

Post-hearing notification

That associate provost will then review the case to assure that appropriate procedure and precedent were followed in the case. If the associate provost determines that appropriate procedures were followed, he or she will inform the student in writing of the results of the hearing by way of issuing a formal decision letter announcing the outcome of the case. If not, the associate provost will consult with the board about his or her objections to the recommendation and will seek to reach a new consensus prior to issuing the decision letter. The formal decision letter will be sent to the student within two weeks of the hearing date.

It is the responsibility of the associate provost to see that the final decision of the AIB is carried out.

1.5.4 Appeal

A student who believes that the verdict or the penalty is unfair has the right to appeal to the provost within three days of receipt of the letter from the associate provost. The scope of the appeal ordinarily shall be limited to whether the decision of the board is supported by the manifest weight of the evidence contained in the record of the charges and subsequent hearing. The student carries the burden of establishing, whether by information previously made known to the board at the hearing or through newly discovered evidence, that the decision is patently unfair or unjust. The provost may decline to hear an appeal that fails to state specific grounds for review of the board's decision. When an appeal occurs, the Chair of AIB should be informed of the appeal and the results of that appeal.

1.5.5 Records (amended 11/2017)

In addition to the written notice to the student concerning results of any hearing, copies of the decision letter conveying such notice will be sent to AIB members, the student's hearing advisor, the student's academic advisor, the instructor(s) of the pertinent course, the pertinent department or program chair(s), and the Coordinator of Administrative Services, Office of the Provost. Copies of the decision letter will also be sent to the Dean of Students, the Dean for Academic Advising and Support, and the Registrar. For students in F-1 and J-1 status, the Director of the Center for Global Engagement will be notified immediately after a hearing date has been set. The primary reason for this notification is to enable a college representative to work with the students to understand the possible immigration consequences of being found guilty of an academic infraction.

Materials collected for an academic hearing will be delivered to the Provost's office, where they will remain at least until all students charged have graduated or withdrawn from the College.

A student against whom charges have been brought for an academic infraction may not, while such charges are pending nor after being found responsible for an infraction, seek to drop, withdraw from, or change the grading status to a pass/D/fail basis in any course for which charges were brought. If a student withdraws from the College before the rendering of a final decision in an academic infraction case, the academic infractions process will be suspended, and the academic transcript entry for the current semester will include the notation "Institutional Action Pending" when the Registrar posts the semester grades. At that point, the student will receive "NG" (No Grade) for the course in which the infraction was alleged. The academic infractions process will resume if and when the student returns to the College.

The Office of the Provost will summarize infractions and actions recommended, and that information can be used, without reference to specific students, for reporting to the Committee on Academic Standards, in training sessions for new members of AIB, and for annual release to campus media. Notifications to students of results will be kept permanently; however, a winnowing of all other materials will generally occur after four years.

1.5.6 Confidentiality

All faculty and administrative persons involved in a case of suspected academic dishonesty are required to maintain strict confidentiality.

1.6 PROFESSIONAL CONDUCT

1.6.1 Statement on Harassment (Based on Race, Sex, Sexual Orientation, Age, Handicap, Religion, National Origin) (See sections 1.6.3) (approved December 1990) (edit July 2015)

(Sexual Harassment is covered in Kenyon's [Title IX and Violence Against Women Act \(VAWA\) Policy](http://www.kenyon.edu/directories/offices-services/title-ix/policy/), which was approved in 2015. <http://www.kenyon.edu/directories/offices-services/title-ix/policy/>. See 1.6.3)

A. Introduction

The College seeks to protect and preserve the dignity and integrity of all its members. In seeking to make real the promise of equal opportunity and racial diversity, Kenyon faces the need to make absolutely clear its commitment to a community of mutual respect for difference, of racial understanding and tolerance and, concomitantly, its absolute rejection of racial bigotry and persecution. The following statement is universal; it covers a wide array of forms of group-based discriminatory harassment, because that which makes racial harassment wrong makes all such harassment wrong. The particular concern which has brought forth this statement is racial harassment.

B. Statement of Principle

All members of the Kenyon College community, whether students or employees, incur special responsibilities. The objectives of the College include the discovery of new knowledge, the communication of knowledge through education, and the creation and sustenance of a community of scholars and students. By accepting membership in this community, students and employees assume a responsibility for and a commitment to free expression, free inquiry, honesty, tolerance, and respect for the rights and dignity of others.

Students, in particular, come to Kenyon to study the liberal arts. These treat in various ways what it is to be human as such. As a consequence, Kenyon students live under an expectation which goes beyond even the ordinary expectations of civil life to seek out and recognize the common humanity of those they meet and deal with. This entails the responsibility of learning what others understand to be slurs against groups which implicitly deny their members the status of common humanity, so that they do not offend in ignorance. It entails as well the responsibility of educating others in a courteous spirit about what is offensive so that they do not offend in ignorance. It entails furthermore the responsibility of engaging in mutual and respectful discussion and education.

These expectations of sensitivity are enforced in general by praise and blame.

Harassment, however, as properly defined below, is a very serious offense which can result in the imposition of severe disciplinary measures. Harassment, as defined below, is offensive to the principles of appropriate discourse and civil conduct. Indeed, it is a form of persecution which can cause extreme anguish and humiliation. It is unacceptable under any circumstances and will not be tolerated. An individual, whether student or employee, who engages in harassment may be made subject to the applicable student or employee grievance and disciplinary procedures. Students or employees who experience harassment, as defined below, should report this

experience to the Student Affairs Center, to their immediate supervisor, or to the Title IX and Section 504 Coordinator. A fair hearing will be held, as on other charges of social infractions. No member of this community should tolerate harassment.

C. Definition of Harassment

Speech or other expression constitutes harassment by personal vilification if it:

- 1) is intended to insult or stigmatize an individual or an identifiable group of college-related individuals on the basis of their race, sex, age, handicap, religion, sexual orientation, or national and ethnic origin, and
- 2) is addressed directly to (though not necessarily in the presence of) the individuals whom it insults or stigmatizes, and
- 3) makes use of words or non-verbal symbols that convey hatred or contempt for human beings on the basis of their race, sex, age, handicap, religion, sexual orientation, or national and ethnic origin.

Harassment may also be constituted by non-verbal acts which would also be punishable as, for example, vandalism, physical assault, or destruction of property. Other examples of harassment include epithets or "jokes" referring to an individual's group-based attributes; placement of offensive written or visual material on another's living quarters or work area; offensive messages sent through electronic mail; undesired physical contact, physical violence or threat of same.

D. Explanatory Notes

- 1) For verbal utterances to be punishable as harassment they must fall under the precise definition stated above. They must be directed at an individual or an identifiable group of college-related individuals, (for example, the Black Student Union), must be uttered with an intent to insult or stigmatize, and must not be protected under any of the exempt categories which are listed and described below. For example, however lamentable, the telling of racist jokes is not harassment unless directed at a member of the scorned group for the purpose of insulting or stigmatizing that person by his or her group membership. Similarly, group libel (e.g., "all Jews are thieves"), however revolting, is not harassment by this definition if it is not directed at particular individuals or an identifiable group of college-related individuals.
- 2) The intention, design, or reason of the person charged with violating this policy may be inferred from that person's contemporaneous conduct or statements, before, during, and after the conduct or expression which is the subject of a complaint or grievance, including any racial, sexist, or similarly offensive slurs or epithets, and by the totality of the facts, circumstances, and conduct surrounding the subject conduct or expression. While the mere fact that some particular thing was uttered does not determine intention, prior knowledge that an expression or action is offensive is an indication of intent.
- 3) Because harassment can take the form of speech, it is therefore necessary to distinguish

such forms clearly from the protected speech which is vital to the intellectual enterprise of the College. Thus:

- a) Speech which conveys reasoned opinion, principled conviction, or speculation is not harassment. For example, the assertions that "all whites are racist" or "affirmative action is wrong," or "Christians are fools to believe in a nonexistent God," are not harassment. Of course, the mere claim of engagement in reasoned opinion is not sufficient to lift the charge of harassment. For example, shouting racist insults under a dormitory window at night cannot disguise itself as "reasoned opinion." However, debates, discussions, arguments, however lively, do not give grounds for harassment charges.
- b) Political commentary and satire are not harassment. For example, satirical comments about "denim day" are not harassment. Putting a Confederate flag on one's own door would also not be harassment, however insensitive it might be deemed by many. Again, the mere claim of political commentary or satire cannot excuse what is really harassment.
- c) Speech which occurs in the ordinary course of classroom discussion and teaching is especially sacrosanct. That is, any opinion, including that of Hitler, for example, has to be allowed for discussion and even advocacy in the classroom. An outburst of racial invective directed against a particular student or students, and unrelated to the academic content of the class, might however be deemed harassment.

1.6.2 Academic Professionalism / Faculty-Student Relationships (approved May 1989)

The faculty/student relationship, however warm or collegial, inherently involves disproportionate power and influence on one side and is thus liable to abuse. A sexual or dating relationship between a faculty member and a student not only exploits this imbalance but also distorts and inhibits the learning environment. For these reasons it is the consensus of the Kenyon College community that sexual and dating relationships between Kenyon College faculty and Kenyon College students are unacceptable and constitute personal and professional misconduct.

1.6.3 Sexual and Gender-based Harassment and Violence (Adopted April 2015)

Kenyon College is committed to providing its students, faculty, and staff a community and place of study and work which is free of sexual harassment and all forms of sexual intimidation and exploitation.

Definitions of Prohibited Conduct and Prohibited Relationships as well as reporting, investigation, and resolution procedures are provided by the College's uniform [Title IX and Violence Against Women Act \(VAWA\) Policy](http://www.kenyon.edu/directories/offices-services/title-ix/policy/).

1.6.4 Substance Abuse / Drug-Free Workplace (effective April 1989)

Kenyon College is committed to a drug-free school and work environment for its students and employees. Furthermore, Kenyon College is committed to and supports the applicable laws

governing the use of alcohol and illicit drugs.

A. Standards of Conduct

The manufacture, possession, use, distribution, sale, purchase, or transfer of, or being under the influence of, alcohol or illegal drugs is strictly prohibited while on Kenyon premises or while performing College business. The use of alcohol when authorized by the College for approved College functions is not prohibited. For purposes of this policy the term "drug" shall include any illicit drug, controlled substance, intoxicating substance, inhalant, counterfeit substance, look-alike substance, marijuana, cannabis, opiate, hallucinogen, narcotic, or other unlawful drug for purposes of federal or state law, including but not necessarily limited to the Drug-Free Workplace Act and the Drug-Free Schools and Community Act.

The use of alcohol by an employee while on College-owned or College-controlled grounds or as a part of a Kenyon College activity, including meal periods and breaks, is prohibited except when authorized by the College for approved College functions. No employee shall report to work while under the influence of illicit drugs or alcohol.

With regard to the consumption of alcohol by students, it is the College's intention that its policies comply with state and local laws governing the use, distribution, and consumption of alcohol. For example, state law prohibits: 1) persons under twenty-one from buying, being furnished with, and consuming alcoholic beverages or possessing them in a public place, with limited exceptions; 2) the misrepresentation of age or falsification of identification cards or use of another person's identification; and 3) the opening or consumption of alcoholic beverages in a moving vehicle. The College recognizes that some of its students are twenty-one or older and therefore are permitted to consume alcohol under state law. In order to regulate the availability, furnishing, and consumption of alcohol by those students who are twenty-one or older, the College has promulgated specific rules and regulations regarding the limitations and restrictions about drinking on College-owned or College-controlled property or as a part of any College off-campus activity. These regulations are set forth more specifically in the Student Handbook, which is distributed annually to each student.

Off-the-job illegal drug use which could adversely affect an employee's job performance or which could jeopardize the safety of other employees, the public, or College facilities, or where such usage could jeopardize the security of College finances or business records, or where such usage adversely affects students, customers, or the public's trust in the ability of the College to carry out its responsibilities, will not be tolerated. Employees who are involved in or suspected of involvement in off-the-job drug activity will be considered in violation of this policy.

B. Applicable Legal Sanctions

For both students and employees, federal, state, and local laws provide a variety of penalties for the unlawful possession or distribution (i.e., trafficking) of illicit drugs or alcohol.

C. Counseling/Treatment Program Availability

Kenyon College recognizes that alcoholism / drug abuse is a form of illness that is treatable in

nature. The College shall not discriminate against employees based on the nature of their illness. No employees shall have their job security threatened by their seeking assistance for a substance-abuse problem. The same consideration for referral and treatment that is afforded to other employees having non-drug / alcohol related illnesses shall extend to them.

- Every effort shall be made to provide an early identification of a substance abuser, to work with and assist the employee in seeking and obtaining treatment without undue delay.
- Early identification of the substance abuser shall be based upon job performance and related criteria, as well as resulting impairment on the job from the job activities. The supervisor of the employee shall bring such information to the attention of the designated representative for further evaluation. An employee who voluntarily seeks treatment for a substance-abuse problem which requires a leave of absence for treatment shall be granted such leave of absence and further shall be eligible for benefits under the specifications of the existing paid and unpaid leave and insurance policies.

D. Sanctions for Violation of Standards of Conduct

Nothing in this policy is construed to prohibit the College from its responsibility to maintain a safe and secure work environment for its employees or from invoking such disciplinary actions as may be deemed appropriate for actions of misconduct by virtue of their having arisen out of the use or abuse of alcohol or drugs or both. Depending on the nature and seriousness of the infraction, an employee may be subject to disciplinary action up to and including dismissal and may be further required to participate in and/or successfully complete a drug or alcohol evaluation, assistance, or rehabilitation program in conjunction with such discipline or otherwise. Depending on the nature of the violation, the authorities may be contacted for criminal prosecution.

Any Kenyon College student determined to have violated the standards of conduct applicable to students will be subject to disciplinary action. Penalties may include suspension or expulsion. Depending on the nature and seriousness of the infraction, the authorities may be contacted for criminal prosecution. Students also may be required to participate in and/or successfully complete a drug or alcohol evaluation, assistance, or rehabilitation program in conjunction with such discipline or otherwise.

E. Program Review

In accordance with federal law, Kenyon College will conduct a biennial review of its drug and alcohol abuse prevention program to determine the program's effectiveness.

Through this program of providing the above information each year to each student and employee, the College is making a good-faith effort to implement an alcohol-drug program as required by the Drug-Free Schools and Communities Act amendments of 1989 and the Drug-Free Workplace Act of 1988

1.7 A STATEMENT OF PROFESSIONAL RESPONSIBILITY (approved September 1992)

The faculty of Kenyon College asserts their understanding that the conduct of their duties as

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teachers, scholars, and collegiate citizens requires of each of them that they be available on campus in a timely and convenient fashion throughout the academic year. The faculty therefore affirm their expectation that all members will conform to the teaching, grading, advising, and final-exam schedules published by the College, will schedule office hours across several days of the week, will show flexibility in making themselves available for departmental and committee activities, and will play some role in the extracurricular life of the College.

2.0 EMPLOYMENT POLICIES AND PROCEDURES

Kenyon College's [Title IX and Violence Against Women Act \(VAWA\) Policy](http://www.kenyon.edu/directories/offices-services/title-ix/policy/) was approved in 2015. <http://www.kenyon.edu/directories/offices-services/title-ix/policy/>

2.1 Employment Policy

Kenyon College is an "Equal Opportunity Employer." In recruiting persons for its faculty and administration, Kenyon College seeks professionally qualified individuals without regard to age, ancestry, disability, national or ethnic origin, race, religion, sex, or sexual orientation. Additionally, it does not support discrimination based on marital status, political belief or activity, or status as a veteran. The principle of equal opportunity governs the practice of the College in selecting among candidates, in determining remuneration, and in offering advancement within the College. Kenyon College's [Title IX and Violence Against Women Act \(VAWA\) Policy](http://www.kenyon.edu/directories/offices-services/title-ix/policy/) was approved in 2015.

2.1.1 Board of Trustees Statement (approved May 1976) (edit Oct 2014, July 2015)

Kenyon College does not discriminate on the basis of sex in the educational programs or activities which it operates. This policy of nondiscrimination is required by Title IX of the Education Amendments of 1972, 20 U.S.C. 1681 et seq., and the Final Implementing Regulations of Title IX of the Education Amendments of 1972, 45 C.F.R. Part 86, and extends to faculty, staff, students and visitors. Inquiries concerning the application of Title IX and the implementing regulations to Kenyon College may be referred to the "Civil Rights/Title IX Coordinator," the employee designated pursuant to 45 C.F.R. Part 86.8.

2.1.2 Faculty Statement (approved April 1973)

For many years the attitudes and practices of society have created de facto barriers to equal-employment opportunity. For positions that require long periods of education and high standards of professional competence, the imbalances resulting from such barriers are especially severe in that they cannot be redressed quickly nor without special effort. That observation applies to faculty and administrative positions in higher education generally, including positions at Kenyon, whose student body first included women in 1969 after 145 years as a men's college.

2.1.3 Equal Opportunity Guidelines (edited August 2010)

In recent years Kenyon has made progress in appointing women to faculty and administrative posts.

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Those efforts to assure equal employment opportunity can be intensified through adherence to the following guidelines by department chairs, administrative officers, and all others who participate in decisions regarding the recruitment, appointment, evaluation, and advancement of faculty and administrative personnel.

Announcement of faculty and staff openings shall contain the phrase "Kenyon College is an equal opportunity employer," or a similar statement to make clear that women and members of minority groups are welcome as candidates. Furthermore, special effort should be made to assure that information concerning openings reaches channels of communication that are normally used by women and members of minorities. Traditional channels within professional societies and graduate schools may or may not serve this purpose adequately.

Evaluation of candidates shall be based on personal and professional qualifications for the position to be filled. No criteria of age, ancestry, disability, ethnic/national origin, race, religion, sex, sexual orientation, marital status/family affiliation, political beliefs, or veteran status shall influence the evaluation of applicants.

Salaries shall be based upon the personal and professional qualifications of the appointee, reflecting existing conditions within the profession and salary scales of the College, but alike for men and women.

Criteria for evaluating the performance of members of the faculty and administration, as well as standards for decisions concerning salary increments, reappointment, advancement in rank, and the granting of tenure, shall be alike for men and women, independent of family affiliation.

2.1.4 Nepotism

A member of the faculty or administration may be related by marriage or by blood to another member, without prejudice to the position of either. The College has no "anti-nepotism" rule.

2.1.5 Academic Freedom

All persons appointed to the faculty are entitled to academic freedom as set forth in the 1940 Statement of Principles on Academic Freedom and Tenure, formulated by the Association of American Colleges and the American Association of University Professors.

Faculty members are entitled to full freedom in research and in publication of the results, subject to the adequate performance of other academic duties.

Faculty members are entitled to freedom in the classroom in discussing their discipline but should be careful not to introduce matter, especially of a political and personal nature, which has no relation to the relevant discipline.

All persons appointed are citizens, members of a learned profession, members of the faculty, and

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employees of the College. When faculty members speak or write as citizens, they should be free from institutional or professional censorship, but their special position in the community imposes special obligations. As persons of learning and faculty members, they should remember that the public may judge their profession and the College by their utterances. Hence they should be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the College.

Faculty members who believe that violations of their academic freedom or legal rights have contributed to a decision not to reappoint them or to a decision to terminate their appointment have recourse to a review in accordance with the Grievance Procedure provided (See section 2.5.)

2.1.6 Report of Convictions

The College requires that faculty must notify the Provost in writing within five days of a conviction for a felony, first or second degree misdemeanor, or any drug, alcohol, or sex-related offense. Failure to notify of such conviction may constitute grounds for disciplinary action, at the discretion of the President.

2.1.7 Teaching Expectation

The normal teaching expectation for regular and visiting faculty members teaching full-time for the academic year is 3:2. In cases where full-time faculty members take semester leaves, they will normally be expected to teach three courses in the semester they are on campus.

2.1.8 Guidelines For Faculty Recruitment and Hiring

(approved September 1993) (edited August 2010, October 2014)

This document arises from the College's commitment to appointing and retaining a faculty of the highest quality. The Mission Statement designates diversity of backgrounds as one of the measures of quality, and these guidelines, in aiming at the general goal of enhancing faculty excellence, have as a specific goal the broadening of the likelihood that faculty searches will generate candidate pools that contain women and persons from minority backgrounds. The guidelines below are consistent with other statements in the *Faculty Handbook* about the recruitment of faculty, and while they update the earlier "Guidelines" document, they are designed to be faithful to the commitment made in that document to promote equal opportunity in hiring.

1. The Definition of the Position

0. A description of the position for which a search is requested is submitted by the department chair to the Provost as far in advance as is reasonably possible.
 1. If the position is new, a detailed description with supporting evidence (e.g., arguments concerning staff size, curriculum, enrollment, interdisciplinary range)

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will already have been endorsed by the Executive Committee of the faculty. These materials should accompany the request.

2. If the position is a tenure-track position, vacated by the departure of the previous incumbent, a similar though often less extensive justification is required. As a matter of course the Provost will ask all departments faced with such a vacancy to consider whether the position should be redefined within the department in light of changes that may have occurred in the discipline.
 3. In the case of full-year sabbatical or leave without pay replacement, a brief statement of the need is generally sufficient.
1. After discussion with the Provost, the department chair and the Associate Provost for Diversity, Equity and Inclusion (APDEI) receive authorization from the Provost to seek candidates for the new position or vacancy. This authorization specifies rank and the character of the appointment (regular or visiting).

B. The Search Committee

For tenure-track appointments, the department chair consults with the Provost before selecting the search committee; for visiting appointments, the chair consults with the Associate Provost. The department chair may choose to serve as chair of the search committee, but many departments prefer to have another member handle this responsibility. The faculty places three requirements on the formation of each search committee. First, the committee must include at least three faculty members. Second, the committee must include at least one faculty member from outside the department, chosen in consultation with the Provost for tenure-track positions and with the Associate Provost for visiting positions. This "outside" member is to be involved as fully as possible in all stages of the search and the selection process. Third, the search committee will include at least one person of each gender.

C. Advertising the Position

1. The advertising copy must be approved by the APDEI and the Provost (for tenure-track positions) or the Associate Provost (for visiting positions) before placement.
2. Openings for **all** full-time positions, visiting and regular, of at least one year's duration, will be advertised **nationally**, except as noted in sections 3 and 4, below.
 1. The ad will include:
 1. a description of the position;
 2. a list of special qualifications and competencies desired;

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3. either the deadline for the submission of applications or a date after which applications will begin to be considered (at least 30 days from the initial appearance of the ad); and
 4. an address to which applications should be sent.
2. Ad placement will ordinarily include but not be limited to graduate schools, professional journals or newsletters, women and minority caucuses of professional organizations, and *The Chronicle of Higher Education*.
 3. If the department wishes to receive applications and/or nominations after an advertised deadline, it must readvertise the position with a new deadline. New deadlines require the approval of the Provost (for tenure-track positions) or the Associate Provost (for visiting positions) and the APDEI.
3. Part-time openings or full-time visiting positions that become available too late for a full search must also be advertised if time permits. However, advertising for these positions may be limited to local or regional sources, and the application deadlines may be more immediate.
 4. For positions of no more than one year in duration, the Provost or the Associate Provost may, at the request of the department and in consultation with the APDEI, waive the obligation for a national search and authorize either a more local search or the appointment of a person with whose work the department and the College are already familiar.
 5. Occasionally the College may appoint a current/recent visiting faculty member into a tenure-track position when there is ample evidence that an appointment would be in the best interests of the College (e.g., for reasons of continuity or need). The Provost and President in consultation with the APDEI and EXEC will make such a decision on a case-by-case basis. For an exception to be made the current/recent visitor must have been hired in a recent national search conducted by the College.
 6. Recruitment of candidates should not be limited to the running of advertisements. Written inquiries should be directed to graduate schools, institutions comparable to Kenyon, colleagues, and relevant "outside" professionals. Where available, the Provost and Associate Provost or APDEI will supply names of prospective candidates from women and minority rosters; if the credentials of these persons appear to qualify them, they should be notified of the opening. Phone contacts and electronic postings are also appropriate.

D. Conducting the Search Prior to Campus Visits

- In all searches, the tenured and tenure-track members of the department in which the appointment is to be made will meet with the Provost, the Associate Provost, and the APDEI at a workshop to review hiring procedures and discuss strategies for assuring success in the search. At this meeting special issues relevant to the particular search in question (e.g., recruitment strategies, makeup of the candidate pool, anticipated start-up

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costs, facilities needs, secretarial support, procedures for equal opportunity monitoring) will be identified.

- At the time the advertising copy is submitted for approval, information about where the position will be advertised, who shall serve on the search committee, etc. should be outlined on PeopleAdmin (the online database) for approval by the Provost (for tenure-track appointments) or the Associate Provost (for visiting positions) and by the APDEI.
- Whenever possible, recruitment and preliminary screening interviews should be conducted personally at professional meetings. It is the College's policy to pay for the attendance of two department members for each search for interviewing purposes at a professional meeting. Whenever possible, an interview team should contain members of both genders. If the timing of professional meetings makes such meetings inappropriate for recruitment purposes, the interview team should speak to candidates by telephone.
- If visiting members of the Kenyon faculty who are eligible for consideration apply for a tenure-track appointment, they are to provide the same information required of other candidates (see section 5, below), and if they are chosen for campus visits, these visits should conform as closely as possible to the model prescribed for those visits in part E and the "Protocol for Searches with Internal Candidates," available from the Provost and the APDEI. (See sections 2.3.4 and 2.4.6 on Visiting Appointments.)
- When preliminary interviewing is complete, the chair of the search committee will send to the Provost (for tenure-track positions) or the Associate Provost (for visiting positions) the committee's ranking of the ten best candidates. This TOP TEN REPORT will also be sent to the APDEI.

Given the College's commitment to equal employment opportunity and diversity of the faculty, search committees will strive to identify and recruit minority and women candidates. When no such persons are included on the list of ten candidates, the chair of the search committee will offer an explanation in a conversation with the Provost (for tenure-track positions), the Associate Provost (for visiting positions) and the APDEI and, if there are minority and/or women applicants, review their applications online along with the top ten. The Provost, the Associate Provost, and/or the APDEI may ask the search committee to reconsider its ranking in light of the conversation.

- In consultation with the chair and the APDEI, the Provost or the Associate Provost will identify the candidates to be invited to Kenyon for an on-campus interview. Normally, three candidates will be brought to campus, and ordinarily the Provost or Associate Provost will approve invitations to the top three candidates identified in the TOP TEN REPORT. But if the Provost or Associate Provost believes that it is important, especially for purposes of diversity, to bring someone not in the top three to campus, the Provost or Associate Provost may direct that a fourth candidate be invited or one of the top three be replaced by a candidate from lower down on the list.

E. The On-Campus Interviews

1. During on-campus visits, interviews with candidates will be scheduled for: the President and the Provost (for tenure-track positions) or the Associate Provost (for visiting positions); members of the department conducting the search; and a representative group of students.
2. Other groups may appear on the campus itinerary of candidates. The search chair should be sensitive to the need for, or the appropriateness of, scheduling such meetings.
 1. Candidates often find it useful to meet informally with members of cognate departments and administrators in the academic division, the student-life division, and the Department of Library and Information Services.
 2. An appointment should be made with the Office of Human Resources to discuss fringe benefits.
 3. If the candidate is a woman, an informal meeting with a group of women faculty members may be included in the itinerary.
 4. If the candidate is a minority candidate, an informal meeting with a group of minority faculty members may be included in the itinerary.
 5. Sometimes candidates have requests to meet particular groups. The APDEI will invite all candidates to identify such special interests, and the search committee (often with the help of the APDEI) will seek to meet the request.
3. During an on-campus visit, candidates will be expected to teach a class session and make a presentation that demonstrates their scholarly/research/artistic interests and talents. In certain instances, with the permission of the candidate, both activities will be videotaped.
 1. The class will ordinarily be scheduled as part of a regular course, but it will be open to members of the search committee, who are expected to attend, and to the Provost and Associate Provost.
 2. The professional presentation will be announced in *Newscope* or via e-mail and will be open to all interested faculty and students. Search committee members are expected to attend.

F. Identifying the Person to be Invited to Join the Faculty

1. When on-campus interviews have been completed, the chair of the search committee should seek and receive assessments from all department members, the President, the Provost (for tenure-track searches) or the Associate Provost (for visiting positions), and the students. The Provost or Associate Provost may be the conduit by which the views of the President are conveyed. Student feedback can be received through student membership on the search committee, the use of a parallel student committee, or some similar means which result in systematic evaluation from students.

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2. After the committee has considered all of the advice it has received, the chair of the search committee will inform the Provost or the Associate Provost of the committee's recommendation. The committee has three options: to recommend one candidate as the best, to recommend more than one as especially good, or to recommend none. After consulting with the chair of the search committee, the Provost or Associate Provost will recommend a course of action to the President. If the decision is to offer an appointment, the Provost or Associate Provost, with the approval of the President, will authorize the chair of the search committee to offer the appointment to the candidate, though not salary and terms. The candidate will discuss salary and terms with the Provost (for tenure-track searches) or with the Associate Provost (for visiting searches).
3. If the person to whom the position is offered rejects the offer, the procedure outlined in section 2, above, will be repeated.
4. If the response to an offer is favorable, the President will send a letter of appointment and a contract to the appointee.
1. After an appointment has been offered and accepted, the chair of the search committee will submit the FINAL HIRING REPORT, which lists and ranks the candidates in order, including the hiree. A copy of the FINAL HIRING REPORT will be sent to the Provost for tenure-track positions and to the Associate Provost for visiting positions, with a copy to the APDEI.

G. Record Keeping

- Accurate records must be kept throughout the hiring process. The department conducting the search will keep copies of the hiring reports. The dossiers of *all* applicants will be stored online on PeopleAdmin. After that, a search file that contains the hiring reports and the dossiers of the top ten candidates will be held in the department for an additional four years. The APDEI will also maintain a search file consisting of the TOP TEN REPORT and the FINAL HIRING REPORT and a copy of all national advertisements for a period of six years.

The Chair of the search committee submits the following information:

- The TOP TEN REPORT and the FINAL HIRING REPORT to the Provost/Associate Provost and to the APDEI.
- Copies of the "Guidelines for Faculty Recruitment and Hiring" are included in the *Faculty Handbook* and are available from the Associate Provost and the APDEI. Copies of the "Protocol for Searches with Internal Candidates" and the TOP TEN REPORT and the FINAL HIRING REPORT are available from the APDEI, the Provost and the Associate Provost.

2.2 GUIDELINES FOR THE EMPLOYMENT OF PERSONS HOLDING

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NON-IMMIGRANT STATUS.

The Office of Human Resources will coordinate the College's role in helping persons holding non-immigrant status and needing assistance in either obtaining the proper immigration status for employment at Kenyon or applying for an extension of a current immigration status. Kenyon desires to assist as much as possible in this process, but it is ultimately the responsibility of the prospective employee to produce the proper documentation to be legally employed in the United States and at Kenyon College.

- Kenyon will contribute up to \$2,500 in legal fees for a tenure-track faculty member to obtain the necessary employment authorization.
- Kenyon will refer the faculty member to an attorney, or the faculty member is free to hire an attorney of his or her choosing and will be reimbursed up to a maximum of \$2,500 in fees and expenses for the purposes of obtaining legal employment status.
- Kenyon will not contribute to the cost of applying for permanent residency status (green card), except when there is money remaining from the initial \$2,500, of which said remainder may be applied to legal fees associated with the application for permanent residency status. Any additional legal fees due for this purpose are the sole responsibility of the employee.
- Kenyon will not contribute to the cost of obtaining legal employment status for those appointments which are temporary, such as visiting sabbatical replacement positions, nor will the College pay the legal expenses for permanent adjunct appointments.

Kenyon College reserves the right to grant exceptions or changes to the above guidelines where situations with extenuating circumstances are present and the best interests of the College would be served by doing so.

2.3 CONDITIONS OF APPOINTMENT TO THE FACULTY

The provisions of this statement shall apply to all persons appointed to the faculty of the College to teach courses in a department or discipline for which academic credit is given. They also apply to such other persons as the Board of Trustees may, from time to time, designate.

2.3.1 Levels of Academic Rank (amended May 1992)

In accordance with customary practice in American colleges and universities, Kenyon College recognizes four levels of rank in its teaching faculty.

Instructor. This rank is normally held by persons who have not been awarded the terminal degree in their field, but who have demonstrated promise of teaching excellence, scholarly or artistic accomplishment, and effective service to the College, and who anticipate the completion of their

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terminal degree requirements prior to their pretenure review.

Assistant Professor. This rank is normally held by persons who have been awarded the terminal degree in their field and who have at Kenyon or elsewhere demonstrated promise or given evidence of teaching excellence, scholarly or artistic accomplishment, and effective service to the College.

Associate Professor. This rank is normally held by persons who have demonstrated at the rank of Assistant Professor sustained excellence in teaching, scholarly or artistic accomplishment, and effective service to the College. The review for tenure typically serves as the first review for promotion to this rank.

Professor. This rank is normally held by persons who have maintained the level of professional performance required for promotion to Associate Professor and have also demonstrated sustained excellence in the three "Criteria for Evaluation" (see section 2.4.2). The first review for promotion to Professor may take place as early as the seventh year in rank as Associate Professor.

Note: Faculty members may be reviewed for promotion to Professor at their request or at the request of the department chair, the Provost, or the President, providing a review for promotion has not taken place in either of the preceding two years. The review procedure will be the same as that followed for tenure. Requests for review should be submitted to the Provost in writing prior to December 1 of the academic year previous to that in which the review is to take place. (See section 2.4.12.)

2.3.2 Terms of Appointment

There are two kinds of appointments to the faculty, defined by the Constitution of the College as follows:

A Limited Appointment is an appointment by the President of the College to a position on the faculty for a specific period of time, as stated in the Letter of Appointment. There are four different kinds of limited appointments: adjunct, visiting appointment full time, limited appointment part time, and tenure track.

An Appointment Without Limit (commonly referred to as "tenure") is an appointment by the Board of Trustees of the College to a position on the faculty for an indefinite period. The general terms of such appointments are described in section 2.3.8.

2.3.3 Adjunct Appointments

Adjunct appointments are made by the President to meet a variety of special needs. Such appointments are made on an ad hoc basis and are not subject to the routine procedures of faculty hiring, review, or reappointment. Persons holding adjunct appointments have neither voice nor vote in the faculty meeting and have correspondingly limited departmental and collegiate

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responsibilities.

2.3.4 Visiting Appointments Full-Time

Visiting Appointments that are full-time shall be for a specified rank in a specified discipline or disciplines, and for a specified term not to exceed three years. A full-time visiting appointment may be extended for additional terms, but in no case beyond six consecutive years. Persons holding visiting appointments are subject to evaluation and review as specified below. Faculty members serving under a visiting appointment are expected to participate in departmental affairs in a manner similar to those holding regular appointments, though they ordinarily do not serve as faculty advisors to majors or participate in faculty reviews. They are eligible for participation in faculty development opportunities and to serve on ad hoc committees or subcommittees. However, ordinarily they are not expected to stand for election to standing committees of the faculty. They may not be considered for leaves of absence. Service under a visiting appointment does not lead, as a matter of course, to evaluation for tenure. (See sections 2.1.7 and 2.4.11 on Visiting Appointments.)

2.3.5 Limited Appointments Part-Time

Limited Appointments that are part-time shall be for a specified rank in a specified discipline or disciplines. A part-time, continuing faculty member is paid on a per course basis and is not subject to the six-year (consecutive) maximum appointment limit. Contracts are typically multi-year with a defined minimum number of courses. Part-time faculty are not expected to participate in departmental affairs, advise students, serve on committees (standing or ad hoc), or assume any other responsibilities not directly associated with their class or classes. A part-time faculty member may teach up to four courses and will need to teach at least three courses in order to qualify for fringe benefits.

2.3.6 Tenure Track Appointments (Regular Limited Appointments)

Tenure Track Appointments shall be for a specified rank and in a specified discipline or disciplines, and for a specified term not to exceed three years, and may be renewed for successive terms of not more than three years each. Before the extension of any limited appointment, the appointee shall be evaluated in accordance with criteria and procedures (see 2.4.2) approved by the faculty and the President. The President, in consultation with the Provost and in consideration of the review dossier, determines whether or not to reappoint.

After an appropriate probationary period, all persons holding tenure track appointments are reviewed for tenure. In accordance with profession-wide standards formulated by the American Association of University Professors, the cumulative total of full-time teaching service at the College under a tenure track appointment shall not exceed seven years. However, in special circumstances, the Board of Trustees may offer tenure at any time.

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Prior Service Outside of Kenyon

When a faculty member has prior service elsewhere, the College may count up to three years of that service as part of the normal seven-year probationary period. The amount of credit for prior service and the length of the probationary period at Kenyon will be stated in the first Letter of Appointment.

However, an appointee who has received credit for three years prior service elsewhere towards tenure may request extension of the probationary period at Kenyon from four to five years. Such a request must be made of the President in writing between December 1 and March 15 of the second academic year of the member's first tenure track appointment.

Prior Service at Kenyon

An appointee to a tenure track appointment may have prior service on the faculty of the College. If the prior service occurred under a tenure track appointment, all such service shall count towards the normal seven-year probationary period.

If the prior service occurred under a visiting full-time appointment, the College may count all, a portion, or none of that service, as part of the normal seven-year probationary period. However, the combined service as a full-time faculty member, on visiting appointment and tenure track, may not exceed nine years. The amount of credit for prior service and the length of the probationary period at Kenyon will be stated in the first letter of tenure track appointment.

No part of prior service rendered under an adjunct or limited appointment shall count towards the normal seven-year probationary period prior to an appointment without limit.

Leave of Absence

Ordinarily, time spent on leave of absence is not counted as part of the seven-year probationary period. However, under special circumstances, the College and the appointee may agree that time spent on leave of absence will count as if in service to the College. Such an agreement will be stated in writing at the earliest appropriate opportunity.

2.3.7 Tenure (Appointment without Limit)

Tenure shall be to a position in a specified discipline or disciplines and, unless terminated voluntarily by the appointee or terminated by the College for cause, shall continue so long as the position is maintained by the College or until the retirement or death of the appointee.

Tenure may be at any rank. However, an appointment involving promotion of a member of the Kenyon faculty to the rank of Professor shall be a tenured appointment.

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The College may tenure a member to a part-time position in a specified discipline, expecting that he or she has and will continue to hold a position at half-time or more, and given that the member has taught at least half-time at Kenyon for the normal probationary period of seven consecutive years. Tenure will obtain at the rank to which that member was appointed. Credit toward the probationary period may be granted to individuals with prior service at another institution. The member's status may be changed to full-time only after an evaluation for that purpose.

2.3.8 Appointment Contracts

(amended 2/3/2013, April 2013)

Notification of appointment to the faculty is made in writing by the President of the College. This notification is known as the "Letter of Appointment." Although the Letter of Appointment constitutes a commitment to employ the appointee for the time and the position specified, an appointment to the faculty becomes effective only when the "Contract for Services" has been duly executed.

The conditions specified in this *Faculty Handbook* work in tandem with the Letter of Appointment.

The Contract for Services is a written agreement between the College and the members of the faculty which specifies the emoluments and other conditions of their appointment for the academic year specified.

On or before April 15 of each year, the President sends in duplicate an annual contract to each faculty member whose appointment is continued into the next academic year. Faculty members under review will receive a letter of intent on this date until they receive their Contract for Services in May.

An annual contract shall become binding upon the College and the faculty member only when duplicate copies have been signed by both parties and each has possession of one such copy. The appointee indicates acceptance of the contract by signing and returning one copy to the Provost of the College no later than the 15th day of May of the year in which it is received.

Any annual contract which is not accepted in the manner and time period specified shall be null and void. The appointment to the faculty upon which it is predicated will be deemed voluntarily terminated by the appointee effective upon the expiration of the current Contract for Services. However, the President and the appointee, by mutual agreement in writing, may extend the time for acceptance.

A Contract for Services duly executed and delivered shall be legally and morally binding upon the College and the faculty member.

2.3.9 Expiration of Limited Appointment

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Both adjunct and visiting appointments expire according to the terms specified in the Letter of Appointment or the Contract for Services. Therefore no notice of their expiration is required. However, in cases of possible extension of adjunct and visiting appointments, the College will follow the guidelines used for regular tenure-track appointments.

In the case of Regular Limited Appointments, if the College decides not to reappoint, the President shall notify the faculty member in writing: at least four months prior to the expiration date of any limited appointment of one year or less, at least seven months prior to the expiration of a limited appointment of two years or less but more than one year, and at least twelve months prior to the expiration of any other limited appointment.

2.3.10 Resignation of Appointment

The College will accept any resignation of a faculty member effective at the end period specified in the current Contract for Services when the resignation is given to the President prior to April 15. The President may accept a resignation submitted after that date upon consultation with the Provost and the relevant department chair.

2.3.11 Retirement (edited 2010, 2014)

The minimum retirement age at Kenyon is 59 ½ in order to retain any allowable retirement benefits. Provided that eligibility requirements have been met, the College medical insurance coverage is available till age 65 for the (early) retired faculty member and his/her eligible dependents. At age 65 the retired faculty member will be offered Medicare Supplement plans through the Emeriti Health Plan options. Under certain conditions other fringe benefits are also available to retired faculty members and their dependents. Please refer to Section 5, FRINGE BENEFITS, for more details.

The title of "Professor Emeritus/Emerita" will be automatically awarded to faculty members who are tenured at the time of full retirement from the college. Retired faculty members may be nominated for a Kenyon Honorary Degree, whether or not they meet the criteria for the title of "Professor Emeritus/Emerita".

Employment after retirement is at the need of the College and the convenience of the faculty member. The terms of such employment are subject to individual negotiation; however, any retirement agreement previously entered into remains in effect. During periods of employment in a position at half-time or greater, the College continues its contribution to health and life-insurance programs and its contribution to the faculty member's TIAA/CREF retirement annuity fund. Participation in the Kenyon and the Great Lakes Colleges Association (GLCA) tuition-remission plans is open to qualified dependents of such persons as it is for normal full-time employees.

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2.3.12 Phased Retirement for Kenyon College Faculty (added 04/26/2012)

After reaching the age of 59 1/2 and having completed their 10th year of service on the faculty, faculty members may elect to reduce their teaching load for the period of this agreement. Such a plan is governed by the following conditions:

- A faculty member negotiating a phased retirement option receives a written contract specifying the terms of service during phased retirement. This agreement is worked out by the candidate for phased retirement with the Provost and the relevant department(s) and program(s), and specifies such things as the courses to be taught, the department work to be done, the disposition of office space, College committee service, and other College work. Such agreements provide for flexibility (say, in courses taught) and are open to revision if all the parties agree.
- Depending on department and College needs, a phased retirement contract may specify a teaching load of any number of courses or half courses below a full load. Course assignments are governed primarily by needs of the department or program and by available funding.
- If the teaching load for the faculty member under the phased retirement agreement constitutes a half-time or more appointment, fringe benefits will continue as for other benefit-eligible faculty. If the teaching load drops to less than half-time, the faculty member under the phased retirement agreement will be treated as an early retiree for the purposes of fringe benefits. (See Section 5.0, Compensation and Fringe Benefits and/or consult with the Office of Human Resources for a full description of retiree benefits.)
- The maximum term of a phased retirement contract is five (5) years, with details of salary and benefits subject to negotiation involving the faculty member and the Provost.
- An individual who elects this plan may shift to full retirement at any time with one semester's notice.

2.3.13 Suspension or Termination of Appointment (See also sections 1.6.1, 1.6.3, 2.1.6, Kenyon College Title IX/VAWA Policy) (Amended July 1998, edited July 2015)

Notwithstanding this section of the Faculty Handbook, investigations and adjudication of alleged violations of the College's [Title IX and Violence Against Women Act \(VAWA\) Policy](#), which was approved in 2015 will be handled according to that Policy and its procedures [<http://www.kenyon.edu/directories/offices-services/title-ix/policy/>], including in situations where suspension or termination of appointment may result if the faculty member is found responsible for violating that Policy and/or where interim measures such as suspension are appropriate. The rights and responsibilities of accused faculty shall be as outlined in that Policy.

Causes for Suspension or Termination of Appointment: The College, acting through the President,

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may suspend for a specific period of time or until specified conditions have been met, or terminate any appointment, limited or unlimited, prior to the expiration of its term for any of the following causes:

- Failure to perform professional duties. Such suspension or termination shall be based on neglect of duties or refusal or continued failure to perform said duties. The reasons for the suspension or termination must directly and substantially relate to the appointee's role as teacher/scholar.
- Gross personal misconduct. Such suspension or termination shall be based on gross personal misconduct or a crime involving moral turpitude. "Gross personal misconduct" is defined as clear, unambiguous, and severe violation of those norms of behavior that are minimally necessary for the carrying on of professional life. The activities for which the appointee is charged must directly and substantially relate to the appointee's role as teacher/scholar in the College. Actions under this section must not be contrary to the College's policy on "Academic Freedom" as set forth in section 2.1.5 of the *Faculty Handbook*.
- Conviction of a felony. Such suspension or termination shall be based upon the conviction of the appointee by a court of competent jurisdiction of a felony. In determining whether it is in the best interest of the College to suspend or terminate an appointee who has been convicted of a felony, the President shall give careful consideration to the nature of the crime of which the appointee has been convicted and the circumstances surrounding the commission of the crime and the judicial proceedings resulting from the conviction.
- Termination of the appointee's position, as specified in sections 2.3.12 and 2.3.13.

Administrative Suspension: The President may suspend a faculty member from duty for a specified period of time when, in the judgment of the President, the continued performance of duty, pending investigation, or during termination proceedings, by such member will result in harm to the faculty member or the College. The faculty member's compensation (salary and fringe benefits) shall continue during such suspension.

Faculty Member Rights: No collegiate investigation or hearing procedure may result in the termination of a faculty member's appointment for disciplinary reasons or in the suspension of a faculty member unless that investigation or hearing procedure explicitly incorporates guarantees of due process. Those guarantees specifically include:

- The right of the accused to have a written description of all charges early in the investigation or hearing process.
- The right of the accused to have a faculty member of choice for counsel present in all phases of the investigation or hearing process in which the accused may be present.
- The right of the accused to question all persons giving testimony or supplying information in the investigation or hearing. (The accuser may be accompanied by a faculty counsel of choice. When the accuser is a student, the accuser may be accompanied by additional support persons.) Either the accused or the accuser may request that the questioning take

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place with the persons located in separate rooms with communication by an audio system.

- The right of the accused to present evidence, to call witnesses, to rebut testimony, and to present a defense in the investigation or hearing process.
- The right of the accused to appeal such a termination or suspension to the Grievance Committee on the grounds specified in the Faculty Grievance Procedure (See section 2.5) and/ or the ground that the investigation or hearing process which led to the termination or suspension failed to incorporate the guarantees described herein.
- The waiver of any of the rights of the accused, set forth in this statement, requires a written agreement addressed to the President.
- The accused may seek legal counsel when charges are made that would affect the professional career of the accused; however, lawyers are not permitted participation in the College's hearing process.

Procedure: In all cases of suspension or termination, the President will, after following the processes set forth above, convene the faculty members of the Executive Committee to discuss the decision. In all cases, the President has the final decision. The President will consult with the Executive Committee on the form of the announcement, if any, of the decision.

Disability: Faculty members suffering from mental or physical disability may be covered by the College's disability insurance during such time as they are unable to carry out their professional responsibilities. (See section 5.10.) Members who are experiencing or anticipate periods of disability should discuss their situation with their department chair or the Provost. Kenyon College is committed to helping disabled members seek appropriate treatment and return to full-time teaching.

2.3.14 Termination of Positions by the College (approved April 1994)

- A. The College, acting through the President, may terminate any position in a department or interdisciplinary program on the grounds of financial exigency. Such terminations shall be based on an initial determination by the Board of Trustees that urgent financial needs of the College require some reduction of the College's activities, and on a subsequent determination by the President, based in turn upon the consultative and appellate procedures outlined below, that the position(s) affected be abolished or consolidated with another position or other positions. The reallocation of positions between and among departments and interdisciplinary programs for reasons other than financial exigency is not treated here.
1. The initial determination by the Board of Trustees shall, however, be made through a process involving consultation with duly appointed members of the Executive Committee.
 2. That determination shall be conveyed by the President to the Chair of the Faculty and announced to the faculty.
 3. The Executive Committee, with the assistance of its Resource Allocation and Assessment Subcommittee (RAAS), shall then undertake a study to determine

whether in its view:

- i. a state of financial exigency exists and
- ii. it is necessary to terminate positions as a way of coping with it.
- iii. If the Executive Committee determines either that a state of financial exigency does not exist or that it is not necessary to terminate positions as a way of coping with it, or both, it shall prepare a report stating the reasons for its finding and petitioning the President and the Board of Trustees not to proceed with reductions in the instructional program. The President is to consider this report and reply in writing to the Executive Committee.

In considering the reduction of departments or interdisciplinary programs, the primary concern shall be the College's commitment to a sound liberal arts curriculum. Important, though unranked, considerations include the desirability of preserving sound major and honors programs in each department or interdisciplinary program, the diversity of the faculty of the College, the desirability of preserving courses for diversification, and long term trends in department enrollments.

- B. The following shall be the review procedures for reduction of a department or departments or an interdisciplinary program or programs.
 1. Before any such reductions may be proposed or considered, there must be a finding of the Board of Trustees that financial exigency exists such as to require such a reduction, and a consequent finding by the President of the need for a reduction of the instructional program as described in section 2.3.12.A.
 2. In case of a finding of financial exigency by the Board of Trustees, the President, with the advice of the Executive Committee, shall appoint an Assessment Committee. This committee will be composed of five members, three tenured and two untenured, including one member from each curricular division. This committee is charged with making a recommendation about which department(s) or interdisciplinary program(s) are to be reduced in size. The committee may proceed as it determines, but it is to have at least two meetings: one in which the Provost presents a detailed proposal for targeted reductions, including supporting arguments, and at least one other to hear the department(s) and interdisciplinary program(s) potentially affected. The Assessment Committee may make recommendations of reductions other than those proposed by the Provost, but only on the basis of full and proper hearing of those potentially affected by such recommendations as well. The Assessment Committee may consult as widely within the faculty and administration as it sees fit. In view, however, of the general criteria for reduction listed in section B above, the Assessment Committee may, as a rule, only recommend the reduction of one full position for every department or interdisciplinary program. The recommendations of the Assessment Committee are made to the President and are made known to the entire faculty.
 3. When the Assessment Committee has made its recommendations, potentially

affected departments or interdisciplinary programs may then appeal these recommendations to the President and Provost. The President and Provost may proceed in hearing these appeals as they see fit, but they must hear the potentially affected departments or interdisciplinary programs.

4. When and if the President then names particular departments or interdisciplinary programs to be reduced in size, a department or interdisciplinary Program Review Committee is to be elected for each affected department or interdisciplinary program. Each such Review Committee is to be composed of five members, three tenured and two untenured, including one member from each curricular division. Each Review Committee is to be elected in the following manner:
 - i. The Provost will inform the Chair of the Faculty of the need to elect the relevant Review Committee(s).
 - ii. The Chair of the Faculty will arrange an election of a Review Committee for each relevant department or interdisciplinary program.
 - iii. Nominations of at least five names for election to each Review Committee will be made by the Executive Committee after consultation with the members of the department or interdisciplinary program concerned.
5. Each Review Committee is charged with making a recommendation about the particular position that is to be eliminated within the relevant department or interdisciplinary program. The Review Committee may proceed as it determines but must at least incorporate into its work the following procedures:
 - i. The department or interdisciplinary program under review is charged with the responsibility of making an initial and precise proposal of which position is to be reduced, including supporting argument.
 - ii. Where this proposal involves the termination of a position whose occupant, under the relevant terms of employment, would otherwise have continued in employment at the College, the Review Committee will also hear and consult with the particular faculty member(s) involved.
 - iii. When the Review Committee makes its recommendations to the President, they must also be made known to the department or interdisciplinary program and to any potentially affected faculty member(s).
 - iv. At this point, potentially affected faculty members may make an appeal to the Provost and President. The President and the Provost may proceed in hearing the appeals as they see fit, but they must hear the potentially affected faculty members.
 - v. At this point, too, the relevant departments may make an appeal to the Provost and President. The President and the Provost may proceed in hearing the appeals as they see fit, but they must hear the potentially affected departments and programs.
 - vi. The criteria, unranked, to be used by the Review Committees include, principally, integrity of program, seniority and the normal criteria of teaching excellence, scholarship and artistic engagement, and collegiate citizenship as they are used in reviews for reappointment, tenure and

promotion.

6. Qualifications and limits to the reductions of positions are as follows:
 - i. There shall be an annual consultation between the senior academic administration and the Executive Committee and its Resource Allocation and Assessment Subcommittee to discuss the academic staffing situation.
 - ii. No position with a current occupant will be terminated before the termination of all unfilled positions in the same department or interdisciplinary program.
 - iii. No appointment without limit will be terminated before the termination of all limited appointments in the same department or interdisciplinary program.
 - iv. In each instance of termination of a position involving a particular faculty member, the faculty member whose position is terminated will be offered an employment contract for one year beyond the Contract for Services of that member in force at the time the President informs such member, in writing, of the decision to terminate the position.
 - v. The College is enjoined from reestablishing a position that is identical to, or that even substantially resembles, a position that it has eliminated, for a period of five years after the end of the academic year in which the position was terminated. This proviso seeks to prevent the College from using the elimination of positions as a form of punishment either of a department or interdisciplinary program or of an individual.
 - vi. Similarly, except in cases of extreme danger to the integrity of the curriculum, the College is enjoined from adding new positions at the same time that it is cutting others in the name of financial exigency.
 - vii. Similarly, a sharp distinction is to be made between temporary discontinuance of positions and termination of positions. The former may be done in cases of retirement, resignation, or death (though not in cases of negative reappointment decisions or in cases where a current occupant would otherwise continue in the position), for up to two (2) years.
 - viii. Before terminating an appointment because of financial exigency, the institution, with faculty participation, will make serious efforts to place the faculty member concerned in another suitable position within the institution. If placement in another position would be facilitated by a reasonable period of training, financial and other support for this training will be proffered. The College will consider requests for financial assistance in job searches.
 - ix. Immediately upon termination of an appointment because of financial exigency, the College will officially notify the relevant national learned societies of that fact.
7. The schedule for this procedure is the following:
 - i. Within thirty (30) days of an initial finding by the Board of Trustees of financial exigency requiring the reduction of the activities of the College, the President will present a report to the faculty stating this, and announcing

- his intent to nominate an Assessment Committee to determine which department(s) or interdisciplinary program(s) ought to be reduced.
- ii. Within fourteen (14) days of this announcement, the Assessment Committee will be appointed by the President, after due consultation with the Executive Committee.
 - iii. Within fourteen (14) days of its constitution, the Assessment Committee is to hear the Provost's detailed proposal for reductions.
 - iv. Within sixty (60) days after the Provost's detailed presentation, the Assessment Committee will present a written report to the Provost and the President, which will be presented at the same time to the faculty.
 - v. Within fourteen (14) days after the presentation of the report of the Assessment Committee, the senior academic administration is to hear any and all appeals of the judgment(s) of the Assessment Committee by any and all affected departments or interdisciplinary programs.
 - vi. Within thirty (30) days after the conclusion of any and all appeals, the President is to announce the administration's decisions about which, if any, department(s) or interdisciplinary program(s) are to be reduced.
 - vii. Within seven (7) days after the announcement of the administration's decisions, the Provost is to notify the Chair of the Faculty of the need for one or more departmental or interdisciplinary program Review Committees.
 - viii. Within fourteen (14) days of notification by the Provost, the Chair of the Faculty is to have arranged and completed elections for each necessary Review Committee.
 - ix. Within sixty (60) days after their constitution, each Review Committee is to present a written report to the President, the Provost and the faculty.
 - x. Within fourteen (14) days of the presentation and publication of the particular Review Committee's report, the senior academic administration is to hear the appeal of any affected faculty member(s), with the proviso that each such member is at liberty to ask for a delay of up to thirty (30) days thereafter to allow a full opportunity to make his or her arguments.
 - xi. Within fourteen (14) days of the presentation and publication of the particular Review Committee's report, the senior academic administration is to hear as well the appeal of any affected department or interdisciplinary program that chooses to appeal.
 - xii. Within fourteen (14) days of the conclusion of all appeal hearings, the President is to announce the relevant decisions about which position(s) are to be terminated.
 - xiii. The incidence of a summer or Christmas vacation in the course of the ongoing procedures shall be reason for a suspension of the relevant deadlines until the end of that vacation.

2.3.15 Reduction of Program (approved April 1994)

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- A. The College, acting through the President, may terminate any department or interdisciplinary program of the College on grounds of financial exigency. Such termination shall follow a review, in accordance with the criteria and procedures outlined below as approved by the faculty and the President, of the teaching of the department(s) and interdisciplinary program(s) in the College immediately affected by the termination(s), and shall not be used punitively.
 1. Termination of departments or interdisciplinary programs for reasons other than financial exigency, i.e., as matters of reallocation, are not treated here.

- B. Termination of an entire department or interdisciplinary program is to be the very last priority in dealing with financial exigency.

- C. The following procedures and limitations are enacted:
 1. Since this is the very last priority in dealing with financial exigency, all the procedures outlined in section 2.3.12 for the finding of a condition of financial exigency must already have been undertaken and all efforts to alleviate the situation short of termination of a whole department or interdisciplinary program must already have been taken.
 2. Furthermore, for the possibility of termination of a whole department or interdisciplinary program to arise, the Executive Committee, in consultation with its Resource Allocation and Assessment Subcommittee, must make a finding, on the basis of careful study, that termination of one or more whole departments or interdisciplinary programs is worth serious consideration. It shall report this finding to the President and the faculty, and shall provide all appropriate financial data and targets.
 3. If such a finding has been made, the Executive Committee shall appoint a Special Assessment Committee, following the procedures outlined above for the appointment of an Assessment Committee in section 2.3.12.
 4. The initial charge of the Special Assessment Committee is to recommend to the faculty and administration:
 - i. Whether any department or interdisciplinary program ought to be terminated; and
 - ii. If so, which one(s) are the likeliest target(s).c
 - iii. All procedures outlined above in section 2.3.12 apply to the Special Assessment Committee as well.

Additionally, however, the Special Assessment Committee shall be required to consult with relevant outside institutions about their experiences in terminating or not terminating particular departments or interdisciplinary programs.

5. If the Special Assessment Committee singles out one or more department(s) or interdisciplinary program(s) as candidates for termination, the following procedures are to govern the next step of the process:

- i. The Special Assessment Committee shall make a report to the President and the faculty stating its findings and the reasons for its findings.
 - ii. The Special Assessment Committee shall then undertake a study of the particular department(s) or interdisciplinary program(s) it has singled out as candidates for termination, with the purpose of arriving at a recommendation to the President and the faculty whether such department(s) or interdisciplinary program(s) should be terminated or not.
 - iii. The Special Assessment Committee may proceed as it determines but it must undertake the following steps:
 - iv. It must hear a full and supported presentation of the affected department's or interdisciplinary program's case.
 - v. It must consult extensively with other relevant institutions.
 - vi. It must consult specifically with members of the affected disciplines from other institutions.
 - vii. It must consult extensively with other departments and programs that would be affected.
 6. If the Special Assessment Committee recommends to the President and the faculty the termination of a department or an interdisciplinary program, the matter is to be brought before the faculty, which is, following its ordinary procedures, to debate the issue at one or more meetings, and to vote upon it at the subsequent meeting.
 - i. a majority of 2/3 of those voting is required for a positive recommendation for terminating a department or interdisciplinary program.
 7. In case of a positive recommendation by the faculty, the President may decide to terminate an entire department or interdisciplinary program.
 - i. However, the President is to hear and consider an appeal by the department or interdisciplinary program whose termination has been recommended before making a final decision.
- D. All the rights regarding pay, re-employment, and retraining listed in section 2.3.12 apply to any individuals whose positions are terminated as the consequence of the termination of any department or interdisciplinary program.

The College is enjoined both from establishing any new department(s) or interdisciplinary program(s) for a period of five years after the termination of a department or interdisciplinary program on grounds of financial exigency.

- E. The schedule for this procedure is the following:
1. The Executive Committee is to make a finding of extreme financial exigency, and the legitimacy of considering the termination of one or more departments or interdisciplinary programs, and to appoint a Special Assessment Committee no later than the week before the last (i.e., May) faculty meeting of the academic year before the academic year in which the final decision of termination or

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non-termination is to be made.

2. The Special Assessment Committee is to begin its work immediately upon its formation and is to report to the President and the faculty no later than October 15 on 1) whether it recommends that any department or program be terminated and on 2), if so, which department(s) or program(s) it has targeted for final determination about termination.
3. The Special Assessment Committee is to make its final recommendations about the particular department(s) or interdisciplinary program(s) it may have targeted by December 15.
4. The President is to make his final decision before the date of issuing contracts for the following year, i.e., March 1.

2.3.16 Notification of Termination

Notification of the expiration of a faculty appointment, either through non-renewal of a limited appointment or a decision not to grant appointment without limit, will take place according to the provisions described in section 2.3.8. In such cases, only upon written request of the faculty member shall the administration provide a declaration of the grounds of the decision.

A faculty appointment may be terminated by a decision of the administration prior to the expiration of its term for the reasons listed in sections 2.3.11-13. In such cases, the administration will provide, at the time of notification of the effective date of such termination, a declaration of the grounds upon which the decision to terminate has been based.

2.3.17 Compensation in the Event of Termination

If an appointment is terminated by the administration prior to the expiration of its term by reasons of professional unfitness or moral turpitude, the compensation of the faculty member shall cease on the date of such termination. (See section 2.3.11.) However, if such termination is rescinded as a result of review, the faculty member shall be compensated as if such termination had not occurred.

If an appointment is terminated prior to its expiration date for financial exigency or discontinuance of a program or department of the College, the faculty member shall receive current compensation for one year following the expiration of the annual contract year in which such termination becomes effective.

If an appointment is otherwise terminated by the administration prior to its expiration date, the Board of Trustees shall determine the amount of terminal compensation, if any, taking into account the circumstances of such termination, including the length and quality of service of the faculty member.

2.4 FACULTY EVALUATION

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In order to assure equity in evaluating members of the faculty being reviewed in consideration of reappointment, promotion in rank, and salary adjustments, the faculty, in cooperation with the administration and the Board of Trustees, has adopted the following Evaluation Criteria and Procedures. In its efforts to promote and maintain the highest possible standards among the faculty, the College will be guided solely by them in the evaluation of faculty members. In order to preserve their authority, a Grievance Procedure has been established (See section 2.5.)

2.4.1 Tenure and Promotion Committee (approved May 1995, amended 2004)

The Tenure and Promotion Committee serves as an evaluating body for the pretenure review, tenure, and promotion. Its responsibility is to ensure that the review process is fair and that the final recommendation is based on sound documentation.

The Tenure and Promotion Committee shall not operate as a means of reallocating College positions or other resources. Each review stands on its own merits and will not be affected by other reviews.

The Committee's functions include reading dossiers, as gathered by the Associate Provost in accordance with faculty legislation, and making a recommendation to the President. That recommendation is based strictly on the three evaluation criteria listed in the *Faculty Handbook*. (See section 2.4.2.) The Tenure and Promotion Committee's conclusions should be substantiated by direct reference to material in those dossiers. Other mechanisms of faculty evaluation are unchanged by this legislation.

At the conclusion of its deliberations, the Tenure and Promotion Committee makes a written recommendation to the President for or against pretenure, tenure, or promotion. The recommendation will reflect both majority and minority opinions as part of its rationale. The vote is also reported, without individual attribution. Copies of the recommendation are sent to the President and the Provost. After the Board of Trustees has made its decision, a copy of the TPC letter is sent to the faculty member under review.

The procedures and recommendation of the Tenure and Promotion Committee are separate from the administrative role of the Provost. The Provost makes a separate recommendation to the President.

Members: Seven tenured faculty, including one from each academic division. The Provost is a non-voting member whose primary role is to clarify issues found in the dossier. Members are elected according to the procedures for standing committees, but for three-year staggered terms. The Executive Committee will offer a slate of nominees with separate votes for each divisional representative and for the three members at large. Membership will include at least two men and two women and normally no more than one person from any department. Committee members will abstain as best they can from writing letters of evaluation during their tenure. The chair of the

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committee shall be a full professor, selected by the committee, who has had at least one year of prior experience on TPC.

Members recuse themselves when the committee is evaluating a colleague from their own department or a close relative. When this proviso affects the chair, another member of the committee serves as acting chair for that single deliberation. If, after recusals, the committee includes no member from the academic division of the faculty member being reviewed, then an eligible faculty member from that division will be appointed by the chair of the committee and the Provost to serve as the divisional representative on the committee for that single deliberation.

It is understood that members of the Tenure and Promotion Committee keep committee deliberations and all information contained in evaluation dossiers strictly confidential.

2.4.2 Criteria for Evaluation (amended March 1999)

Kenyon College faculty members are evaluated by reference to three criteria. **Teaching Excellence** is the sine qua non for retention and advancement at the College. The College expects this excellence to be complemented by achievement in two auxiliary areas. First, it expects its faculty members to practice an ongoing engagement in their scholarly or artistic work. Second, it expects faculty members to display a collegiate citizenship that manifests itself through participation in the life of the College and/or community. **Scholarly or Artistic Engagement** is valuable because it fosters intellectual liveliness, assures that faculty members remain current with aspects of their fields or disciplines, provides opportunities for collaborative scholarship with students, and promotes the reputation of the College. **Collegiate Citizenship** is valuable because it is the foundation of successful faculty governance and a source of community vitality.

The following guidelines are proposed to help faculty members make decisions about the use of their time and energies. (See also Section 2.4.5.) The lists which follow each guideline are meant to aid in interpretation of these criteria by providing examples of appropriate activities. The lists are not exclusive.

- **Teaching Excellence:** Kenyon faculty members are expected to strive for excellence in teaching. Nothing can extenuate poor teaching. Kenyon College exists to provide effective instruction. The College will not accept mediocrity in its classrooms, laboratories, and studios. Because teaching is the most important criterion for faculty excellence, all items listed in this category are essential.
 - Scholarly competence and familiarity with current developments in one's field;
 - Thorough and imaginative course planning and preparation for individual classroom, laboratory, and studio sessions;
 - Effective lecture presentations, discussion leadership, and tutorial guidance;
 - Timely, painstaking, and fair review and evaluation of student work;
 - Availability and effective guidance to students, particularly to those assigned as

advisees or enrolled in one's classes.

- **Scholarly or Artistic Engagement:** Scholarly or artistic engagement must be ongoing. Projects may change, and the pace of activity associated with them may vary. But because such engagement strengthens teaching, the College expects its faculty members to keep themselves professionally involved in the creative work of their discipline by the regular and disciplined pursuit of knowledge and the development of their skills. While all items in the list are valuable, the first has special importance. (As a supplement to the following collegiate criteria, each academic department and each interdisciplinary program which holds one or more faculty positions shall prepare guidelines that will indicate how the College standards apply in that particular discipline in regard to the collegiate criteria for scholarly and artistic engagement. These guidelines are to be in accord with the collegiate criteria and are to be submitted to the President and Provost for approval. Where one department contains more than one discipline, the department may submit guidelines for each discipline if it sees fit to do so. All members of the department are at least to be consulted in developing the guidelines. Each department and program will submit its guidelines for review to its outside evaluators.)
 - Active and effective participation in one's field, through publications, exhibition, or performance;
 - Active participation in scholarly or artistic discourse, through the presentation of invited lectures, conference papers or posters; or through other active scholarly involvement in conferences; or through the receipt of grants.
 - Active work with students on artistic, scholarly, or research projects that go beyond regular courses;
 - Exchange of information, ideas, and techniques with peers.
 - Acquisition of new skills or the pursuit of secondary fields of scholarly interest.

- **Collegiate Citizenship:** Collegiate citizenship cannot be neglected. Participation on the various bodies that sustain the governance of the institution and in the various activities that foster breadth in its cultural life contributes both to the welfare of the College and the welfare of the faculty member.
 - Leadership in various aspects of College governance;
 - Membership on committees established by the faculty, a department, or the College;
 - Attendance at faculty meetings;
 - Assistance in other important collegiate activities, such as student recruiting and alumni affairs;
 - Initiation of programs that strengthen the capacity of the College to fulfill its mission;
 - Involvement in the general life of the College, as evidenced by familiarity with fields and activities other than one's own and attendance at lectures, concerts, and exhibitions;
 - Contributions to the cultural, intellectual, and residential life of the community. Writing thorough and useful letters of evaluation.

2.4.3 General Evaluation Policies

The President and Trustees determine reappointments to the faculty, changes in appointment status, promotion in rank, and salary decisions based on formal evaluations conducted by the Provost. Informal discussions of a faculty member's performance with colleagues, including chairs, the President, and the Provost, are encouraged but do not have official status. Comments by a chair on the performance of members of a department included in the annual report to the President will be discussed with the faculty member concerned, but are not included in the dossier upon which decisions are based.

When faculty members or administrators are asked to act as evaluators, the Provost will remind them of the Criteria for Evaluation described in section 2.4.2. All evaluators will be asked to indicate in their letters which of the criteria is being addressed, and on what experience or knowledge their evaluation of the member is based.

Letters of Evaluation

Letters of evaluation are not ballots or votes. Each class of evaluators forms judgments based on different kinds of knowledge and experience. The College weighs each evaluation in the light of these differences.

All the information contained in the letters of evaluation will be held in complete confidence by the Associate Provost, the Provost, the President, and the Tenure and Promotion Committee, except as provided in the Grievance Procedure described in section 2.5 or as compelled by legal action.

Department Chairs Under Review

When the member being evaluated is a department chair, the responsibilities assigned to the chair will be assumed by the Provost, or delegated by the Provost to another member of the department.

Merit and the Timing of Reviews (amended 01/23/2017)

Members on tenure-track appointments will normally undergo the Pre-Tenure Review in the third year and the Tenure Review in the sixth year. The evidence obtained in these reviews will also be used for promotion and salary decisions. The First Post-Tenure Review takes place in the tenth year (or its equivalent). In the thirteenth year (or its equivalent), the tenured faculty member will undergo either a Faculty Performance Review, or the Promotion to Full Professor Review. All subsequent post-tenure reviews must be scheduled once within the normal seven-year sabbatical cycle. When the member decides to stand for Full Professor, the Promotion Review takes the place of a Faculty Performance Review.

All reviews where merit pay is a possible outcome, including pre-tenure, tenure, post-tenure, and promotion, shall count teaching at 55 percent. Scholarship and artistic engagement shall count 30

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percent, and college citizenship 15 percent. However, in view of the varying career patterns of individuals throughout their stays at Kenyon, it shall be permissible to increase the scholarship and artistic engagement count to 35 percent or to decrease it to 25 percent and, correspondingly, to increase the college citizenship count to 20 percent or to decrease it to 10 percent, the sum always being 100 percent. The corresponding increases and decreases in the scholarship and citizenship counts must be arranged in advance by agreement with and permission of the Provost. Only the dossier is to be evaluated and the merit standard is to be strictly adhered to. Merit decisions are to be entirely separate from administrative adjustments and the considerations relevant to them.

For all members undergoing the Pre-Tenure, the First Post-Tenure, and Faculty Performance Reviews, the merit pool budgeted each year shall be four percent of the salaries of those faculty up for such reviews. The lowest award possible for these reviews is to be zero, and the highest, two percentage points higher than the pools for these reviews. For all members undergoing the Tenure Review and the Promotion to Full Professor Review, the merit pool budgeted each year shall be six percent of the salaries of those faculties up for such reviews. The lowest award possible for these reviews is to be zero, and the highest, two percentage points higher than the pool for these reviews.

The Provost will compose a letter conveying the results of all First Post-Tenure Reviews and Faculty Performance Reviews. The letter will communicate the outcome of the review in the context of the proportions of weight that are given to teaching, scholarly engagement, and citizenship. Later, at the time of the Contract for Services, the faculty member will receive a letter indicating the percentage increase awarded.

2.4.4 Faculty Mentoring (amended 10/12/2015)

Mentors are resource people who can help new colleagues understand the College and their department as well as build a broad network. By the first of November in the first semester of service at the College, each new faculty member will organize a mentoring group, normally composed of his or her department chair, a tenured member of the department who shall serve as chair of the mentoring group, and at least one other member of the faculty who need not be a member of the same department or program. The new member should select mentors with whom he or she feels comfortable and who will make a commitment to the process. The new faculty member should inform the Associate Provost of the group's formation and its membership. The mentoring group is responsible for providing regular feedback to the new faculty member in all three areas of evaluation: teaching, scholarship, and citizenship. Persons on the committee should meet occasionally with the member and attend at least two classes each semester. The new member should also initiate contact with mentors informally, finding opportunities to engage in discussions with them about syllabi and pedagogy, professional development and time management, dealing with difficult students, and positioning oneself for future reviews.

At the end of the first academic year, the committee will meet with the member to discuss his or her strengths, areas of difficulty, and goals and strategies for the upcoming year performance. Summaries of course evaluations from the first semester and a curriculum vita will be available to

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the mentoring committee. After this meeting, both mentors and the new faculty member should fill out the Mentoring Program Evaluation Form, found on the Provosts' website.

Mentoring continues in the second year, when mentors should again attend at least two classes each semester and continue to meet informally with the member on a regular basis. At the end of the second year, the member will meet with the mentoring committee, which again has the benefit of seeing course evaluations and a curriculum vita. The purpose of the meeting will be to assess the member's growth and progress, and to advise the member about preparing for the pretenure review. After this meeting, both mentors and the new faculty member should fill out the Mentoring Program Evaluation Form, found on the Provosts' website. The report will be due by June 1.

While the formal requirements of mentoring end after the second year, the need for effective mentoring does not. New faculty should therefore seek and cultivate mentors informally at least through the review for tenure.

2.4.5 Pre-tenure Review (Tenure Track) (See section 2.4.1, The Tenure and Promotion Committee) (amended April 2017, amended April 2006, admin adjust April 2011, amended Sept 2011)

Faculty members serving under a regular tenure track appointment are ordinarily reviewed for reappointment during their third year. This review will evaluate faculty performance in teaching, scholarship, and collegiate citizenship. Expectations will include evidence of excellence in teaching, of scholarly engagement in its formative stages, and of commitment to collegiate service.

The Review Dossier. The Associate Provost is responsible for compiling the dossier of materials upon which the review will be based. The material listed below constitutes the review dossier.

- A. A current *curriculum vitae* and a prospectus (generally five single-spaced pages) written by the member describing past accomplishments and indicating anticipated contributions to the department and the College in the future.
- B. The departmental letter. The department chair will convene a meeting to discuss the drafting of a departmental letter. All tenured and tenure-track members, except the member being discussed, will be invited to attend. The purpose of the letter is to provide a departmental overview of the member under review based on the established criteria of evaluation and especially with regard to the department's curriculum, goals, and standards. During the year before the meeting, at least four department members will see the faculty member teach at least once. Department members will also see the summaries of the member's College Form evaluations. At least four members of the department will read the scholarship of the member under review and assess its relevance to the field. This assessment should make explicit its relationship to the scholarly guidelines of the department. Based on the discussion in the meeting, the department chair will draft the letter. It should reflect the opinions of all the participants in the meeting. It may or may not make a specific recommendation. After drafting the letter, the chair will circulate it among

the tenured and tenure-track members of the department for their approval and signature.

- C. Letters of evaluation. In requesting letters of evaluation, the Associate Provost will include with the written request a copy of the Criteria for Evaluation (see section 2.4.2) as well as the current *curriculum vitae* and prospectus provided by the faculty member.

The Associate Provost will request letters from the following groups of persons:

1. Four letters of evaluation—three from colleagues in the member’s department and one from a colleague outside the department. The member will submit the names of two faculty colleagues, at least one of whom must be from within the member’s department, to the Associate Provost. From amongst these two, the member may (but need not) designate the evaluator whose letter will focus on scholarly or artistic engagement, and may (but need not) designate the evaluator from outside the department. The Associate Provost will choose the other two faculty evaluators. Letters from all four evaluators are needed to complete the dossier.

In order to provide a specific evaluation of excellence in teaching and scholarly or artistic engagement, all three faculty evaluators from the member’s department are expected to see the faculty member teach at least once in the year of the review, and are also expected to read the scholarship or view or read the creative work of the member under review and assess its relevance to the field.

One of the four letter writers will be chosen to focus in particular on scholarly or artistic engagement. The three letters from colleagues in the member’s department should address all three criteria of evaluation. Therefore if the person chosen to focus on scholarly or artistic engagement is a colleague in the member’s department, they will have an enhanced obligation to address that criterion, but will also address the other two criteria of evaluation. If the person chosen to focus on scholarly or artistic engagement is from outside the department, then they will primarily address that criterion.

2. Ten students, with mailing and email addresses, chosen by the member. Ten students who have enrolled in courses taught by the member since the last review, selected by the Provost. At least eight letters are required to complete the dossier, at least two of which must be from students selected by the Provost.

- D. The Provost’s letter of recommendation to the president and Provost’s statement to the faculty member summarizing the evaluation of their last review, as well as the Tenure and Promotion Committee letter if the last review was either a Tenure or Promotion review.
- E. A record, composed by the Provost, summarizing the faculty member's appointments at Kenyon, including academic rank and any previous decisions bearing on reappointment.

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- F. Course evaluations (College Form, See section 1.1.2) covering the period of the current review.

Other Materials. In addition, it is the responsibility of the faculty member under review to provide to department members and others writing letters of evaluation any other evidence the member thinks relevant, such as self-designed course evaluations, syllabi, publications, published and unpublished reviews of the faculty member's work or performance, and letters from individuals outside the College with relevant special knowledge. Usually, this material is placed on course reserve in the Library by October 15. Faculty members may make other arrangements as long as they clearly communicate these arrangements to their evaluators. Note that these materials are not part of the review dossier.

The Procedure. Before September 1, the Associate Provost will meet with those eligible for a pretenure review and with their department chairs to discuss the procedure. If the faculty member wishes to postpone the review, he or she should inform the Associate Provost in writing before October 1.

Vitae, prospectus and names of evaluators are due in the Office of the Provost by October 15. Assuming all lists of potential evaluators have been provided by October 15, the Associate Provost will mail all requests for evaluations before November 1.

By December 15, the Associate Provost will inform the department chair which materials and letters from the evaluators chosen by the member have not been received. It is the responsibility of the Associate Provost and the chair to take steps to ensure that the required minimum number of written evaluations from students and faculty members has been received by the Associate Provost by January 2. The faculty member is not responsible for securing letters.

The review dossier should be complete by January 2. If the Provost or the Tenure and Promotion Committee judges the dossier to be an inadequate basis for review, additional information will be sought. The Provost may use whatever sources are necessary to collect this information, but all of it must be represented in the dossier in writing. In the case of oral interviews, the Provost will place in the dossier a written summary of the interview signed by the interviewee.

The Tenure and Promotion Committee will review the dossier and at the conclusion of its deliberations will make a written recommendation to the President for or against reappointment. The recommendation will reflect both majority and minority opinions as part of its rationale. The vote is also reported, without individual attribution. A copy of the recommendation is sent to the Provost.

The faculty member under review will receive a letter of intent in March in place of a Contract for Services. Any changes in the terms of the faculty member's appointment resulting from the review will be reflected in the Contract for Services to be issued at the end of the review process.

By April 15, the Provost will submit the member's dossier and a written recommendation

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concerning appointment and salary to the President for decision.

In the process of reviewing the dossier, the President may consult with the Provost, the department chair, the chair of the Tenure and Promotion Committee and the faculty member concerning information contained in the dossier, as necessary. The President may also request the Provost to seek additional information. Any additional testimony or information supplied by the Provost at the President's request must be represented in the dossier in writing.

The Committee on Faculty and Curriculum of the Board of Trustees deliberates about the recommendation at its meeting on campus in late April. Shortly after that meeting, the member can expect a telephone call from the Provost with an oral report on the decision.

The President's decision will be given in writing to the faculty member and the department chair before the end of the first week in May. At that time, the member also receives a copy of the recommendation letter from the Tenure and Promotion Committee. Salary issues will be reflected in the Contract for Services sent to the faculty member in May. The letter from the President constitutes formal notice of reappointment, but it is binding upon both parties only after the Contract for Services has been duly executed.

2.4.6 Tenure (Appointment without Limit) (amended April 2017, amended April 2007, Sept 2011, Dec 2015)

Ordinarily in the sixth year of service, or earlier in the case of prior experience, faculty members become eligible to stand for review for Tenure (Appointment Without Limit).

Tenure requires demonstrated excellence in the faculty member's discipline and promise of future contributions to the College of a high order. The granting of tenure constitutes the most serious commitment the College makes to a faculty member and must be based on the expectation that the faculty member will continue a high level of performance throughout the years of service. The evaluation process thus draws upon the appraisals of more persons than in the previous review. Within that broader range of opinion, evaluations written by those in the member's department are of major importance.

The Review Dossier. The Associate Provost is responsible for compiling the dossier of materials upon which the review will be based. The material listed below constitutes the review dossier.

- A. A current *curriculum vitae* and a prospectus (generally five single-spaced pages) written by the member describing past accomplishments and indicating anticipated contributions to the department and the College in the future.
- B. The departmental letter. The department chair will convene a meeting to discuss the drafting of a departmental letter. All tenured and tenure-track members, except the member being discussed, will be invited to attend. The purpose of the letter is to provide a departmental overview of the member under review, based on the established criteria of

evaluation and especially with regard to the department's curriculum, goals, and standards. During the year before the meeting, at least four department members will see the faculty member teach at least once. Department members will also see the summaries of the member's College Form evaluations. At least four members of the department will read the scholarship of the member under review and assess its relevance to the field. This assessment should make explicit its relationship to the scholarly guidelines of the department. Based on the discussion in the meeting, the department chair will draft the letter. It should reflect the opinions of all the participants in the meeting. It may or may not make a specific recommendation. After drafting the letter, the chair will circulate it among the tenured and tenure-track members of the department for their approval and signature.

C. Letters of evaluation. In requesting letters of evaluation, the Associate Provost will include with the written request a copy of the Criteria for Evaluation (see section 2.4.2) as well as the current *curriculum vitae* and prospectus provided by the faculty member. The Associate Provost will request letters from the following groups of persons:

1. Four letters of evaluation—three from colleagues in the member's department and one from a colleague outside the department. The member will submit the names of two faculty colleagues, at least one of whom must be from within the member's department, to the Associate Provost. From amongst these two, the member may (but need not) designate the evaluator whose letter will focus on scholarly or artistic engagement, and may (but need not) designate the evaluator from outside the department. The Associate Provost will choose the other two faculty evaluators. Letters from all four evaluators are needed to complete the dossier. In order to provide a specific evaluation of excellence in teaching and scholarly or artistic engagement, all three faculty evaluators from the member's department are expected to see the faculty member teach at least once in the year of the review, and are also expected to read the scholarship or view or read the creative work of the member under review and assess its relevance to the field.

One of the four letter writers will be chosen to focus in particular on scholarly or artistic engagement. The three letters from colleagues in the member's department should address all three criteria of evaluation. Therefore if the person chosen to focus on scholarly or artistic engagement is a colleague in the member's department, they will have an enhanced obligation to address that criterion, but will also address the other two criteria of evaluation. If the person chosen to focus on scholarly or artistic engagement is from outside the department, then they will primarily address that criterion.

2. Ten students, with mailing and email addresses, chosen by the member. Ten students who have enrolled in courses taught by the member since the last review, selected by the Provost. At least eight letters are required to complete the dossier, at least two of which must be from the students selected by the Provost.
3. Three evaluators from outside the College. The candidate submits five names and

addresses, along with a rationale for each selection. The rationale should provide a brief description of the expertise of the external reviewers, and should explain the nature and extent of the member's relationship with them, so that TPC members will be aware of this context when reading the external evaluations of scholarly/artistic engagement. Candidates should not nominate evaluators with whom they share close personal relationships, who have served as their direct supervisors, or with whom they have closely collaborated on a creative or scholarly project since their last review. The Associate Provost selects three outside evaluators from whom to solicit letters. Three letters are required to complete the dossier. Any questions about this process should be directed to the Associate Provost.

- D. The Provost's letter of recommendation to the President and Provost's statement sent to the faculty member summarizing the evaluation of their last review, as well as the Tenure and Promotion Committee letter if the last review was either a Tenure or Promotion review.
- E. A record, composed by the Provost, summarizing the faculty member's appointments at Kenyon, including academic rank and any previous decisions bearing on reappointment.
- F. Course evaluations (College Form, See section 1.1.2) covering the period of the current review.

Other Materials. In addition, it is the responsibility of the faculty member under review to provide to department members and others writing letters of evaluation any other evidence the member thinks relevant, such as self-designed course evaluations, syllabi, publications, published and unpublished reviews of the faculty member's work or performance, and letters from individuals outside the College with relevant special knowledge. Usually, this material is placed on course reserve in the Library by September 15. Faculty members may make other arrangements as long as they clearly communicate these arrangements to their evaluators. Note that these materials are not part of the review dossier.

The Procedure. In May preceding the review, the Associate Provost will meet with those eligible to be reviewed for tenure and their department chairs to discuss the procedure. If the faculty member wishes to postpone the review, he or she should inform the Associate Provost in writing before September 1.

Vitae, prospectus, and names of evaluators are due in the Office of the Provost by September 1. The member should also supply three copies of a representative sample of scholarly or artistic work to be sent to the outside evaluators. Assuming all lists of potential evaluators have been provided by September 1, the Associate Provost will mail all requests for evaluations by September 15.

By October 15, the Associate Provost will inform the department chair which materials and letters from the evaluators chosen by the member have not been received. It is the responsibility of the

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Associate Provost and the chair to take steps to ensure that the required minimum number of written evaluations from students, faculty members, and outside evaluators has been received by the Associate Provost by November 1. The faculty member is not responsible for securing letters.

The review dossier should be complete by November 1. If the Provost or the Tenure and Promotion Committee judges the dossier to be an inadequate basis for review, additional information will be sought. The Provost may use whatever sources are necessary to collect this information, but all of it must be represented in the dossier in writing. In the case of oral interviews, the Provost will place in the dossier a written summary of the interview signed by the interviewee.

The Tenure and Promotion Committee will review the dossier and at the conclusion of its deliberations will make a written recommendation to the President for or against reappointment. The recommendation will reflect both majority and minority opinions as part of its rationale. The vote is also reported, without individual attribution. A copy of the recommendation is sent to the Provost.

The faculty member under review will receive a letter of intent in March in place of a Contract for Services. Any changes in the terms of the faculty member's appointment resulting from the review will be reflected in the Contract for Services to be issued at the end of the review process.

By April 15, the Provost will submit the member's dossier and a written recommendation concerning appointment, promotion, and salary, to the President for decision.

In the process of reviewing the dossier, the President may consult with the Provost, the department chair, the chair of the Tenure and Promotion Committee and the faculty member concerning information contained in the dossier, as necessary. The President may also request the Provost to seek additional information. Any additional testimony or information supplied by the Provost at the President's request must be represented in the dossier in writing.

The Committee on Faculty and Curriculum of the Board of Trustees deliberates about the recommendation at its meeting on campus in late April. Shortly after that meeting, the member can expect a telephone call from the President with an oral report on the decision.

The President's decision will be given in writing to the faculty member and the department chair before the end of May. At that time, the member also receives a copy of the recommendation letter from the Tenure and Promotion Committee. In the event of reappointment, the President's letter will also refer to matters of promotion. Salary issues will be reflected in the Contract for Services sent to the faculty member in May. The letter from the President constitutes formal notice of reappointment, but it is binding upon both parties only after the Contract for Services has been duly executed.

2.4.7 First Post-Tenure Review (2017)

After tenure, ordinarily in the tenth year, faculty members undergo the First Post-Tenure Review,

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in order to assess their early progress as newly tenured members of the faculty, as well as their progress towards the Promotion to Full Professor Review (2.4.9).

The Review Dossier. The material listed below constitutes the review dossier and is the only material viewed by the Provost.

- A. A current *curriculum vitae* and a prospectus (limited to five single-spaced pages) written by the member describing current and anticipated contributions to the department and the college. The prospectus should include information helpful for an assessment of excellence in the three areas specific to the Criteria for Evaluation (teaching excellence, scholarly or artistic engagement, and collegiate citizenship) since the most recent review.
- B. The Provost's letter of recommendation to the President and Provost's statement sent to the faculty member summarizing the evaluation of their last review, as well as the Tenure Review letter from TPC.
- C. Letters of evaluation. In requesting letters of evaluation, the Associate Provost will include with the written request a copy of the Criteria for Evaluation (see section 2.4.2) as well as the current curriculum vitae and prospectus provided by the faculty member. The Associate Provost will request letters from the following groups of persons:
 1. Three letters of evaluation—two from colleagues in the member's department and one from a colleague outside the department. The member will submit the names of two faculty colleagues, at least one of whom must be from within the member's department, to the Associate Provost. From amongst these two, the member may (but need not) designate the evaluator whose letter will focus on scholarly or artistic engagement, and may (but need not) designate the evaluator from outside the department. The Associate Provost will choose a third faculty evaluator. Letters from all three evaluators are needed to complete the dossier.

In order to provide a specific evaluation of excellence in teaching and scholarly or artistic engagement, both faculty evaluators from the member's department are expected to see the faculty member teach at least once in the year of the review, and are also expected to read the scholarship or view or read the creative work of the member under review and assess its relevance to the field.

One of the three letter writers will be chosen to focus in particular on scholarly or artistic engagement. The two letters from colleagues in the member's department should address all three criteria of evaluation. Therefore if the person chosen to focus on scholarly or artistic engagement is a colleague in the member's department, they will have an enhanced obligation to address that criterion, but will also address the other two criteria of evaluation. If the person chosen to focus on scholarly or artistic engagement is from outside the department, then they will primarily address that criterion.

2. Five students, with mailing and email addresses, chosen by the member. Five students who have enrolled in courses taught by the member since the last review, selected by the Provost. At least five letters are required to complete the dossier, at least one of which must be from students selected by the Provost.

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- D. Summaries of the College Form (See section 1.1.2) covering the period of the current review.

Other Materials. In addition, it is the responsibility of the faculty member under review to provide to the letter writers any other evidence the member thinks relevant, such as self-designed course evaluations, syllabi, publications, published or unpublished reviews of the faculty member's work or performance, and letters from individuals outside the College with relevant special knowledge. Usually, this material is made available to colleagues by February 1. Faculty members should clearly communicate the location of these materials to their evaluators. Note that these materials are not part of the review dossier.

The Procedure. The Associate Provost meets with those undergoing the First Post-Tenure Review in November of the school year in which the review is scheduled to discuss and clarify the procedures.

By January 15, the member will submit the *curriculum vitae* and prospectus to the Office of the Provost along with the names of two faculty colleagues to serve as evaluators. Copies of the faculty member's *curriculum vitae*, prospectus, and the criteria of evaluation will be sent to evaluators by February 1. The Office of the Provost supplies the other materials in the dossier.

The review dossier should be complete by March 1. If the Provost judges the dossier to be an inadequate basis for review, additional information will be sought. Any additional information must be represented in the dossier in writing. The Provost might request, for example, that letters of evaluation deemed inadequate be rewritten. In all cases of requests for additional information, the Chair of the reviewee's department will be consulted.

By May 1 the Provost will provide the faculty member and the Department Chair with his/her report of the evaluation, normally between 1 - 2 single-spaced pages. After writing the report of the evaluation, the Provost will make a written recommendation to the President regarding salary for final approval.

The faculty member will receive a letter of intent in March indicating the standard salary increase. Any merit adjustments of the faculty member's salary based on the First Post-Tenure Review will be reflected in a letter sent before the Contract for Services is issued in May. The review dossier and the Provost's report become a permanent part of the faculty member's personnel file maintained in the Office of the Provost.

If the member being reviewed refuses to cooperate in the review (e.g., by failing to submit lists or to prepare a prospectus), the review shall nevertheless proceed, with the Provost compensating for the omissions where possible and including a statement in the review dossier and the Provost's report that explains omissions and procedural adjustments

2.4.8 Faculty Performance Review (amended April 2017, March 2007, Sept 2011)

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Performance reviews of tenured faculty members serve three purposes. The evaluation provides the grounds for adjustments of salary. Regular reviews also identify strengths and weaknesses in a faculty member's performance that can guide the faculty member in making important professional decisions. Finally, the College has an interest in assessing the continuing excellence of the faculty member's teaching, research, and service. Evaluation will be based on those three criteria and in the proportions stated under Criteria for Evaluation (See section 2.4.2).

Performance reviews take place once during each of the seven-year intervals related to the member's eligibility for sabbatical leaves, normally in the fifth year of that cycle. Anticipated faculty performance reviews should be discussed, at the initiation of the faculty member or the Associate Provost, six months prior to the beginning of the review process.

The review for promotion to Full Professor replaces the FPR in that sabbatical cycle.

The Review Dossier. The material listed below constitutes the review dossier and is the only material viewed by the Provost.

- A. A current curriculum vitae and prospectus generally five single-spaced pages written by the member describing accomplishments in teaching, scholarship, and service since the most recent review, and indicating anticipated contributions to the department and the College in the future. The prospectus should include information helpful for an assessment of excellence in teaching, research, and service, and should also discuss plans for the next sabbatical leave.
- B. The Provost's letter of recommendation to the President and Provost's statement sent to the faculty member summarizing the evaluation of their last review, as well as the Tenure and Promotion Committee letter if the last review was either a Tenure or Promotion review.
- C. Letters of evaluation. In requesting letters of evaluation, the Associate Provost will include with the written request a copy of the Criteria for Evaluation (see section 2.4.2) as well as the current curriculum vitae and prospectus provided by the faculty member. The Associate Provost will request letters from the following groups of persons:
 - 1. Three letters of evaluation—two from colleagues in the member's department and one from a colleague outside the department. The member will submit the names of two faculty colleagues, at least one of whom must be from within the member's department, to the Associate Provost. From amongst these two, the member may (but need not) designate the evaluator whose letter will focus on scholarly or artistic engagement, and may (but need not) designate the evaluator from outside the department. The Associate Provost will choose a third faculty evaluator. Letters from all three evaluators are needed to complete the dossier.

In order to provide a specific evaluation of excellence in teaching and scholarly or artistic engagement, both faculty evaluators from the member's department are expected to see the faculty member teach at least once in the year of the review, and

are also expected to read the scholarship or view or read the creative work of the member under review and assess its relevance to the field.

One of the three letter writers will be chosen to focus in particular on scholarly or artistic engagement. The two letters from colleagues in the member's department should address all three criteria of evaluation. Therefore if the person chosen to focus on scholarly or artistic engagement is a colleague in the member's department, they will have an enhanced obligation to address that criterion, but will also address the other two criteria of evaluation. If the person chosen to focus on scholarly or artistic engagement is from outside the department, then they will primarily address that criterion.

2. Five students, with mailing and email addresses, chosen by the member. Five students who have enrolled in courses taught by the member since the last review, selected by the Provost. At least five letters are required to complete the dossier, at least one of which must be from students selected by the Provost.

- D. Summaries of the College Form (See section 1.1.2) covering the period of the current review.

Other Materials. In addition, it is the responsibility of the faculty member under review to provide to department members and others writing letters of evaluation any other evidence the member thinks relevant, such as self-designed course evaluations, syllabi, publications, published or unpublished reviews of the faculty member's work or performance, and letters from individuals outside the College with relevant special knowledge. Usually, this material is placed on course reserve in the Library by October 15. Faculty members may make other arrangements as long as they clearly communicate these arrangements to their evaluators. Note that these materials are not part of the review dossier.

The Procedure. The Associate Provost meets with those undergoing an FPR in August of the school year in which the review is scheduled to discuss and clarify the procedures.

By October 1, the member will submit the curriculum vitae and prospectus to the Office of the Provost along with the names of two faculty colleagues to serve as evaluators. Copies of the faculty member's curriculum vitae, prospectus, and the criteria of evaluation will be sent to evaluators by October 15. The Office of the Provost supplies the other materials in the dossier.

The review dossier should be complete by December 1. If the Provost judges the dossier to be an inadequate basis for review, additional information will be sought. Any additional information must be represented in the dossier in writing. The Provost might request, for example, that letters of evaluation deemed inadequate be rewritten. In all cases of requests for additional information, the chair of the reviewee's department will be consulted.

By April 15 the Provost will provide the faculty member with a report of the evaluation, normally between 1 - 2 single-spaced pages.

The faculty member will receive a letter of intent in March indicating the standard salary increase. Any merit adjustments of the faculty member's salary based on the performance review will be reflected in a letter sent before the Contract for Services is issued in May. The review dossier and the final report become a permanent part of the faculty member's personnel file maintained in the Office of the Provost.

If the member being reviewed refuses to cooperate in the review (e.g., by failing to submit lists or to prepare a prospectus), the review shall nevertheless proceed, with the Provost compensating for the omissions where possible and including a statement in the review dossier and the final report that explains omissions and procedural adjustments.

2.4.9 Promotion to Full Professor (amended April 2017, April 2007, Sept 2011, Dec 2015)

Full Professor represents the highest faculty rank the College confers. It rests upon demonstrated excellence in teaching, scholarly or artistic engagement, and citizenship sustained over a substantial period of time and the achievement of recognition both within the College and the profession as a whole. Because of the seriousness of the College commitment involved, promotion to Professor is similar in its importance to the awarding of tenure.

Those faculty whose accomplishments are truly exceptional, both within the College and within their scholarly or artistic fields, may stand for promotion to Full Professor in the seventh year in rank as Associate Professor. Except in unusual circumstances, associate professors who sustain excellence in teaching, scholarship, and citizenship over a substantial period of time can expect to stand for promotion by their twelfth year in rank as Associate Professor.

The Review Dossier. The Associate Provost is responsible for compiling the dossier of materials upon which the review will be based. The material listed below constitutes the review dossier.

- A. A current *curriculum vitae* and a prospectus (generally five single-spaced pages) written by the member describing past accomplishments and indicating anticipated contributions to the department and the College in the future.
- B. The departmental letter. The department chair will convene a meeting to discuss the drafting of a departmental letter. All tenured and tenure-track members, except the member being discussed, will be invited to attend. The purpose of the letter is to provide a departmental overview of the member under review, based on the established criteria of evaluation and especially with regard to the department's curriculum, goals, and standards. During the year before the meeting, at least four department members will see the faculty member teach at least once. Department members will also see the summaries of the member's College Form evaluations. At least four members of the department will read the scholarship of the member under review and assess its relevance to the field. This assessment should make explicit its relationship to the scholarly guidelines of the department. Based on the discussion in the meeting, the department chair will draft the letter. It should reflect the opinions of all the participants in the meeting. It may or may not

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make a specific recommendation. After drafting the letter, the chair will circulate it among the tenured and tenure-track members of the department for their approval and signature.

C. Letters of evaluation. In requesting letters of evaluation, the Associate Provost will include with the written request a copy of the Criteria for Evaluation (see section 2.4.2) as well as the current *curriculum vitae* and prospectus provided by the faculty member. The Associate Provost will request letters from the following groups of persons:

1. Four letters of evaluation—three from colleagues in the member’s department and one from a colleague outside the department. The member will submit the names of two faculty colleagues, at least one of whom must be from within the member’s department, to the Associate Provost. From amongst these two, the member may (but need not) designate the evaluator whose letter will focus on scholarly or artistic engagement, and may (but need not) designate the evaluator from outside the department. The Associate Provost will choose the other two faculty evaluators. Letters from all four evaluators are needed to complete the dossier.

In order to provide a specific evaluation of excellence in teaching and scholarly or artistic engagement, all three faculty evaluators from the member’s department are expected to see the faculty member teach at least once in the year of the review, and are also expected to read the scholarship or view or read the creative work of the member under review and assess its relevance to the field.

One of the four letter writers will be chosen to focus in particular on scholarly or artistic engagement. The three letters from colleagues in the member’s department should address all three criteria of evaluation. Therefore, if the person chosen to focus on scholarly or artistic engagement is a colleague in the member’s department, they will have an enhanced obligation to address that criterion, but will also address the other two criteria of evaluation. If the person chosen to focus on scholarly or artistic engagement is from outside the department, then they will primarily address that criterion.

2. Ten students, with mailing and email addresses, chosen by the member. Ten students who have enrolled in courses taught by the member since the last review, selected by the Provost. At least eight letters are required to complete the dossier, at least two of which must be from students selected by the Provost.
3. Three evaluators from outside the College. The candidate submits five names and addresses, along with a rationale for each selection. The rationale should provide a brief description of the expertise of the external reviewers, and should explain the nature and extent of the member's relationship with them, so that TPC members will be aware of this context when reading the external evaluations of scholarly/artistic engagement. Candidates should not nominate evaluators with whom they share close personal relationships, who have served as their direct

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supervisors, or with whom they have closely collaborated on a creative or scholarly project since their last review. The Associate Provost selects three outside evaluators from whom to solicit letters. Three letters are required to complete the dossier. Any questions about this process should be directed to the Associate Provost.

- D. The Provost's letter of recommendation to the President and Provost's statement sent to the faculty member summarizing the evaluation of their last review, as well as the Tenure and Promotion Committee letter if the last review was either a Tenure or Promotion review.
- E. A record, composed by the Provost, summarizing the faculty member's appointments at Kenyon, including academic rank and any previous decisions bearing on reappointment and promotion.
- F. Course evaluations (College Form, See section 1.1.2) covering the period of the current review.

Other Materials. In addition, it is the responsibility of the faculty member under review to provide to department members and others writing letters of evaluation any other evidence the member thinks relevant, such as self-designed course evaluations, syllabi, publications, published and unpublished reviews of the faculty member's work or performance, and letters from individuals outside the College with relevant special knowledge. Usually, this material is placed on course reserve in the Library by March 15. Faculty members may make other arrangements as long as they clearly communicate these arrangements to their evaluators. Note that these materials are not part of the review dossier.

The Procedure. In January preceding the review, the Associate Provost will meet with those eligible to be reviewed for promotion and their department chairs to discuss the procedure. If the faculty member wishes to postpone the review, he or she should inform the Associate Provost in writing before March 1.

Vitae, prospectus, and names of evaluators are due in the Office of the Provost by March 1. The member should also supply three copies of a representative sample of scholarly or artistic work to be sent to the outside evaluators. Assuming all lists of potential evaluators have been provided by March 1, the Associate Provost will mail all requests for evaluations by March 15.

By May 15, the Associate Provost will inform the department chair which materials and letters from the evaluators chosen by the member have not been received. It is the responsibility of the Associate Provost and the chair to take steps to ensure that the required minimum number of written evaluations from students, faculty members, and outside evaluators has been received by the Associate Provost by June 1. The faculty member is not responsible for securing letters.

The review dossier should be complete by June 1. If the Provost or the Tenure and Promotion Committee judge the dossier to be an inadequate basis for review, additional information will be

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sought. The Provost may use whatever sources are necessary to collect this information, but all of it must be represented in the dossier in writing. In the case of oral interviews, the Provost will place in the dossier a written summary of the interview signed by the interviewee.

The Tenure and Promotion Committee will review the dossier and at the conclusion of its deliberations will make a written recommendation to the President for or against reappointment. The recommendation will reflect both majority and minority opinions as part of its rationale. The vote is also reported, without individual attribution. A copy of the recommendation is sent to the Provost.

By October 15, the Provost will submit the member's dossier and a written recommendation concerning appointment, promotion, and salary, to the President for decision.

In the process of reviewing the dossier, the President may consult with the Provost, the department chair, the chair of the Tenure and Promotion Committee and the faculty member concerning information contained in the dossier, as necessary. The President may also request the Provost to seek additional information. Any additional testimony or information supplied by the Provost at the President's request must be represented in the dossier in writing.

The Committee on Faculty and Curriculum of the Board of Trustees deliberates about the recommendation at its meeting on campus in late October. Shortly after that meeting, the member can expect a telephone call from the Provost with an oral report on the decision.

The President's decision will be given in writing to the faculty member and the department chair before November 1. Salary issues will be reflected in the Contract for Services sent to the faculty member in May. The letter from the President constitutes formal notice of promotion, but it is binding upon both parties only after the Contract for Services has been duly executed.

2.4.10 Interdisciplinary Appointments

Part I: General Principles

- A. In general, the evaluation of persons holding interdisciplinary appointments will conform to ordinary practices. The candidate will retain all rights and opportunities afforded all persons being reviewed under the procedures set out in Section 2 of the *Faculty Handbook*. Further, persons holding interdisciplinary appointments will be evaluated in accordance with the three collegiate criteria of evaluation.
- B. Given the unique character of these positions, however, the following two adjustments in the nature and structure of the departmental component of the evaluation process are deemed necessary:
 - 1. The structure of an "acting department" as detailed in part II, below, will serve the

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role of the "department" in the evaluation of persons holding interdisciplinary appointments wherever "department" is mentioned in Section 2 of the *Faculty Handbook*.

2. The role of an "acting chair" as detailed in part II, below, will serve the role of "chair" wherever "chair" is mentioned in Section 2 of the *Faculty Handbook*.

Part II: "Departmental" Structure for the Purpose of Evaluation

- A. In consultation with the interdisciplinary member under review and relevant faculty members associated with the member under review, the Provost will construct an "acting" department of between six and eight members for the sole purpose of evaluation. As is appropriate to the structure of each program and the specific terms of employment of the member, representative faculty from the following groups will be selected to serve as members of this "acting" department:

Faculty members who:

1. are currently team teaching or have team taught with the interdisciplinary member under review;
2. are currently teaching or have taught in the interdisciplinary program under the direction of the faculty member under review;
3. are currently cross-listing or have cross-listed courses with the interdisciplinary program under the direction of the faculty member under review;
4. are currently or have been members of a department with which the member has either a professional relationship (beyond the status of adjunct) or common research interest
5. are currently or have been members of the Advisory Committee of the interdisciplinary program associated with the member under review.

- B. As is the case when a chair of a department is being reviewed, the Provost in consultation with the Interdisciplinary member will select an "acting chair" for the sole purpose of coordinating the evaluation process as set out in Section 2 of the *Faculty Handbook*.

2.4.11 Review Procedures for Joint Appointments (approved March 2002, amended 2004)

In general, the evaluation of persons holding joint appointments will conform to ordinary practices. A joint appointment is defined as a formal appointment in two different departments or interdisciplinary programs. The candidate will retain all rights and opportunities afforded all persons being reviewed under the procedures set out in Section 2 of the *Faculty Handbook*. Further, persons holding joint appointments will be evaluated in accordance with the three collegiate

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criteria of evaluation.

Given the unique character of these positions, however, the following adjustments in the nature and structure of the departmental component of the evaluation process are deemed necessary:

- A. Two departments or interdisciplinary programs have an interest in participating in the review of a person holding a joint appointment. Ordinarily, one department or program will be chosen as the primary department or program and the other as the secondary department or program. The signed agreement specifying the member's responsibilities in each department should be included in all review dossiers.

- B. In order to provide each department or program with an appropriate opportunity to represent its view of the performance of the person under review, the composition of the review dossier, except in the case of Faculty Performance Reviews, will be altered in the following ways:
 - 1. Ordinarily, two members of the primary department or program and one member of the secondary department or program will be asked to write letters evaluating the faculty member under review.

 - 2. Ordinarily, two members outside the primary and secondary departments or programs will be asked to submit letters, one will write on teaching the other on scholarly/creative activity.

 - 3. In all other cases where department is mentioned in Section 2 of the *Faculty Handbook*, the department is comprised of the members of both the primary and secondary departments or programs. More specifically, in the Pretenure, Tenure, and Promotion reviews, all other tenured and tenure-track members of both departments or programs will meet together to discuss the drafting of a departmental letter and the completed letter will be circulated among these same members for their approval and signature.

- C. Ordinarily, the chair of the primary department or program will serve as the chair wherever "chair" is mentioned in Section 2 of the *Faculty Handbook*.

2.4.12 Visiting Appointments Full-Time

Faculty serving under a Full-Time Visiting Appointment are expected to participate in departmental affairs in a manner similar to those holding regular appointments, though they ordinarily do not serve as faculty advisors to majors or participate in faculty reviews. Beginning in their second year, they may advise first-year students and serve on ad hoc committees or subcommittees, but they are not normally expected to stand for election to standing committees or to serve as advisors to organizations. The criteria for evaluating faculty members (Section 2.4.2) in

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these appointments are the same as those for faculty in regular appointments.

For reasons of personal or professional development, faculty members serving more than one year under a Visiting Appointment Full-Time may request evaluation at any time after the completion of their first year of service to the College. If faculty members serving under such an appointment are being considered for an extension of their Visiting Appointment, an evaluation should be conducted by the department. The department will conduct subsequent reviews at two-year intervals as needed. Visiting appointments may be extended for two (2) two-year terms, but total years of service to the College under Visiting Appointments may not exceed six years.

The Review Dossier. The Department Chair is responsible for compiling the dossier of materials upon which the review will be based. The material listed below constitutes the review dossier.

- A. A current *curriculum vitae* and a prospectus (generally two to four pages) written by the member describing past accomplishments and indicating anticipated contributions to the department and the College in the future. Copies of the faculty member's *curriculum vitae* and prospectus must be made available to all department members.
- B. Letters of evaluation. In requesting letters of evaluation, the Chair will include with the written request a copy of the Criteria for Evaluation (see section 2.4.2) as well as the current *curriculum vitae* and prospectus provided by the faculty member. In addition, evaluators shall be reminded of the expectations of visitors stated above. Moreover, the review dossier shall include a letter from the chair of the department, or such other person(s) as may be appropriate, which explains any special circumstances associated with the appointment, such as its being made late in the year or involving assignment to an unusual set of courses.

The Chair will request letters from the following groups of persons:

1. Three members of the department. The member will submit a list of four names to the Chair. The Chair will solicit letters from three persons on the list. To be complete, a dossier must have three letters from departmental colleagues.
 2. Ten students with addresses and e-mail contacts, chosen by the member. At least five student letters are required to complete the dossier.
- C. Course evaluations (College Form, See section 1.1.2) covering the period of the current review.

Other Materials. In addition, it is the responsibility of the faculty member under review to provide to department members any other evidence the member thinks relevant, such as self-designed course evaluations, syllabi, publications, published or unpublished reviews of the faculty member's work or performance, and letters from individuals outside the College with relevant special

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knowledge. Usually, this material is placed on reserve in the department.

The Procedure. Early in the first semester, the chair will meet with the faculty member to discuss the review procedure. The chair should clarify the date by which the member should provide information for the dossier and the lists of proposed evaluators. When requesting letters of evaluation, the chair should remind evaluators of the criteria of evaluation and specify a due date. The chair should also inform the tenured and tenure track members of the department of the date for the meeting to draft a departmental letter. After the review dossier has been completed, the chair and all members of the department holding regular appointments will meet to evaluate the dossier and formulate a letter that reflects the opinions of all those participating in the meeting.

The Departmental Letter. The department chair will convene a meeting to discuss the drafting of a departmental letter. All tenured and tenure-track members will be invited to attend. The purpose of the letter is to provide a departmental overview of the member under review, based on the established criteria of evaluation and especially with regard to the department's curriculum, goals, and standards. During the year before the meeting, at least three department members will see the faculty member teach at least once. Department members will also see the summaries of the member's College Form evaluations. Based on the discussion in the meeting, the department chair will draft the letter. It should reflect the opinions of all the participants in the meeting. It may or may not make a specific recommendation. After drafting the letter, the chair will circulate it among the tenured and tenure-track members of the department for their approval and signature.

By December 1, the chair will report the outcome of the review in a letter to the Provost. If this is a review for reappointment the letter should make a recommendation. After discussing this recommendation with the chair, the Provost will submit a written recommendation to the President concerning reappointment, as appropriate.

The President's decision will be given in writing to the member and to the chair of the member's Department. The member receives a copy of the departmental letter at this time. Salary issues will be reflected in the Contract for Services sent to the faculty member the following May.

2.4.13 Limited Appointments Part-Time (amended April 2006)

Faculty members in Limited Appointments that are part-time are paid on a per course basis and are not subject to the six-year (consecutive) maximum appointment limit. Faculty on part-time limited appointments are not expected to participate in departmental affairs, advise students, serve on committees (standing or ad hoc), or assume any other responsibilities not directly associated with their class or classes. Because of the special nature of these appointments, teaching excellence is the essential criterion for reappointment. If the member's achievements in scholarship and/or service are noteworthy, however, evaluators and the departmental letter should recognize these as well.

When faculty members serving under a Limited Appointment Part-time are considered for an

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extension of a multi-year contract, an evaluation will be conducted by the department in the penultimate year of the current contract.

The Review Dossier. The Department Chair is responsible for compiling the dossier of materials upon which the review will be based. The material listed below constitutes the review dossier.

- A. A current *curriculum vitae* and a prospectus (generally two to four pages) written by the member describing past accomplishments and indicating anticipated contributions to the department and the College in the future. Copies of the faculty member's *curriculum vitae* and prospectus must be made available to all department members.
- B. Letters of evaluation. In requesting letters of evaluation, the Chair will include with the written request a reminder of the expectations for persons in part-time limited appointments as stated in the first paragraph of this section.

The Chair will request letters from the following groups of persons:

- 1. Three members of the department. The member will submit a list of four names to the Chair. The Chair will solicit letters from three persons on the list. To be complete, a dossier must have three letters from departmental colleagues.
 - 2. Five students, with mailing and e-mail addresses, chosen by the member. Five students who have enrolled in courses taught by the member since the last review, selected by the Provost. At least four letters are required to complete the dossier, at least one of which must be from students selected by the Provost.
- C. Course evaluations (College Form, See section 1.1.2) covering the period of the current review.

Other Materials. In addition, it is the responsibility of the faculty member under review to provide to department members any other evidence the member thinks relevant, such as self-designed course evaluations, syllabi, publications, published and unpublished reviews of the faculty member's work or performance, and letters from individuals outside the College with relevant special knowledge. Usually, this material is placed on reserve in the department.

The Procedure. These reviews may be done anytime during the academic year that is convenient. At least a month before the review, the chair will meet with the faculty member to discuss the review procedure. The chair should specify the date by which the member should provide the chair the information for the dossier and the lists of potential evaluators. When requesting letters of evaluation, the chair should remind evaluators of the teaching criterion that applies to this review as set out in the first paragraph, and should specify a due date. After the review dossier has been completed, the chair and all members of the department holding regular appointments will meet to evaluate the dossier and formulate a letter that reflects the opinions of all the participants in the

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meeting.

The department chair will convene a meeting to discuss the drafting of a departmental letter. All tenured and tenure-track members will be invited to attend. The purpose of the letter is to provide a departmental overview of the member under review, based on the criterion of teaching excellence and how the member's teaching furthers the department's curriculum, goals, and standards. If the member's scholarship or service have been noteworthy, the discussion should address these criteria as well. During the year before the meeting, at least three department members will see the faculty member teach at least once. Department members will also see the summaries of the member's College Form evaluations. Based on the discussion in the meeting, the department chair will draft the letter. It should reflect the opinions of all the participants in the meeting. It may or may not make a specific recommendation for reappointment. After drafting the letter, the chair will circulate it among the tenured and tenure-track members of the department for their approval and signature.

No more than two weeks after the meeting to formulate the departmental letter, the chair will report the outcome of the review in a letter to the Provost. If this is a review for reappointment, the letter should make a recommendation. After discussing this recommendation with the chair, the Provost will submit a written recommendation to the President concerning reappointment, as appropriate.

The President's decision will be given in writing to the member and to the chair of the member's department. The member receives a copy of the departmental letter at this time. Salary issues will be reflected in the Contract for Services sent to the faculty member the following May.

2.5 GRIEVANCE PROCEDURE (Adopted by the Faculty and Board of Trustees, 1982)
(Amended by Faculty and Board of Trustees, 1986, 2008)

Members of the faculty may invoke this grievance procedure in disputes arising out of either of the following:

- A. A decision of the administration to terminate the faculty member's appointment, whether limited or unlimited, prior to the expiration of its term, or not to reappoint the faculty member to the faculty.
- B. A faculty member's belief that the faculty member's academic freedom has been infringed, the faculty member has been unfairly treated in matters of professional life.

Allegations of discriminations of any form (age, ancestry, disability, race, religion, gender, or sexual orientation) are initially handled through the office of the Equal Opportunity Coordinator. If a faculty member feels that his or her case of discrimination was not adequately resolved through the EOO's office, only then may he or she invoke the grievance procedures described here.

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The purpose of this grievance procedure is to provide means whereby an aggrieved faculty member may obtain a hearing before a well-informed, disinterested body of peers elected by the faculty for that purpose. The Grievance Committee, in order to be well-informed, will have access to all relevant information in the control of the offices of the College. The function of the grievance procedure is to determine whether a grievance is well-founded and to make recommendations regarding the resolution of disputes.

This grievance procedure shall not be applicable to, nor shall the committee have jurisdiction to hear, any dispute which is the subject of any legal action or complaint against the administration or the College filed by or on behalf of the aggrieved faculty member in any court of law or before any governmental agency. If any such legal action or complaint is instituted or filed after the commencement of the grievance proceedings described herein, those proceedings shall be terminated immediately.

2.5.1 Informal Consultation

Any grievance shall be brought first to the President or Provost, the choice of which to be made by the aggrieved. The President or Provost will seek to resolve the dispute informally by consultation with the faculty member, the faculty member's department chair, and others whose knowledge or experience may be of help in achieving a mutually satisfactory settlement of the dispute. The President or Provost will report the substance of this informal consultation to the faculty member in writing.

Any grievance shall be brought first to the President or Provost, the choice of which to be made by the aggrieved.

2.5.2 Mediation

If the informal consultation does not resolve the grievance, the aggrieved faculty member must then submit to mediation through the agency of the Grievance Committee. After consideration of the written report of informal consultation and consultation with the faculty member, the chair of the Grievance Committee will ask the College's ombudsperson to serve as the mediator who will attempt to resolve the dispute. The mediator will consult with the parties directly involved and, where relevant, request that the documents upon which the decision was based be made available to the aggrieved faculty member, accompanied by an advisor from the College faculty or administration, if the aggrieved faculty member desires, to examine the evidence, with personal identification removed, upon which the action or decision was based. The role of the advisor in the mediation process is to ask clarifying questions and to advise the aggrieved, not to present a case on the aggrieved's behalf. After consulting the documents, the aggrieved faculty member may either withdraw the grievance, or go forward with the mediation conducted by the mediator in a manner agreed upon by the participants. Information acquired by the mediator in the course of the inquiry will not be divulged to anyone except the parties directly involved and will not become part of any subsequent formal hearing of the Grievance Committee.

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The Mediation Process: The purpose of mediation is to build consensus toward a resolution of the dispute between the parties in an informal setting. To that end, the mediator provides the parties with a safe process that encourages them to share their perspectives about what happened and to develop a strategy for moving forward. It is crucial that the parties in mediation understand that they are not there to present evidence to prove who is right or wrong. Rather, the parties are asked to collaborate to find a solution to their joint problem.

Mediation is based on the principles of neutrality and confidentiality. Therefore, the mediator acts as a disinterested third party, not as an advocate for the College or any other party, and the mediator agrees not to disclose any information about the mediation to outside parties. Likewise, the parties will be asked to consent to confidentiality as well.

Mediation will follow the seven stage model that is widely applied in conflict resolution settings. Participants can expect a mediation session to last three hours on average.

The Model: Seven Stages of Mediation

- Introduction: The mediator and parties are introduced. The mediator's role is explained. Ground rules are set, and the role of the advisor is clarified.
- Telling the Stories/Determining Problems: Each party tells his or her version of the events, uninterrupted by the other party. The mediator asks targeted questions to identify specific problem behaviors as well as the effects of those behaviors on the parties.
- Summarizing: The mediator summarizes the stories of the initiator and respondent to confirm an accurate understanding of the relevant information while focusing attention away from those portions of the stories that do not directly play a role in resolving the conflict.
- Identifying Issues and Interests: During this stage, the mediator will identify specific problems with the intention of identifying the central issues and interests at stake. The mediator will then present the identified issues and interests to the parties.
- Generating and Evaluating Alternatives: The parties brainstorm or trade proposals to develop a range of solutions aimed at addressing the underlying needs/interests of the parties. They will then evaluate the alternatives in terms of their implications, consequences and workability, and how well they address the needs/interests of the parties.
- Agreement: If the parties are able to agree to one of the solutions proposed in stage 5, then the mediator will help the parties write an agreement that memorializes the resolution.
- Closure: If an agreement was reached, the mediator will encourage the parties to comply with the agreement, following up with them at time intervals determined by the parties.

2.5.3 The Faculty Grievance Committee

In the case of failure of other efforts to resolve the dispute, the faculty member may request the participation of the Grievance Committee by submitting a written grievance to the chair of the committee, with a copy to the President or the Provost.

Upon receipt of the statement of grievance, the chair of the committee will convene a meeting of the committee for the purpose of constituting a Hearing Panel ("the Panel") to consider the case. Before this meeting, the chair will consult with the parties to the dispute to determine if they believe that any members of the committee ought to be excluded from the Panel for reason of interest or bias. At its first meeting, the committee will select three of its members to consider the case and name one of them chair of the Panel.

2.5.4 Preliminary Investigation

The Panel will conduct a preliminary investigation s in order to determine whether the evidence warrants a grievance hearing. At the request of the Panel, the administration and/or faculty members who are parties in the dispute will make available to it all relevant evidence in their possession pertaining to the grievance. The Panel may consult with the aggrieved faculty member, the President, the Provost, the EOO if the grievance includes issues of discrimination, and such other persons who may be of assistance. The Panel will then meet in order to determine whether there is a prima facie case warranting a hearing.

In order to dismiss a case on the ground that no substantial evidence supports the claim of the aggrieved faculty member, the Panel must decide by unanimous vote. In cases where there are multiple points of grievance, the Panel may decide by unanimous vote to dismiss some points of the grievance depending on the substance of the evidence supporting each point. The chair of the Panel will notify in writing the parties to the dispute, the President, the Provost, and the EOO if the grievance includes issues of discrimination, of its decision, and, if it decides to proceed to a full hearing, of the time and place of such a hearing.

2.5.5 Grievance Hearing

The grievance Panel is charged with the responsibility of conducting a full, fair, and impartial hearing of the dispute. The purpose of the hearing is to inform the Panel about the dispute in a thorough manner. The Panel shall conduct the hearing in whatever informal manner will most efficiently serve this end. However, the conduct of the hearing must be consistent with the following provisions:

- A. The committee will hold in strict confidence all information provided by the parties to the dispute and all testimony made during the course of the grievance procedure. The Panel will not be required to make a record of the proceedings, and only the Panel may make a

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verbatim record for the purpose of reviewing testimony. At the conclusion of the proceedings, the Panel will, when possible, return all documentary evidence to its source. All other documents, records, and notes will be destroyed in a manner designed to preserve their confidentiality.

- B. The Panel, the President, the Provost, and all parties directly involved in the dispute will have the right to call and present witnesses and to demand and supply documentary evidence. Neither the Panel nor the parties to the dispute will be bound by legal rules of evidence, but will have the right to present witnesses and confront and question all witnesses.
- C. The hearing will be closed to the public, and the parties will not be represented by legal counsel. The President, the Provost, the parties directly involved in the dispute as determined by the chair of the Panel, and the EOO if the grievance includes issues of discrimination are entitled to attend the hearing. At the request of the aggrieved faculty member, a representative of the American Association of University Professors (AAUP) may attend the hearing as an observer. Also, the aggrieved faculty member may be accompanied by an advisor chosen from the College faculty or administration. The role of the advisor in the hearing is to ask clarifying questions and to advise the aggrieved, not to present a case on the aggrieved's behalf.

The Hearing Process: Grievance hearings will proceed in the following fashion. The Panel can deviate from this order of proceedings if circumstances dictate and all involved parties agree.

1. The panel meets with the aggrieved, the advisor from the faculty or administration (if present), and those against whom the grievance was filed, hereinafter referred to as the respondent(s).
2. The aggrieved presents his or her case.
3. The panel questions the aggrieved.
4. The respondent(s) presents their case.
5. The panel questions the respondent(s).
6. The panel, aggrieved, and respondent(s) ask questions of each other to clarify issues introduced during the presentation of cases and the initial rounds of questioning.
7. Any witnesses for the aggrieved present their testimony and evidence. Witnesses will be sequestered and introduced individually.
8. The panel and respondent(s) question the witnesses of the aggrieved.

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9. Any witnesses for the respondent(s) present their testimony and evidence. Witnesses will be sequestered and introduced individually.
 10. The panel and aggrieved question the witnesses of the respondent(s).
 11. The aggrieved delivers a closing statement.
 12. The respondent(s) delivers a closing statement.
- D. In cases involving the termination of an appointment prior to the expiration of its term, the administration shall have the burden of establishing adequate cause for such termination.
- E. All actions of the Panel will be taken by a majority vote of the three members constituting the Panel in a particular case.

2.5.6 Hearing Results

After the conclusion of the hearing, the three members of the Panel will meet in a closed session to review all information presented during the hearing and make a determination of the case. This determination will be made by a majority vote of the three members of the Panel. In cases in which no two members can concur, the Panel will simply state that it could make no determination. The Panel will make a written statement of its determination and its recommendations. Copies of this document will be transmitted to the President, the Provost, the aggrieved, the respondents and to the EOO if the grievance includes issues of discrimination.

This document will include a determination of the merits of the aggrieved faculty member's claims and explicit recommendations about the form of compensation, if any, appropriate to a settlement of the dispute. These recommendations are subject to the following restrictions:

- A. In cases arising from the termination of a faculty member's appointment, or the decision not to reappoint a faculty member with or without limit, the Panel will not conduct an evaluation of the faculty member, but will be limited to determining whether the administration complied with the applicable policies and procedures of the College, whether the dossier compiled for the purposes of evaluation was properly constituted, and whether the evidence compiled in the dossier was reasonably interpreted. In such cases the Panel's recommendations will be limited to advising the President whether a new evaluation of the faculty member ought to be conducted.
- B. If the grievance includes a claim of discrimination, the Panel will determine whether the evidence and testimony of the hearing reasonably support the claim of discrimination.
- C. The President must accept or reject the recommendation of the Panel within one week.

If the College accepts the recommendation of the Panel, the case is closed. The Grievance Committee, the aggrieved, the respondents, the EOO if the grievance includes issues of discrimination, and the Executive Committee will all receive notice from the President of the

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resolution of the dispute, as well as a projection of how and when the College will carry out the Panel's recommendation.

If the College does not accept the Panel's recommendation, the President will meet with a member of the Panel and another member of the Grievance Committee to negotiate a fair settlement. This meeting must take place within fifteen (15) days after the submission of the Panel's recommendation. The participating member of the Grievance Committee, within five (5) days of the meeting, will make a written report of the outcome, sending copies to the President, the aggrieved, the respondents, the Grievance Committee, the EOO if the grievance includes issues of discrimination, and the Executive Committee.

The President, also within five (5) days, will send a parallel report to the aggrieved, the respondents, the Grievance Committee, the EOO in cases involving discrimination, and the Executive Committee. The President's report will convey his or her understanding of the decision made at the meeting as well as a projection of how and when the College will carry out that decision.

2.5.7 Time Limitations

- A. A request for informal consultation shall be made by the aggrieved faculty member within thirty (30) days of the occasion of the dispute.
- B. After the informal consultation, the aggrieved faculty member has fifteen (15) days to request mediation by the College's ombudsman.
- C. The mediation will commence within thirty (30) days of the request by the aggrieved.
- D. In case of failure of mediation, the aggrieved faculty member shall request a formal hearing by the Grievance Committee within fifteen (15) days of the completion of mediation.
- E. The Panel shall complete its preliminary investigation and give notice of its determination to the parties involved within fifteen (15) days after the receipt of the request for a formal hearing.
- F. If the Panel proceeds to a formal hearing, the hearing shall be held no more than fifteen (15) days after notification of the decision to hold a formal hearing.
- G. The Panel shall render its written determination within five (5) days of the conclusion of the formal hearing.
- H. The President will respond to the Panel's recommendation within one (1) week of his or her receipt of the Panel's written determination.
- I. If the President rejects the initial recommendation, a meeting to negotiate a settlement will be held within fifteen (15) days of the submission of the Panel's written determination.

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- J. The member of the Grievance Committee who participated in the settlement negotiation as well as the President will each submit a report of that negotiation within five (5) days of the meeting.
- K. The chair of the Grievance Committee, after consultation with the parties directly involved, may suspend the time limitations listed in above items E, F, and I.

3.0 FACULTY ORGANIZATION: INTRODUCTION (amended through section 3.2.6, May 1992)

Ultimate responsibility for governance of Kenyon College rests with its Board of Trustees, which is guided by the legal framework described in the Constitution of Kenyon College (See Appendix A). Responsibility for developing and maintaining the programs of the College is delegated in large measure to the President and to the faculty. This responsibility informs the organization of faculty business and faculty participation in collegiate governance. Collegiate governance involves three distinct bodies: the administration, acting through the President and other administrative officers; the faculty, acting through the faculty meeting and the standing and ad hoc committees of the faculty; and the student body, acting through the Campus Government described in the Student Handbook. The Campus Government represents the concerns and interests of students, and acts under authority delegated directly by the President. The system of faculty governance outlined below acts out of powers invested in the faculty by the Board of Trustees as well as the President. It provides means of communication with other members of the College and of action on behalf of the faculty to determine the educational character of the College.

Because the conduct of the faculty's business is the business of all faculty members, the faculty of Kenyon College, in approving this system of governance, affirms its expectation that every faculty member will take part in the system. This expectation is grounded above all in the faculty sense that duties should be appropriately shared, but also in the recognition that active participation is a simple responsibility of faculty membership and contributes to faculty development.

The system of government herein described supersedes any and all previous legislation on the subject

3.1 THE FACULTY MEETING (amended March 2000 - pending Board of Trustees' approval)

The faculty meets six times annually as a body to conduct the business of the faculty. Standing committees of the faculty report on actions taken on behalf of the faculty, and make recommendations to the faculty for action on issues which require faculty approval for implementation or faculty support for items of advice and recommendation to the administration of the College. The principal concerns of this formal body of faculty and administrators are educational policy, programs, and standards.

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3.1.1 Membership (amended September 1995, amended February 2016)

Those persons holding appointment to positions in the College that require them to be immediately and continuously involved in teaching or making academic policy shall comprise the faculty meeting. This includes:

All tenured and tenure-track members of the Faculty (including those on temporary leave, e.g., junior leave or sabbatical, and those serving as administrators), as well as all visiting and continuing Faculty members appointed under at least a half-time contract that includes teaching courses for academic credit;

Select Administrators and Staff devoted to Academic Policy: the President, the Provost, the Vice President for Student Affairs, The Vice President for Library and Information Services, the Associate Provosts, the Dean of Students, the Dean for Academic Advising, the Director of Athletics, the Director of the Center for Global Engagement, the Director of the Library, the Director of the Center of Innovative Pedagogy, the Faculty Grants Coordinator, and the Registrar;

All members have voice and vote in faculty meetings. The Chair of the Faculty may invite visitors to attend faculty meetings when appropriate, with voice but no vote, or as observers. The Chair of the Faculty regularly invites, at the beginning of the year, appropriate individuals to attend the faculty meeting with voice but no vote; these should include but are not limited to: the Vice President for Finance, the Vice President for Enrollment Management and Dean of Admissions, the Vice President for College Relations, the Civil Rights/Title IX Coordinator, the Director of the Career Development Center, Professional Members of the Library Staff, all adjunct Instructors and Professors teaching less than half-time, and Emeritus faculty.

Membership in the faculty meeting carries with it the expectation of regular attendance at meetings and, in the case of administrators, the expectation that reports of activity pertinent to faculty concerns from their areas of responsibility will be made to the meeting from time to time.

3.1.2 Officers

There are two officers: the chair, who shall be a tenured member of the faculty, and the secretary; both will be elected by the faculty prior to the March meeting and serve for the ensuing academic year. No person may serve consecutively in either of these positions for more than three years.

Duties of the Chair include:

- A. Preside at faculty meetings or arrange for a presiding officer if necessary;
- B. Convene and preside over the Executive Committee;
- C. Organize the process of nomination and election of faculty officers, and committee chairs and members;

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- D. Supervise, with the Executive Committee, the creation and appointment of ad hoc committees;
- E. Represent the faculty in meetings with the President;
- F. Serve on the Trustee Committee on Curriculum and Faculty.

Duties of the Secretary include:

- A. Keep a written report of the faculty meetings, adding the minutes to the cumulative record of faculty business kept in the Provost's office;
 - B. Provide accurate final versions of material to be included in the *Faculty Handbook*;
 - C. Keep such records of the Executive Committee as needed;
 - D. Circulate before each faculty meeting a written agenda for the meeting to all members;
 - E. Conduct the official correspondence of the faculty;
2. Present candidates for degrees at Commencement and other ceremonies;

3.1.3 Conduct of Meetings (amended March 2000, October 2012, Sept 2013)

The chair shall distribute a schedule of the year's faculty meetings prior to the beginning of classes in August. Additional meetings may be called by the chair or the secretary. The chair must call a special meeting on receipt of a petition to do so signed by twenty-five or more members of the faculty. At each meeting the record of the previous meeting shall be approved or altered so as to receive approval. Except as herein provided, meetings are conducted according to *Robert's Rules of Order*, all debate being addressed to the chair.

The normal order of business is:

- A. Approval of the minutes of the previous meeting;
- B. Old business;
- C. New business;
- D. General Forum;
- E. Committee reports;

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- F. Administrative reports;
- 3. Announcements.

General Forum is a time for open discussion of items of concern to the faculty. While the chair may suggest a topic in the published agenda, this should not keep faculty from bringing other issues forward from the floor, either for general discussion or for referral to one of the standing committees for further investigation.

To be on the agenda for each faculty meeting, all reports, motions, and supporting documents from committees or individuals must be submitted, in writing, **no later than 9:00 a.m. on the Wednesday preceding the Monday meeting, to the Executive Assistant to the President and Provost**, who will distribute copies to all members on the Friday preceding the meeting.

The President, the Provost, the Associate Provosts, the Dean of Students, and the Vice President for Library and Information Services each normally submit a written report for Faculty Meeting, on time for inclusion in the FacPac.

3.1.4 Legislative Procedures

Any member may raise items of business for consideration and vote, regardless of previous action by a committee, provided the matter is duly placed on the agenda. Unless specific time limits for debate have been voted, all members may be permitted to speak to the issues. Any member may call for a written ballot for any vote, either in regular meeting or in the Committee of the Whole. Proposed legislation must be made available in writing in advance of the meeting at which it is to be introduced. Normally it will not be voted on until the next meeting.

Legislation requires a simple majority of those present to pass, except in special cases where a 60 percent vote is required: legislation which revises, amends, or alters requirements for graduation, or employment policies and procedures, or other significant matters for which by vote the faculty decides this is needed.

Legislative and executive actions taken by a standing committee of the faculty will be reported in writing and circulated to all members. All such actions are subject to review by the faculty at any regular or special meeting by passage of a motion calling for review. A review may also be initiated by presentation to the secretary of a petition signed by at least fifteen members of the faculty meeting.

3.1.5 Committee of the Whole

When standing committees or ad hoc committees of the faculty examine important issues, they should have discussion in the faculty meetings early in their deliberations in order to become

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familiar with views of the whole faculty. The Committee of the Whole provides the setting for such discussion. The contents of a discussion in the Committee of the Whole would not appear in the record of the meeting in order to give opportunity for free discussion to all participants without final commitment.

The Committee of the Whole should be used for important matters, and the secretary should include it in the agenda for that meeting. When the faculty votes to resolve itself into the Committee of the Whole, it will normally do so following the committee reports. The issues to be discussed will be specified, and remarks will be restricted to those issues. Ordinarily, discussion will be guided by an agenda or a position paper distributed prior to that meeting.

3.2 STANDING COMMITTEES OF THE FACULTY

Responsibility for the academic program of the College has by tradition and agreement been delegated to the faculty by the Board of Trustees and its chief administrative officer, the President of the College. It is through the system of standing committees that the faculty organizes its work in order to meet this responsibility. It is the intent of the faculty that the composition of the standing committees reflects the diversity of the faculty body to the extent that is possible. To assure that all segments of the College community are properly involved in the work of the committees, students and administrative officers are also expected to serve on several of the committees.

As the presence of administrators on faculty committees suggests, the faculty understands that the work of the College requires close cooperation between members of the faculty and members of the administration. Cooperation may not always mean agreement, however, and the faculty recognizes that in fulfilling its constitutional responsibilities the administration may sometimes need to act contrary to faculty advice or recommendation. The administration recognizes in turn that the governance system is designed to assure that where it is appropriate faculty advice will be offered only after careful deliberation by designated representatives. The faculty therefore expects that the administration will respond to such advice in a timely, informative, and relevant manner.

The faculty through its committees establishes policies and procedures which give form and character to the collegiate program. The committees regularly review these policies and procedures to evaluate their effectiveness, but implementation of policy and responsibility for monitoring the application of rules rests with the appropriate administrative officers and/or faculty members. It is important for the committees to maintain close working relationships with those persons on the campus who are charged with policy implementation and to consult with them when considering questions which relate to their responsibilities. It is equally important for those carrying out committee policies to report to the appropriate committee from time to time on the performance of their tasks.

Helping to establish policies and procedures which can be clearly understood and applied by all

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members of the College is a major responsibility of the standing committees. In order to assure that legislation proposed for action by the faculty is in an advanced stage of preparedness, preliminary discussion should occur in one of the committees. When it is not clear which committee is most appropriate, the Executive Committee will assist individuals or groups in making referrals to committees.

By the end of the academic year the chair of each standing committee submits a written report to the Secretary of the Faculty, summarizing the work of the committee during the year. These reports shall become part of the cumulative record of the faculty's business filed in the Provost's office. Copies of the report are sent to the President and to the senior administrator who serves with that committee.

Each committee shall take care to review, evaluate, and recommend improvements in the policies and procedures that fall within its responsibility.

3.2.1 Membership on Standing Committees (amended 9/2013)

Members of standing committees are elected by the faculty meeting from those of its membership referred to in section 3.1.1, categories A and D. Some administrative officers are ex officio members of standing committees, as provided below. Student membership is determined and provided by Student Council. Members of the faculty become eligible for service on standing committees after one year of service to the College. The term of service for faculty members is normally two years. Normally, standing committees are chaired by a tenured member of the faculty with one year of prior service on that committee. The faculty meeting elects chairs of standing committees unless otherwise specified. A member of the faculty under review for appointment without limit may be elected to chair a standing committee, but may serve as chair only if tenured.

Student representation on faculty committees shall consist of two student members on the Committee on Academic Standards and two student members on the Curricular Policy Committee. These student representatives shall have full voting privileges on their respective committees. The Student Council shall be responsible for sending student representatives to faculty committees, early in the fall. The faculty encourages diverse and representative student participation on faculty committees.

On standing committees of the Faculty, only teaching members of the Faculty and student members vote. The chair of each standing committee must be tenured, or pending for tenure when elected.

3.2.2 Election Procedures (amended October 1997)

Elections are conducted by the Executive Committee whenever a faculty position on a standing committee needs to be filled. Chairs of the standing committees are elected prior to the March meeting of the faculty. Prior to the April meeting, the Executive Committee conducts elections for

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regular members of committees, the Senate, and the GLCA Academic Council. Committee members are elected on a rotating basis, with approximately half of each committee elected each year. Division and program representatives on the Executive Committee (see section 3.2.3) shall have been selected and announced prior to this meeting. To assure an element of continuity in the work of the Resource Allocation and Assessment Subcommittee of the Executive Committee, these five representatives will be selected for three-year terms on a staggered schedule. While the Executive Committee prepares the nominations for standing committee positions, provision will always be made for nominations from the floor of the faculty meeting.

3.2.3 Executive Committee (amended March 2000, 2015)

Members:

- Four faculty, elected by the divisions (3 year term)
- One faculty, selected by directors of interdisciplinary programs (3 year term)
- Chairs of Committee on Academic Standards, Curricular Policy Committee, Faculty Affairs Committee, and Senate Co-Chair
- Chair and Secretary of the faculty
- President, Provost, Associate Provosts

Ex Officio:

- Vice President for Student Affairs
- Vice President for Library and Information Services

Duties:

- Policy deliberation: raise, explore, and resolve questions of collegiate interest
- Consult and advise on long-range planning and budget-making
- Advise the President on creation of tenure-track positions
- Coordinate work of standing and ad hoc committees
- Advise on and control creation of ad hoc committees
- Prepare policy and nominations for honorary degrees
- Plan and supervise faculty elections

3.2.4 Curricular Policy Committee (amended March 2000)

Members:

- Four faculty plus
- Chair
- Two students
- Associate Provost

Ex Officio:

- Provost

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- Vice President for Library and Information Services
- Registrar

Duties:

- Maintain quality of academic program
- Propose curricular initiatives for faculty action Supervise course approvals and academic programs
- Evaluate and review use of academic facilities and services, including the libraries, the audio-visual department, information and computing services, and the bookstore.

3.2.5 Faculty Affairs Committee (amended March 2000)

Members:

- Four faculty plus chair
- Associate Provost

Ex Officio:

- Provost

Duties:

- Advise the President on matters of compensation
- Review conditions of employment
- Evaluate and supervise programs designed to enhance faculty development
- Review and update *Faculty Handbook*
- Supervise recruitment policies
- Oversee research proposals involving the use of human subjects

3.2.6 Committee on Academic Standards (amended March 2000, 2015)

Members:

- Four faculty plus chair
- Two students
- Associate Provost
- Dean for Academic Advising
- Registrar

Ex Officio:

- Vice President for Enrollment Management & Dean of Admissions
- Dean of Students
- Director of Multicultural Affairs
- Director of Financial Aid
- Director of International Education

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- Coordinator of Disability Services

Duties:

- Maintain academic standards
- Oversee admission and financial aid
- Supervise off-campus study programs
- Oversee student grant and fellowship programs
- Review orientation and advising programs
- Oversee and receive reports of Academic Infractions Board
- Review and approve competition schedules for varsity sports
- Evaluate and act on student petitions

3.2.7 The Resource Allocation and Assessment Subcommittee of the Executive Committee (May 1999)

Members:

- Four divisional representatives elected to the Executive Committee
- One interdisciplinary representative on the Executive Committee
- Provost

Ex Officio:

- Associate Provost who acts as Assessment Coordinator
- President
- Chair of the Faculty
- Chair: Appointed by the Chair of the Faculty from among the other faculty members of the subcommittee

Duties of the Subcommittee:

- Consult and advise on long-range planning and budget-making
- Advise the President on the creation of tenure-track positions
- Advise the President and the Executive Committee on the possible termination of faculty positions in the event of a financial exigency
- Discuss the assessment reports of departments and programs and make recommendations for long-range planning and budget-making when appropriate

Duties of the Assessment Coordinator:

- Collect the assessment reports of departments and programs
- Conduct preliminary analysis of the assessment reports to identify issues and assist the subcommittee in evaluating the reports for planning purposes
- Respond to requests from the subcommittee for further information

3.2.8 The Grievance Committee (amended 1986)

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The functions of the Grievance Committee include:

- receive grievances brought against the College by a member of the faculty as described in section 2.5;
- receive allegations from faculty members of unfair treatment regarding matters of professional life;
- receive allegations of unprofessional conduct brought by one member of the faculty against another member on behalf of any member of the College;
- provide written reports of the Committee's activities as these occur. (These reports, typically included in the FAC PAC, must not name the parties of particular grievance, but should take account of all grievances filed and indicate the manner in which they were handled, whether by informal consultation, mediation, investigation, or a hearing. In cases in which a panel has judged for the aggrieved, the reports should indicate whether the College has complied with the decisions.)

Members:

- three regular members, one of whom serves as chair, and
- three alternate members.

The chair and other faculty members of the committee will be elected by the faculty during the elections for faculty committees in the spring. Each must be a **tenured member** of the faculty and **not a department chair or administrative officer**. No two may be from the same department. Regular members and alternate members must include at least one member of each sex, whenever the composition of the faculty makes it possible. Except as provided in procedures for hearing grievance, alternate members participate fully in the work of the committee.

3.2.9 Ad Hoc Committees

The President, the Provost, or the standing committees may request of the faculty, through the Executive Committee, that an ad hoc committee be appointed to study a particular matter. In this way, the special interests and abilities of others can be used for a limited time when questions which require comprehensive study arise. An ad hoc committee reports its findings and recommendations to the officer or committee which requested it and to the Executive Committee. The faculty, through the Executive Committee, or the Executive Committee acting on its own may create an ad hoc committee to study any question of unusual import which does not clearly fall into the domain of a standing committee, and to report directly to the faculty. The Executive Committee controls creation of and appointment to ad hoc committees.

3.2.10 Institutional Review Board (IRB)

The Kenyon College Institutional Review Board is hereby established, in compliance with Federal regulations (45 CFR 46), to review and approve all research involving human subjects performed at its facilities, by its agents, representatives and affiliates, or under its auspices. IRB approval is

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required before any human subjects research including, but not limited to, research utilizing questionnaires, interviews, and other means of gathering attitudes, opinions, and views, as well as research involving direct biological or behavioral interventions or interactions with living persons, may be undertaken.

This legislation supersedes Sec 3.2.5 of the Faculty Handbook insofar as such rules vest in the Faculty Affairs Committee the responsibility for overseeing research proposals involving the use of human subjects. It is the policy of the College that no research conducted under its jurisdiction should be contrary to the mission of the institution.

All Kenyon College researchers (faculty, administrators, or students), research advisors, department/program chairs, and heads of administrative divisions, must complete the prescribed online Human Subjects Protection Training prior to submission of proposals to the IRB from or through such departments or divisions of the college.

Members: Members of the IRB are appointed by the Provost in consultation with the Associate Provosts and the chairs of departments and programs. To assure an element of continuity in the work of the IRB, faculty members will normally serve a three-year term. The terms may, at the election of the Provost, be renewed or continued.

The IRB consists of the Associate Provost, who chairs the board, and, as required by federal regulation, at least five members with varying backgrounds including a Kenyon College administrator, at least one member of the community unaffiliated with the College, and three faculty members, representing different academic divisions of the college. No two faculty members on the IRB may be from the same department. The board must include at least one member of each sex, with a goal of achieving gender balance whenever the composition of the faculty and administration makes it possible to do so.

3.3 FACULTY MEMBERSHIP ON COLLEGE COMMITTEES (amended May 1999)

Members of the faculty serve on a number of College committees whose functions and membership are determined by legislation of the Board of Trustees and Senate.

- A. The Senate. The Senate is the principal legislative body of the Campus Government concerning extracurricular matters. Its functions are: to serve as a forum where students, faculty members, and administrators communicate and consider matters of general concern to the College; to work with the Student Council to establish as they deem necessary subsidiary bodies to promote student self-government in the areas of social organizations, classes, and living units; to establish regulatory boards for the supervision of campus activities; and to legislate within the jurisdiction of the Campus Government rules for the regulation of student life and extracurricular activities.

The Senate is composed of four upper-class students, three elected from their respective classes and one elected at-large from within the student body who serves as co-chair. Other

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members include: one first-year student elected in the fall by the first-year class, the Student Council President, Student Council Vice Presidents for Student Life and Academic Affairs, a representative from Greek Council (elected from within), five faculty members elected by the faculty, one member of the academic administration designated by the Provost, and three student-affairs administrators. The President is a non-voting member. The President shall ratify or veto any legislative act of the Senate (see Article II of the Constitution for additional information).

- B. The Student Conduct Review Board. The judicial system of the Campus Government is framed to promote the corporate well-being of the College community by adjudicating alleged violations of College social regulations. Disciplinary proceedings are designed to secure the rights of students and, conversely, to protect the College from inordinate student behavior. Like the legislative branch, the judicial system combines the efforts of administrative officers, faculty, and students. The Student Conduct Review Board, which hears alleged violations of social infractions of College regulations, is composed of three students appointed by the Student Council, and four faculty members, one of whom serves as chair. Ordinarily, each year the faculty elects two members for two-year terms, as specified in Article IV of the Constitution of Campus Government, found in the *Student Handbook*. The President of the College appoints the chair of the Student Conduct Review Board each year from among the members. Rights of due process are guaranteed to any student(s) appearing before the Board. (See Article IV of the Constitution.)
- C. The Academic Infractions Board. The Academic Infractions Board (AIB) hears charges of alleged violations of the College's academic regulations. It consists of three faculty members (serving two-year terms) elected by the faculty, and two student members. It reports to the Committee on Academic Standards. A complete description of the AIB and its procedures appears in the *Course of Study* and in the *Faculty Handbook*, section 1.5.1.
- D. GLCA Academic Council. Two faculty, one elected each April for a three-year term.
- E. The National Collegiate Athletic Association and The North Coast Athletic Conference. Two faculty representatives, selected by the President.
- F. Drug and Alcohol Program Board. One faculty member invited by the Chair of Senate to serve a two-year term.
- G. College Traffic Citation Appeal Board. One faculty member and students, invited by the Director of Security and Safety in consultation with the Provost.

3.4 THE ACADEMIC DEPARTMENTS

The faculty is organized into academic departments that represent the principal components of the curriculum. Each department groups together those persons who are appointed to teach, to do

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research, and to give advice and counsel in designated academic disciplines. Excepting only interdisciplinary appointments, each member of the faculty is a member of a department. Any proposed alteration in the department structure may be referred to the faculty meeting after consideration by the affected departments and divisions.

The responsibilities of the departments are: to ensure that courses are taught, students are evaluated, and high standards are maintained; to make recommendations for improvement in the curriculum or facilities; to promote research and scholarly development in the subject area; to represent the subject area in the intellectual life of the College outside of the classroom; to promote, together with the President and the Provost, the recruitment and retention of faculty members; to advise the Vice President for Library and Information Services on research-materials acquisition; to advise majors on curriculum; to prepare budgets; and to perform routine program administration (e.g., ordering texts and supplies, turning in grades).

Each department has a chair or an acting chair in residence. The chair is appointed by the President on recommendation of the Provost after consultation with members of the department. The appointment shall be for a specified term, ordinarily for three years beginning on July 1. When possible, the office of chair is shared among members of a department; however there is no limit to the number of times a chair may be reappointed. The President may appoint an acting chair when necessary.

Departmental chairs supervise the administration of departmental responsibilities and act in accord with general departmental agreement. The chair has a particular responsibility with respect to faculty recruitment and hiring, and shall consult with the Provost regarding appointments, salaries, promotions, tenure, and other matters relating to the status of members of the department on limited appointment. The chair is responsible for the preparation of the departmental letter that is a necessary element in reviews of departmental colleagues for First Reappointment, Pretenure, Tenure, and Promotion. The chair is also responsible for the preparation of such reports, evaluations, etc., as may be requested by administrative officers of the College. In general, the chair acts as the representative of the department.

3.5 THE ACADEMIC DIVISIONS

Each of the departments participates in one of the four divisions of the College: Fine Arts, Humanities, Natural Science, and Social Science. The members of a given division are the faculty members of the departments which constitute the division.

Regular duties of the divisions are: to nominate members for election to office in the division; to promote and coordinate common interests and interdepartmental activities.

Each division may elect a chair and a secretary; further organization of the divisions is a matter of convenience. Each member of a division has equal voice and vote in the work of the division.

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The duties of the chair are: to ensure that the division carries out its regular duties; to call and preside at meetings of the division; to lead the division in accomplishing any special tasks it may receive from the President, the Provost, the faculty meeting, or its members.

The duties of the secretary are: to keep a permanent record of division meetings; to report in writing actions of the division to persons concerned (e.g., notifying the Provost of election of division officers).

3.6 DEPARTMENTAL EVALUATIONS (Approved May 1993)

All who work at Kenyon want the College to represent excellence within the broad world of higher education in America and within the smaller world of liberal arts colleges. Much experience teaches us that any entity, if it proceeds without the occasional scrutiny of external judges, runs a real risk of mistaking parochialism for excellence or of slipping into an attitude that invariably prefers the customary to the innovative. To counteract such tendencies of mind and spirit and to promote excellence in fulfilling the instructional mission of the College, the faculty approves the following procedures for regular departmental evaluations.

1. Each academic year three to four academic departments or interdisciplinary programs will be evaluated by a team of external reviewers. Each academic department and interdisciplinary program offering a major should be evaluated every ten years. Interdisciplinary programs that offer only a concentration and co-curricular academic division programs may request an external review.
1. The evaluation team will be chosen through consultation between the Associate Provost and the department.
3. Ordinarily, an evaluation team will consist of two members, but the number may vary depending upon the nature of the department. All members will be engaged in academic careers and trained in the discipline(s) being evaluated, and at least one must be from a liberal arts college.
4. The schedule for evaluations will be decided upon by the Associate Provost, in consultation with the department chairs.
5. A timeline for a departmental evaluation will include the following:
 - A. In the semester prior to the visit
 1. The Associate Provost and the department choose an evaluation team, and the Associate Provost invites its members to participate. A date for the campus visit is selected.
 - o The department conducts a self-assessment, which involves scrutiny of at

least the following: fidelity of departmental work to the department's mission statement; the shape of the curriculum; the shape of the major; enrollment patterns; staffing plans; ambitions for the future; adequacy of resources; and adequacy of institutional support. Additionally, each evaluation is likely to have its own particular questions. The chair of the department or of the departmental assessment group writes a report describing the lines of inquiry and the conclusions of the self-assessment.

3. The department prepares a mission statement and departmental outcomes assessment plan.

B. Two months prior to the visit

1. The department mails a packet of materials to team members. This packet contains at least the following: copies of the mission statement and the departmental outcomes assessment plan; a copy of the report; a copy of the department's course offerings; c.v.'s of department members; recent patterns of enrollment; and a list of questions to which the department and College want the team to direct particular attention.
2. The department develops a plan for the visit, which will ordinarily last two and one-half days.

C. The visit by the evaluation team

1. Ordinarily, the evaluation team meets with each department member individually; with students; with the President; with the Provost; with the Associate Provost; with the Vice President for Library and Information Services; and with any other persons whose work at the College makes them particularly relevant to the evaluation. At or near the end of the visit the team meets again with the President, the Provost, and the Associate Provost to discuss its findings in a preliminary way.

D. Follow-up to the visit

1. The team submits its report to the President, who makes copies available to the Provost, the Associate Provost, and all members of the department under review.
2. The department prepares a written response to the report, indicating in particular how it proposes to deal with the recommendations. This may include suggestions, where relevant, for administrative enablements.
3. The department and the academic administration meet to discuss the report

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and the responses, and to develop a plan of future actions.

4. The administration prepares a written response to the department's response and to the meeting.

3.7 INTERDISCIPLINARY PROGRAMS

(The following was part of the legislation on interdisciplinary appointments which appears in section 2.4.4 and together with that statement describes the situation of interdisciplinary appointments.) (Approved April 1993.)

3.7.1 The Advisory Committee

- A. Each interdisciplinary program will have an Advisory Committee, composed of four to eight faculty members, preferably serving rotating terms. It is desirable also to have students on the Advisory Committee.
- B. Its duties include (a) advising the director about staffing, the direction of the program, and its curriculum, and (b) assisting in sustaining the program. Its role in the evaluation process is set out in section 2.4.4.
- C. Members are chosen by the director, in consultation with the Associate Provost, who invites them to serve.
- D. The Advisory Committee must meet at least once each semester, and the director should consider undertaking wider consultations where appropriate.

3.7.2 Association with Another Department

- A. If an interdisciplinary appointee chooses, upon arrival at Kenyon, to affiliate with a department, the professional relationship between the member and the department as it relates to departmental activities should be worked out between the two parties to their mutual satisfaction.
- B. If a relationship with a department is formalized by a title, the affiliation and title will ordinarily be "adjunct." Adjunct association with that department does not bear upon the review of the Interdisciplinary director.

3.8 PROTOCOL FOR AFFILIATED SCHOLARS

3.8.1 General Conditions

- Members of the Kenyon community who are actively engaged in scholarship and who do not have faculty status at any teaching or research institution in the area are eligible for the

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position of Affiliated Scholar.

- To become an Affiliated Scholar at Kenyon College, an eligible person must be:
 1. recommended by a member of a department; then
 2. invited by the chair to submit credentials, which may include a letter of self-introduction, a *curriculum vitae*, and samples of work (completion of the terminal degree is expected, though some exceptions may be made);

1. If the department believes a nominee is suitable for this status, the chair will forward the nomination to the Associate Provost in the Associate Provost office.

1. Upon written approval by the Associate Provost, the candidate becomes an Affiliated Scholar for a renewable term of one academic year.
 - To renew Affiliated Scholar status, the Office of the Associate Provost must receive a written (or e-mail) request by July 1 of each academic year, again with approval by the chair and department. The request should include an updated vita for the person to be renewed.
 - The association created by the selection of Affiliated Scholars is an informal one. This protocol is intended as a set of guidelines agreed upon by the parties involved. It creates no contractual obligation on the part of the Affiliated Scholar, the department, or the College, and can be terminated at any time by the Affiliated Scholar, the department, or the College.

3.8.2 Interaction Between Affiliated Scholars and the Department

- Members of the department, and especially the chair, may seek or create opportunities for Affiliated Scholars and members of the department to discuss matters of mutual professional interest. These may include invitations to participate in research forums; opportunities to meet with visiting scholars such as lecturers or outside examiners; inclusion in department functions, such as receptions, etc.
- Members of the department, and especially the Chair, may seek or create appropriate opportunities for contact between students and Affiliated Scholars. These might include extending invitations to serve as a non-compensated guest lecturer or to join discussions in courses; recommending that individual students contact Affiliated Scholars about research projects in their area of expertise; making students aware of the potential contributions of specific Affiliated Scholars to special events or organizations on campus.
- The department may notify Affiliated Scholars of relevant employment opportunities in the department.
- Members of the department may assist Affiliated Scholars in making professional contacts beyond the College, by such means as identifying referees for papers, helping to secure letters of recommendation, and suggesting appropriate places to publish.

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- Affiliated Scholars are encouraged to recommend to the department books to be purchased by the library and speakers to be proposed to faculty lectureships.

3.8.3 Interaction Between Affiliated Scholars and Kenyon College

- Affiliated Scholars shall have access to library collections on the same basis as faculty members.
- Affiliated Scholars will also be given an account on the Kenyon network that includes e-mail and the ability to receive campus information via e-mail.

3.8.4 Responsibilities of the Affiliated Scholar

- The status of Affiliated Scholar is extended as a professional courtesy. Individuals are expected to maintain the same professional standards as faculty members.
- Affiliated Scholars shall be prepared to assist faculty as resource persons. As counselors or in other capacities. In the case of formal or extensive consultation, the faculty member seeking assistance should compensate the Affiliated Scholar.
- Affiliated Scholars shall acknowledge the assistance and support of the College in published works.

4.0 FACULTY DEVELOPMENT AND RESEARCH

The Associate Provost is the officer of the administration primarily responsible for supervising and encouraging faculty growth both in teaching and research. Members of the faculty are encouraged to discuss with the Associate Provost their plans for study, participation in professional seminars and conferences, research projects including those funded from sources outside the College, and development of new courses and programs.

Members applying for grants from sources outside the College in support of research to be conducted in association with the College should have the approval of their departmental chair and the Provost. They should also confer with the Controller about budgetary matters, such as percentages of matching costs paid by the College, compensation for indirect costs, and computer time.

4.0.1 Research Using Human Subjects – Institutional Review Board (IRB) (Amended April 2007)

INSTITUTIONAL REVIEW BOARD (IRB)

The Kenyon College Institutional Review Board is hereby established, in compliance with Federal regulations (45 CFR 46), to review and approve all research involving human subjects performed at its facilities, by its agents, representatives and affiliates, or under its auspices. IRB approval is required before any human subjects research including, but not limited to, research utilizing questionnaires, interviews, and other means of gathering attitudes, opinions, and views, as well as

research involving direct biological or behavioral interventions or interactions with living persons, may be undertaken.

This legislation supercedes Sec 3.2.5 of the Faculty Handbook insofar as such rules vest in the Faculty Affairs Committee the responsibility for overseeing research proposals involving the use of human subjects. It is the policy of the College that no research conducted under its jurisdiction should be contrary to the mission of the institution.

All Kenyon College researchers (faculty, administrators, or students), research advisors, department/program chairs, and heads of administrative divisions, must complete the prescribed online [Human Subjects Protection Training](#) prior to submission of proposals to the IRB from or through such departments or divisions of the college.

Members: Members of the IRB are appointed by the Provost in consultation with the Associate Provosts and the chairs of departments and programs. To assure an element of continuity in the work of the IRB, faculty members will normally serve a three-year term. The terms may, at the election of the Provost, be renewed or continued.

The IRB consists of the Associate Provost, who chairs the board, and, as required by federal regulation, at least five members with varying backgrounds including a Kenyon College administrator, at least one member of the community unaffiliated with the College, and three faculty members, representing different academic divisions of the college. No two faculty members on the IRB may be from the same department. The board must include at least one member of each sex, with a goal of achieving gender balance whenever the composition of the faculty and administration makes it possible to do so.

The customary composition of Kenyon's IRB will be as follows:

- Chair, Associate Provost
- One member from the community
- One member from the Natural Science Division
- One member from the Social Sciences Division
- One member representing the Fine Arts, Humanities & Interdisciplinary Studies
- One Ex-Officio member: Appointed administrator to oversee the work of the committee. Such ex-officio member shall have a voice but no vote at the Board meetings.

4.1 FACULTY RESEARCH GRANTS (Revised June 2013)

The Kenyon Faculty Development Program provides funds to support members of the faculty and full-time members of the professional library staff in scholarly or artistic activities related to their college work and the enhancement of their professional activities, specifically research, artistic projects, and writing (see Provost's website for additional information). Proposals are evaluated and grants awarded by the Faculty Affairs Committee. The program is administered by the Associate Provost.

Early in the fall semester, the Faculty Affairs Committee determines the level of funding for individual grants and publishes deadlines and guidelines for Research Grants for the year that is just beginning. This information is distributed to faculty members via e-mail several times each

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year and can be obtained from the Office of the Associate Provost. Before submitting a grant proposal, members should consult the guidelines for the current year. At the end of each round of funding, the Faculty Affairs Committee publishes a list of grants awarded.

There are two award programs available to support faculty research awarded by the Faculty Affairs Committee and administered by an Associate Provost: Faculty Research Grants (currently awarded at amounts up to \$3,000) and Labalme Faculty Grants for Research Involving International Travel (currently awarded at amounts up to \$5,000, see section 4.3). The eligibility requirements, objectives, proposal guidelines, evaluation guidelines, etc. are similar for both types of grants, except that Labalme Grants are awarded only to support research that involves international travel.

4.1.1 Eligibility (Revised Dec 2013)

Eligible to participate are:

- A. all members holding full-time appointments at the ranks of Instructor, Assistant Professor, Associate Professor, or Professor (this includes full-time visiting appointments and shared appointments, as well as faculty members in phased retirement);
- B. all members appointed under at least a half-time contract at the time of application; and
- C. all full-time members of the professional library staff. Members in the last category should discuss their proposals with the Associate Provost before submitting them to the Faculty Affairs Committee.

Applicants must be employed by the College at the time of application submission and during the funding period. Joint applications are acceptable; not all persons in a joint application need be eligible as individuals. Faculty development funds may not be used in support of work towards a degree or for expenses which are primarily promotional in character.

4.1.2 Objectives

Faculty Research Grants are primarily intended for the support of the scholarly or artistic engagement of faculty in areas of research, conference attendance, exhibitions, publication costs, international or domestic travel, equipment costs, and other such needs associated with professional development of the applicant beyond the classroom. Funds will not be awarded if the proposal focuses on developing courses or enhancing teaching methods. Funding for such proposals is available through Teaching Grants. (See section 4.2.)

4.1.3 Proposals

A member seeking support will submit a written proposal to the Faculty Affairs Committee in accordance with the directions announced at the beginning of each academic year by the Faculty Affairs Committee. Ordinarily, the committee sets a series of dates as deadlines for different kinds of grants. Members planning to submit a proposal are encouraged to discuss it with the Associate Provost or the chair of the Faculty Affairs Committee, but only a fully developed proposal,

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submitted by the deadline, will be considered by the committee.

Applications must include the following:

- The summary cover sheet available online from the [Kenyon Grant Guidelines](#).
- A statement of the project, the expected results, and the relationship of the project to the work of the member and the College.
- A timetable.
- A detailed budget for all books, equipment, materials, travel, and other expenses. Since funds are limited, every effort to economize should be made.
 - Applicants should utilize the least expensive facilities and resources. Requests for books and equipment should not include those which are routinely purchased by the department or program, or are made available through other resources. Requests for equipment will be entertained only if it is clear that the applicant has exhausted all other alternative sources for such funding. Unless otherwise requested by the applicant, all equipment is the property of the College.
 - Estimates of travel costs should be obtained from the airlines' website or an online travel company. In order to secure the best price, successful applicants are encouraged to purchase their tickets promptly. Faculty members eligible for IFDAs are reminded that IFDA funds may be used without committee review for attendance at professional meetings and other types of faculty development. There is a section on the cover sheet for applicants to explain why IFDA funds are not sufficient to cover the expenses in their budget.
 - Unless otherwise requested by the applicant, all equipment obtained with faculty development monies belongs to the College. Requests for equipment will be entertained only if it is clear that the applicant has exhausted all other alternative sources for such funding.
- If applicable, a statement as to whether outside funding was sought.
- If relevant to the current proposal, reference to previously obtained FAC grants.
- A current vita (2 page limit)

For the application to be considered complete, the applicant must have submitted written reports on previously awarded faculty development grants. The committee will review the file on the most recently funded proposal, and may review files pertaining to earlier grants as well. An applicant should regard this information as available to the committee and make reference to it as appropriate.

4.1.4 Evaluation of Proposals

After each announced grant deadline, the Faculty Affairs Committee will meet to evaluate proposals. Before each meeting the members read the proposals and rate them on a five-point scale. At the meeting, the members discuss each proposal and their individual ratings. Following this

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discussion, members declare their final rating and the results are tallied. The committee then determines appropriate funding and makes awards. The Associate Provost notifies applicants of the committee's decisions. Applicants may discuss the committee's decision regarding their proposal with the chair or any other member of the committee.

When a member of the committee has submitted a proposal to be evaluated, that member must excuse himself or herself during the time the proposal is evaluated. The other committee members will vote and the total score will be multiplied by a fraction compensating for the member's absence, or the scores will be added and averaged, and the average score will be added to the total.

The principal criteria used in evaluating proposals are:

- The proposal's academic, artistic, and scholarly merit and the value of the project to the College and to the member's work.
- The qualifications of the member.
- The ability of the member to successfully carry out the project.
- The feasibility of the plan and the timetable.
- The availability of resources and research facilities.
- The demonstrated need for funding to pursue the project.

These criteria must be clearly stated and/or argued in the member's proposal.

In judging proposals that seek funding to attend conferences and other meetings, the committee gives priority to applicants who are presenting work or presiding over conference sections, or whose attendance will significantly alter the direction of the applicant's professional development.

4.1.5 Revocation of Approved Funding

The Faculty Affairs Committee has the right to revoke its funding of proposals when, in its estimation, members have failed to utilize approved funds within a reasonable period. Successful applicants must follow the policies and practices described in this section (4.1) when spending their grant allocation.

4.1.6 Faculty Reports

All recipients of Faculty Research Grants, including cosponsors of joint grants, must submit written reports to the Associate Provost on the work accomplished under the grant. The report is due within two months of the completion date for the project. It should include the recipient's evaluation of the project and a summary of actual funds expended and all receipts covering those expenditures. The report is required of all recipients to maintain eligibility for subsequent proposals. No proposal will be considered for funding if the applicant has failed to submit a written report for any previous Faculty Research Grant and/or Labalme Faculty Research Grant.

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4.2 FACULTY TEACHING GRANTS (new June 2013)

The Kenyon Faculty Teaching Grants program provides funds to support members of the faculty in developing new and creative courses, restructuring existing courses, or the attendance at workshops or other productions that will enhance the teaching methods and strategies of faculty members (see Provost's website for additional information). Proposals are evaluated and grants awarded by the Faculty Affairs Committee. The program is administered by the Associate Provost.

Early in the fall semester, the Faculty Affairs Committee determines the level of funding for individual grants and publishes deadlines and guidelines for the Teaching Grant program. At the end of the funding round, the Faculty Affairs Committee publishes a list of grants awarded.

4.2.1 Eligibility (Revised Dec 2013)

Eligible to participate are:

- all members holding full-time appointments at the ranks of Instructor, Assistant Professor, Associate Professor, or Professor (this includes full-time visiting appointments and shared appointments, as well as faculty members in phased retirement);
- all members appointed under at least a half-time contract at the time of application;
- and all full-time members of the professional library staff. Members in the last category should discuss their proposals with the Associate Provost before submitting them to the Faculty Affairs Committee.

Applicants must be employed by the College at the time of application submission and during the funding period. Joint applications are acceptable within departments and programs, as well as across departmental, program, and divisional lines. Not all persons in a joint application need be eligible as individuals. Faculty Teaching Grants may not be used in support of work towards a degree or for expenses which are primarily promotional in character.

4.2.2 Objectives

Faculty Teaching Grants are intended primarily for initiatives aimed at teaching or reflection on pedagogical practices or other related applications. Consequently, proposals may be directed toward unusual expenses associated with the creation of new courses, new equipment for teaching, interdisciplinary collaborations, conferences focused on pedagogy, summer seminars on issues related to student learning (like community-based research, student-faculty collaborations, and study abroad advancement), as well as other projects of similar scope. Funds will not be awarded if the proposal focuses primarily on the research, writing, and artistic activities of faculty members. Funding for such proposals is available through Faculty Research Grants. (See section 4.1.) Proposed budgets for summer seminars ONLY may include stipends, at the rate of \$100 per participant per day, or \$50 per participant per half day (either morning or afternoon).

4.2.3 Proposals

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A member seeking support will submit a written proposal to the Faculty Affairs Committee in accordance with the guidelines published by the Faculty Affairs Committee for the current year. Members planning to submit a proposal are encouraged to discuss it with the Associate Provost or the chair of the Faculty Affairs Committee, but only a fully developed proposal, submitted by the deadline, will be considered by the committee.

Applications must include the following:

- 4 The summary cover sheet available online from the Kenyon Grant Guidelines.
- 5 A statement of the project, the expected results, and the relationship of the project to the teaching of the member and the curricular goals of the College. When applicable, applicants should provide a detailed discussion of the structure of the new course, its innovative features, and the materials necessary for its successful execution.
- 6 A timetable.
- 7 A detailed budget for all books, equipment, materials, travel, and other expenses. Since funds are limited, every effort to economize should be made.
- 7.4 Applicants should utilize the least expensive facilities and resources. Requests for books and equipment should not include those which are routinely purchased by the department or program, or are made available through other resources. Requests for equipment will be entertained only if it is clear that the applicant has exhausted all other alternative sources for such funding. **Unless otherwise requested by the applicant, all equipment is the property of the College.**
- 7.5 Estimates of travel costs should be obtained from the airlines' website or an online travel company. In order to secure the best price, successful applicants are encouraged to purchase their tickets promptly. Faculty members eligible for IFDAs are reminded that IFDA funds may be used without committee review for attendance at professional meetings and other types of faculty development. There is a section on the cover sheet for applicants to explain why IFDA funds are not sufficient to cover the expenses in their budget.
- 8 If applicable, a statement as to whether outside funding was sought.
- 9 If relevant to the current proposal, reference to previously-obtained Kenyon Faculty Teaching grants.
- 10 A current vita. (2 page limit)
- 11 Applicants seeking funding to attend workshops or other productions must specify how their attendance will directly contribute to the applicant's instruction.

For the application to be considered complete, the applicant must have submitted written reports on previously awarded Teaching Grants. The committee will review the file on the most recently funded proposal, and may review files pertaining to earlier grants as well. An application should regard this information as available to the committee and make references to it as appropriate.

4.2.4 Evaluation of Proposals

After each announced grant deadline, the Faculty Affairs Committee will meet to evaluate

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proposals. Before each meeting, the members read the proposals and rate them on a five-point scale. At the meeting the members discuss each proposal and their individual ratings. Following this discussion, members declare their final rating and the results are tallied. The committee then determines appropriate funding and makes awards. The Associate Provost notifies applicants of the committee's decisions. Applicants may discuss the committee's decision regarding their proposal with the chair or any other member of the committee.

When a member of the committee has submitted a proposal to be evaluated, that member must excuse himself or herself during the time the proposal is evaluated. The other committee members will vote, and the total score will be multiplied by a fraction compensating for the member's absence, or the scores will be added and averaged, and the average score will be added to the total.

The principal criteria used in evaluating proposals are:

- The academic merit and pedagogical goals of the project in relation to the mission of the department or program and the College.
- The qualifications of the member.
- The ability of the member to successfully carry out the project.
- The feasibility of the plan and the timetable.
- The availability of resources and research facilities.
- The demonstrated need for funding to pursue the project.

These criteria must be clearly stated and/or argued in the member's proposal.

4.2.5 Revocation of Approved Funding

The Faculty Affairs Committee has the right to revoke its funding of proposals when, in its estimation, members have failed to utilize approved funds within a reasonable period. Successful applicants must follow the policies and practices described in this section (4.2) when spending their grant allocation.

4.2.6 Faculty Reports

All recipients of Teaching Grants, including cosponsors of joint grants, must submit written reports to the Associate Provost on the work accomplished under the grant. The report is due within two months of the completion date for the project. It should include the recipient's evaluation of the project and a summary of actual funds expended and all receipts covering those expenditures. The report is required of all recipients to maintain eligibility for subsequent proposals. No proposal will be considered for funding if the applicant has failed to submit a written report for any previous Teaching Grant.

4.3 LABALME FACULTY RESEARCH GRANTS FOR RESEARCH INVOLVING INTERNATIONAL TRAVEL

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The Kenyon Faculty Development Program provides funds (up to \$5,000) from the Labalme Presidential Discretionary Fund to support members of the faculty and full-time members of the professional library staff in the enhancement of their professional activities, specifically research, artistic projects, and writing that require international travel (see Provost's website for additional information). Proposals are evaluated and grants awarded by the Faculty Affairs Committee. The program is administered by the Associate Provost.

Early in the fall semester, the Faculty Affairs Committee publishes deadlines and guidelines for the Faculty Development Research Grants for the year that is just beginning. This information is distributed to faculty members via e-mail several times each year and can be obtained from the Office of the Associate Provost. Before submitting a grant proposal, members should consult the guidelines for the current year. At the end of each round of funding, the Faculty Affairs Committee publishes a list of grants awarded.

The eligibility requirements, objectives, proposal guidelines, evaluation guidelines, etc. are similar to those for Research Grants (see section 4.1) except that Labalme Grants are awarded only to support research that involves international travel. In addition, those faculty members who are awarded Labalme Grants should contact the Admissions Office to discuss the possibility of contacting international students in the country they visit, if it seems feasible.

4.3.1 Eligibility (Revised Dec 2013)

Eligible to participate are:

- E. all members holding full-time appointments at the ranks of Instructor, Assistant Professor, Associate Professor, or Professor (this includes full-time visiting appointments and shared appointments, as well as faculty members in phased retirement);
- F. all members appointed under at least a half-time contract at the time of application; and all full-time members of the professional library staff. Members in the last category should discuss their proposals with the Associate Provost before submitting them to the Faculty Affairs Committee.

Applicants must be employed by the College at the time of application submission and during the funding period. Joint applications are acceptable; not all persons in a joint application need be eligible as individuals.

Labalme Faculty development funds may not be used in support of work towards a degree or for expenses which are primarily promotional in character.

4.3.2 Objectives

Labalme Faculty Research Grants are primarily intended for the support international travel as part of the scholarly or artistic engagement of faculty in areas of research, conference attendance, workshops, exhibitions, performances, and other such needs associated with professional development of the applicant beyond the classroom. Funds will not be awarded if the proposal

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focuses on developing courses or enhancing teaching methods. Funding for such proposals is available through Teaching Initiative Grants. (See section 4.2.)

4.3.3 Proposals

A member seeking support will submit a written proposal to the Faculty Affairs Committee in accordance with the directions announced at the beginning of each academic year by the Faculty Affairs Committee. Ordinarily, the committee sets a series of dates as deadlines for different kinds of grants. Members planning to submit a proposal are encouraged to discuss it with the Associate Provost or the chair of the Faculty Affairs Committee, but only a fully developed proposal, submitted by the deadline, will be considered by the committee.

Applications must include the following:

- The summary cover sheet available online from the Kenyon Grant Guidelines.
- A statement of the project, the expected results, and the relationship of the project to the work of the member and the College.
- A timetable.
- A detailed budget for all travel expenses. Since funds are limited, every effort to economize should be made. Applicants should utilize the least expensive facilities and resources.
 - Estimates of travel costs should be obtained from the airlines' website or an online travel company. In order to secure the best price, successful applicants are encouraged to purchase their tickets promptly.
 - Faculty members eligible for IFDAs are reminded that IFDA funds may be used without committee review for attendance at professional meetings and other types of faculty development. There is a section on the cover sheet for applicants to explain why IFDA funds are not sufficient to cover the expenses in their budget.
- If applicable, a statement as to whether outside funding was sought.
- If relevant to the current proposal, reference to previously obtained FAC grants.
- A current vita (2 page limit)

For the application to be considered complete, the applicant must have submitted written reports on previously awarded faculty development grants. The committee will review the file on the most recently funded proposal, and may review files pertaining to earlier grants as well. An applicant should regard this information as available to the committee and make reference to it as appropriate.

4.3.4 Evaluation of Proposals

After each announced grant deadline, the Faculty Affairs Committee will meet to evaluate proposals. Before each meeting the members read the proposals and rate them on a five-point scale. At the meeting the members discuss each proposal and their individual ratings. Following this discussion, members declare their final rating and the results are tallied. The committee then

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determines appropriate funding and makes awards. The Associate Provost notifies applicants of the committee's decisions. Applicants may discuss the committee's decision regarding their proposal with the chair or any other member of the committee.

When a member of the committee has submitted a proposal to be evaluated, that member must excuse himself or herself during the time the proposal is evaluated. The other committee members will vote and the total score will be multiplied by a fraction compensating for the member's absence, or the scores will be added and averaged, and the average score will be added to the total.

The principal criteria used in evaluating proposals are:

- The proposal's academic, artistic, and scholarly merit and the value of the project to the College and to the member's work.
- The qualifications of the member.
- The ability of the member to successfully carry out the project.
- The feasibility of the plan and the timetable.
- The availability of resources and research facilities.
- The demonstrated need for funding to pursue the project.

These criteria must be clearly stated and/or argued in the member's proposal.

In judging proposals that seek funding to attend conferences and other meetings, the committee gives priority to applicants who are presenting work or presiding over conference sections, or whose attendance will significantly alter the direction of the applicant's professional development.

4.3.5 Revocation of Approved Funding

The Faculty Affairs Committee has the right to revoke its funding of proposals when, in its estimation, members have failed to utilize approved funds within a reasonable period. Successful applicants must follow the policies and practices described in this section (4.3) when spending their grant allocation.

4.3.6 Faculty Reports

All recipients of Labalme Faculty Research Grants, including cosponsors of joint grants, must submit written reports to the Associate Provost on the work accomplished under the grant. The report is due within two months of the completion date for the project. It should include the recipient's evaluation of the project and a summary of actual funds expended and all receipts covering those expenditures. The report is required of all recipients to maintain eligibility for subsequent proposals. No proposal will be considered for funding if the applicant has failed to submit a written report for any previous Faculty Research Grant and/or Labalme Faculty Research Grant.

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4.4 DR. NEWTON CHUN AWARD

This award, endowed as a memorial to Dr. Newton Chun by his son, Jon Chun, provides faculty members of Kenyon College the opportunity to undertake the scholarship on which their continuing development as teacher-scholars depends. It will be awarded through a competition administered annually through the Provost's office and the Faculty Affairs Committee.

Early in the fall semester, the Faculty Affairs Committee will call for proposals for an award of a Newton Chun fellowship. An award of approximately \$8,000 will be given each fall to support research and artistic projects of exceptional merit and promise. The award may be used for projects that take place in the summer, during one semester, or over one or more academic years. Preference will be given to projects that cannot otherwise be accomplished without financial support.

▪ Eligibility

Eligible to participate are:

- A. All members holding full-time tenure and tenure-track appointment at the rank of
 1. Instructor,
 2. Assistant Professor,
 3. Associate Professor, or
 4. Professor
- Applicants must be employed by the College at the time of application submission and during the funding period.
 - Joint appointments are acceptable;
 - awardees may apply for other grants administered by FAC as long as those applications are for projects substantially different from the Award project.
 - Faculty development funds may not be used in the support of work towards a degree or for expenses which are primarily promotional in character.
 - Recipients may not reapply until the seventh year after having been awarded a Chun fellowship.

4.4.2 Proposals

A member seeking a Chun award will submit a written proposal to the Associate Provost in accordance with the directions announced at the beginning of each academic year by the Faculty Affairs Committee. Members planning to submit a proposal are encouraged to discuss it with the Associate Provost or the coordinator of Faculty Grants and Fellowships, but only a fully developed proposal, submitted by the deadline, will be considered by the committee.

Applications must include the following:

- A summary cover sheet available from the Provost's website under Forms and Guidelines.
- A detailed project statement of no more than ten double-spaced pages. Applicants involved

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in artistic production may include a portfolio of past and current work as part of this project statement. The project statement should clearly explain:

- The importance of the project to the Member's discipline.
- The relationship of the project to the work of the Member and the College.
Discussion of the work to be undertaken during the tenure of the award along with a timetable and the expected date of completion.
- The expected results of the project.
- A detailed budget for all books, equipment, materials, travel, and other expenses.
- A current vita (two pages only).

In particular cases the committee may request further information.
All information must be in electronic format.

4.4.3 Evaluation of Proposals and Use of Funds

After each announced grant deadline, the Faculty Affairs Committee will meet to evaluate proposals. Before each meeting the members read the proposals and rate them on a five-point scale. At the meeting the members discuss each proposal and their individual ratings. Following this discussion, members declare their final rating and the results are tallied.

The Associate Provost notifies applicants of the committee's decisions. Applicants may discuss the committee's decision regarding their proposal with the chair or any other member of the committee.

When a member of the committee has submitted a proposal to be evaluated, that member must excuse himself or herself during the time the proposal is evaluated. The other committee members will vote, and the total score will be multiplied by a fraction compensating for the member's absence, or the scores will be added and averaged, and the average score will be added to the total.

The sole criterion used in evaluating proposals is the project's scholarly or artistic merit.

Appropriate uses of the award include but are not limited to:

- E. Enabling a winner of an outside grant that does not match the person's salary to accept the grant and take the necessary leave of absence
- F. Supporting travel, research and writing during the summer or while on sabbatical
- G. Paying student or other research assistants
- H. Course release

4.4.4 Faculty Reports

All recipients of the Newton Chun Award must submit written reports to the Associate Provost on the work accomplished under the grant. The report is due within two months of the completion date for the project. It should include the recipient's evaluation of the project and a summary of actual

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funds expended and all receipts covering those expenditures. The report is required of all recipients to maintain eligibility for subsequent proposals. No proposal will be considered for funding if the applicant has failed to submit a written report for any previous Faculty Development Grant and/or Labalme Faculty Research Grant.

4.5 SABBATICAL LEAVES

To the extent that the resources permit, Kenyon College grants sabbatical leaves to tenured members of the faculty. The primary purpose of a sabbatical leave is to provide an opportunity for professional development. Such leaves are granted, at the option of the member, either for one semester at full salary or for two consecutive semesters at one-half salary.

4.5.1 Eligibility (approved February 1989)

Tenured faculty members holding a full-time teaching appointment in an academic department become eligible for a first sabbatical leave when they have completed seven years of continuous service to the College, which may include up to one full year of leave of absence considered in direct service to the College. (See section 4.4.) When, in the judgment of the College, a leave is not in direct service to the College, the time of absence will not be credited toward a sabbatical leave. Tenured faculty members become eligible for subsequent sabbatical leaves in each seventh year thereafter, assuming continuous service as described above. Normally, at least two consecutive semesters of full-time teaching at Kenyon must immediately precede the beginning of each sabbatical leave.

Ordinarily, faculty members take sabbatical leaves when eligible, but they may be postponed or taken early when staffing needs and personal circumstances warrant and both the College and the faculty member agree. The College may require a leave to be postponed for no more than one year. Faculty members may postpone a leave for a year or more only with the approval of the department and the College. In cases of postponement of the leave, the dates of eligibility for subsequent sabbatical leaves will be calculated from the year of regular eligibility.

4.5.2 The Sabbatical Project

A faculty member who is granted a sabbatical leave may use it in a variety of ways (e.g., for study, research, publication, and travel relevant to those activities); however, the College has established the following procedure to assist the faculty member in identifying an appropriate sabbatical project.

Members should notify the Provost of their intention to apply for a sabbatical leave no later than May, fourteen months before the year in which they plan to take the leave. At that time a statement of the project to be undertaken during the leave should be discussed with the Provost and the department chair. The purpose of these discussions is to give the member an opportunity to receive comments that might strengthen the project. In light of these discussions and further reflection, the

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member submits a formal statement of the sabbatical project before September 15 of the following academic year. The Provost will consider this application and present it to the Board of Trustees at their October meeting. The Provost will notify the member of their action.

The member should investigate the possibilities for outside funding and begin to prepare the appropriate applications. The College understands that the length of the leave may depend upon the amount of outside funding secured and that decisions about the granting of such funding may not be made until the spring prior to the year in which the leave is to be undertaken. As soon as information about these decisions is available and arrangements for the leave are completed, the member should confirm the length of the leave with the Provost.

After returning from a sabbatical leave, the member must submit a report to the Provost summarizing the activities undertaken during the leave. The member is also encouraged to make a public presentation of the results or benefits of the leave (e.g., by lecture, exhibit, or performance). Acceptance of a sabbatical leave carries with it the obligation to return for service at the College.

4.6 SABBATICAL SUPPLEMENTS (revised August 2009)

In the understanding that a full year of sabbatical leave is considerably more valuable to the faculty member than a semester of sabbatical leave, the College has instituted (and will continue as long as resources permit) a program of sabbatical supplements for faculty members who choose two-semester sabbaticals. Such supplements are designed to enable faculty members to take a full year of leave. By design the supplement program aims at assuring faculty members of five-sixths of regular income during a year-long sabbatical. Therefore, since faculty members on sabbatical leave will receive one-half of salary for the year of leave, the supplement will equal one-third of salary. To qualify for a supplement, a faculty member who is planning for a sabbatical leave must:

- begin to discuss sabbatical plans with the Provost in the summer of the second year prior to the scheduled sabbatical leave;
- in September of the year prior to the year of sabbatical leave, submit the sabbatical plan to the Provost, who will review and endorse proposals on behalf on the Faculty Affairs Committee, as long as policy and the budget will result in all proposals for sabbatical supplements being awarded. Should it happen that policy or budgetary considerations may result in denials of, or competition for, sabbatical supplements, the Faculty Affairs Committee will reassume its role of evaluating proposals;
- and either:
 - a. make serious efforts to seek outside funding for the sabbatical leave, using the information resources of the College to assure that all reasonable opportunities are tried;
 - or
 - b. secure agreement from the Provost that the nature of the sabbatical project

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precludes all reasonable possibility of success in such efforts.

Because many external funding agencies have application deadlines well in advance of the announcement of awards, faculty members should begin their planning and their serious efforts early. The Faculty Affairs Committee is involved in the process because it is the agent to which the faculty has given the responsibility of overseeing faculty development activities. A faculty member who is successful in efforts to secure external funding must report that success to the Provost.

4.7 LEAVES OF ABSENCE (amended May 1995)

A faculty member can request an unpaid leave of absence for a period of time, normally not to exceed one (1) year, on the basis of either an opportunity for outstanding faculty development or compelling personal reasons. Such a request must be made in writing, approved by the chair, and submitted to the Provost. It should include a statement as to how the leave will be used. The request usually must be made no later than December 1 of the year before the academic year in which the leave is desired and in all cases must be approved by the Board of Trustees.

Such leaves fall into two categories: those in service to the College and those requested for personal reasons. The categorization of the leave will in each instance be determined by agreement between the member and the Provost after discussion with the chair of the member's department. Whether the leave will count as time accumulated toward an evaluation for a future appointment may be agreed upon in a similar manner. Members may maintain supplementary benefits at their own expense. Leaves of absence ordinarily entail the obligation to return to the College.

Under exceptional circumstances, a faculty member can request an extension of such an unpaid leave for a period not to exceed a total of two (2) years. The guidelines for the request are the same as stated above, except that the request must be submitted no later than December 1 of the year of the first leave.

Under no circumstance is a faculty member permitted to be away for a period exceeding two (2) consecutive years, including a sabbatical leave.

4.8 SALARY ADJUSTMENTS DURING LEAVES

Faculty members granted a sabbatical leave are issued a formal contract by the College which will specify the annual salary that will be paid during that year. Faculty members granted a year-long leave of absence will receive a formal letter from the President specifying the terms upon which the leave is being taken, particularly whether the leave is considered in service to the College or not, and indicating the salary the member would have received had they not taken the leave. In both cases, the salary adjustment awarded for that year of leave will be based on the member's performance during the previous year as determined by the procedures that the College typically employs in making annual salary adjustments.

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For both sabbatical leaves and leaves of absence considered in service to the College, the salary adjustment for the subsequent year, when the member has returned to campus, will be not less than the standard increase for the member's rank. The granting of sabbatical leaves or leaves of absence in service to the College will not affect the faculty member's parity in salary level.

4.9 INDIVIDUAL FACULTY DEVELOPMENT ACCOUNTS (IFDAs) (amended May 2007, revised Sep 2011, revised Jan 2011, revised May, June 2013, August 2015)

The College makes available to all full-time faculty tenured and tenure-track faculty an Individual Faculty Development Account (IFDA) in the amount of \$2,250 per year.

These account balances carry over from year to year, to a maximum of \$6,750. Full-time visitors receive an IFDA funded at \$1,500 per year, with a carry over up to \$4,000. Faculty members serving under a Limited Appointment Part-time (see section [2.4.12](#) of the Faculty Handbook) receive IFDAs funded at \$750 per year, with carry over up to \$2000. Faculty members draw on their accounts by arrangement with [Darlene Tedrow](#), Bailey House. **All requests for reimbursement must be accompanied by proper receipts and a completed [Travel and Expense](#) or [Payment Order](#) form.** see <http://www.kenyon.edu/directories/offices-services/accounting/accounts-payable/>

This fund is to be used only for expenses associated with the professional development of the faculty member holding the account. Example uses are travel expenses to attend conferences, conference and workshop registration fees, membership fees in professional societies, publication and copying costs, research supplies, software necessary for research, or payment of a student to help in a faculty member's research.

The fund cannot be used to provide personal compensation to the faculty member.

The IFDA should not be used when funds are available from other sources. For example, funds should not be used for office supplies or office computers. Faculty who are Tenure/Tenure Track, Limited Appointment Part Time or hired under a 3 year appointment will be authorized to use their IFDA monies to purchase tablets. When such purchases are made, faculty should be informed that:

- the tablet remains the property of the College and must be returned upon their leaving
- the tablet is not eligible for R & R consideration

Should the faculty member conclude that the unit was an important piece of research equipment and enhanced their scholarly production, she or he is encouraged to set aside a portion of each year's IFDA allocation to enable their replacement of the unit at an appropriate interval. Data plans associated with this equipment may not be funded by IFDA or research monies except where approved by the provost for faculty who have significant administrative responsibilities for which such data plan access can be justified.

Because IFDA funds are meant to enhance the professional development of the faculty member,

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they should not be used to fund learning opportunities for students, or to help fund activities of student organizations. Faculty who are on leave, but not “in service” with the College will not be eligible for Individual Faculty Development Funds. Items purchased with IFDA funds are property of the College and are intended for the professional use of the faculty member and/or program(s) of the faculty member. **Items purchased with IFDA funds remain with the department upon the departure of the faculty member from the College.**

4.10 FACULTY TRAVEL PER DIEM

Travel is an important part of many faculty development opportunities. To make the best use of our limited funds, and out of respect for the generosity of the donors of these funds, faculty should travel in an economical manner. For all travel funds administered by the Faculty Affairs Committee and the Provost’s Office, there is a limit on the amount that will be reimbursed for food and lodging. For travel within the continental United States, the maximum reimbursement for food and lodging is \$175 per day. For travel outside the continental United States, the maximum reimbursement for food and lodging is \$300 per day. **Receipts are required to document all expenses for which reimbursement is claimed.**

4.11 FACULTY GRANT MATERIALS

You may contact [Jami Peelle](#), Faculty Grants and Fellowships Coordinator, Bailey House, for information on [Kenyon grants](#) and [awards](#) and outside funding of individual grants and fellowships. Also, you may connect to the [Grants and Fellowships web page](#).

You may contact [Emily Wise](#) for information regarding accounting matters for [Kenyon FAC grants](#).

4.12 GRANTS COMMITTEE: Purpose and Procedures (amended August 1997, amended February 2009)

4.12.1 Introduction

Kenyon College encourages faculty and members of the administration to seek external funding for creative, scholarly, or programmatic activities. The College acknowledges that such activities and receipt of funding for the same serves the interest of the College. Winning external grants to support one's scholarship is among the most meritorious of faculty accomplishments. Grants on behalf of the College or one or more of its programs, and grants to individuals requiring an institutional commitment of resources may be written by faculty members, groups representing academic programs, student services, Library and Information Services, or persons in any other sector of the College.

There are three types of grant opportunities generally encountered by Kenyon applicants:

- Independent Grants, which fund a project that requires no financial support, fiscal

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management or administrative overhead by the College;

- Fiscal Agent Grants, which also require no institutional commitment of funds but for which the College is obligated to provide financial oversight or administer faculty wages, leave replacements, or facilities use;
- Institutional Grants, which require a commitment of matching funds, personnel costs, equipment, and/or other resources by the College.

The intent of these guidelines is to provide a well-defined and streamlined protocol for faculty who wish to submit Independent and Fiscal Agent Grants. These grants are administered with the assistance of the Faculty Grants and Fellowship Coordinator, in association with the Provost's Office and the College's Business Office. No institutional approval is required for Independent Grants; the College only requests that the Provost be informed of successful proposals. For Fiscal Agent grants, approval of the Provost is required.

The guidelines also stipulate required procedures for the development, submission, and administration of Institutional Grants, all of which must be approved by the Grants Committee (See Section 4.11.2) of the College, in association with the Provosts' Office and Business Office.

The Faculty Grants and Fellowships Coordinator and the Director of Corporate and Foundation Relations can help Faculty and members of the administration find sources of funding appropriate to their needs and assist them in applying for such funds. Kenyon Faculty and Administrators should take advantage of early and sustained contact with these staff members throughout the process—from the initial inquiry to the final report.

4.12.2 Purpose

The Grants Committee was first established in 1991 to provide institutional support for seeking external funding for activities that serve the interests of the College. It is comprised of persons in the following positions: Provost, Vice President of College Relations, Assistant Vice President of Finance, Assistant Controller, Faculty Grants and Fellowships Coordinator, Director of Corporate and Foundation Relations, and, at the Provost's discretion, one or more designated faculty representatives. The Provost convenes the Grants Committee regularly to discuss institutional priorities, to assess recent opportunities that have come forward, and to discuss specific proposals that have been developed after having received initial approval. The Director of Corporate and Foundation Relations serves as the staff coordinator of this committee and should be consulted regarding procedural questions. The President and/or Provost have final authority in all grant matters.

4.12.3 Institutional Review Board (IRB), Animal Care and Use Committee (IACUC), and Institutional Biosafety Committee Requirements for Research

All research carried on at Kenyon College by Kenyon faculty, students, staff or visiting scholars and researchers that involves humans as subjects must apply for IRB review. No human subjects research may begin without the approval of the IRB. Kenyon College IRB policies, procedures,

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and forms may be found on the [Kenyon IRB](#) web pages. All research done at Kenyon College that involves live animals must apply for IACUC review. No research using animals may begin without IACUC approval. Contact the IACUC Committee for details. Many government agencies require approval by the [Institutional Biosafety Committee](#) when appropriate.

4.12.4 Independent Grants: Definitions

Faculty members regularly seek grants to support their academic or professional endeavors such as research or writing, or to pay for equipment and travel. Such grants are generally paid directly to the faculty member and do not require College resources. Fulbright and Getty Scholars, Guggenheim and NEH Fellowships, and Ohio Arts Council Individual Excellence Awards are examples.

Faculty members are free to pursue independent grants without approval. The Faculty Handbook formerly referred to these grants as "individual" grants. The term "independent" separates this type of grant from grants or awards that are tied to the College's current and future expenditures and/or curriculum. Notify the Provost's office if any of the following College resources are required by the grant:

- A. Endorsement or nomination by the Provost or other College Official
- B. Non-Kenyon salary and benefits to be channeled through the College's Accounting department
- C. Use of College facilities and/or equipment

When a faculty member is awarded or denied an independent grant or fellowship, he/she needs to contact the Faculty Grants and Fellowship Coordinator. Your efforts to seek grant funding are commendable, and, regardless of the outcome, it is important for you to inform the Coordinator so that other College staff can consistently and knowledgeably communicate with funding sources. When awarded a grant, faculty members should notify the Provost and the Faculty Grants and Fellowship Coordinator.

4.12.5 Fiscal Agent Grants

Fiscal Agent Grants are grants awarded to an individual that require no institutional commitment of funds but for which the college is obligated to provide oversight and/or administer faculty salaries and wages, and must be approved by the Provost prior to submission. Such grants may involve issues related to the following:

- A. Leave replacement
- B. Sabbatical Supplements
- C. Endorsement or nomination by the Provost or other College Official
- D. Use of College facilities and/or equipment

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- E. Sub contracts
- F. Research involving Human Subjects - IRB Review
- G. Research involving Animals - IACUC Review
- H. Research involving biosafety - BioSafety Review
- I. Final application filed by Provost Office

4.12.6 Procedures for Fiscal Agent Grants

Contact Faculty Grants and Fellowships Coordinator -The FGFC will help a faculty member identify possible funding sources, ensure that the Assistant Controller, Development Office, Department Chair, and the Provost are aware of the proposal, and assist the faculty member in the editing, compilation, and submission of proposals. In most cases, proposals for government funding (i.e., NSF, NIH, NEH) requiring grants.gov submission must be submitted by the Provost's office.

- A. The proposed budget should first be submitted to the Assistant Controller at least 10 business days prior to the deadline, who will review it for compliance with College and funding agency guidelines. In some cases, the College will require that the budget include an indirect cost budget item to defray costs of grant administration.
- B. Read "The Policy on Conflict of Interest and Ethical Conduct" and sign two forms: Conflict of Interest and Ethical Conduct Statement, and Cost Certification for Grant Proposals. The forms are also available from the Assistant Controller.
- C. Provost Approval - Before requesting final approval by the Provost, faculty must complete the following documents: written summary of the proposal, a copy of the reviewed and approved budget, and other completed required forms.

If the Provost approves the proposal, he/she will sign the appropriate document, write a letter of endorsement or nomination, or any other necessary action. The Special Assistant to the Provost will handle online submission of proposals through grants.gov or FastLane. **Online submissions, especially through grants.gov can be a long involved process. Please seek assistance early to avoid last minute submission problems.**

The Faculty Grants and Fellowships Coordinator can advise faculty about the process for independent or fiscal agent grants, and assist with editing and submission procedures; however, in all cases it is the faculty member's responsibility to author the proposal.

- D. If a government grant is awarded, the Assistant Controller will collect an Effort Report form from the faculty project director each June or as required by the granting agency.

Accurate tracking and timely reporting of budget expenditures and achievement of program goals is essential to maintain good funding relationships. Maintaining these records and reporting them to the Provost and the Assistant Controller and to the granting agency is a responsibility of the

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grant's faculty project director.

4.12.7 Procedures for Institutional Proposals

The Grants Committee will review proposals in stages to ensure a careful and timely decision about the merits of the proposal. What follows is an outline of the process for grant applications.

Idea Stage

A. Gaining Support for the Idea .

Faculty members should discuss a grant idea with members of their department, and with their department chair. Administrative proposals should be reviewed with the appropriate administrative division heads. Consider the interest other divisions may have in your idea. Much time and energy is expended in writing a proposal; therefore initial enthusiasm and approval are crucial to obtain before you go forward. Even then, initial approval does not foreclose the possibility that the Grants Committee may still need to terminate the application in the collegiate interest. Throughout the process, those who initiate a proposal are encouraged to call upon the Director of Corporate and Foundation Relations regarding grant questions.

After discussion of the proposal at the departmental level, each idea for an institutional proposal must be vetted first by the head of the relevant division of the College, i.e., a member of senior staff, who will ascertain (1) whether the proposal competes with another current or intended request to the same foundation or donor, (2) whether the proposal is generally consonant with institutional goals and priorities, and (3) whether financial requirements such as matching support of the project in the future are feasible.

B. Proposal Inquiry.

Send a copy of the call for proposals to the Provost (if an academic proposal) or other appropriate member of senior staff, along with a brief cover letter (or e-mail) explaining how the grant would serve the interests of the College and suggesting who might assume the primary responsibility for drafting the proposal. The Development Office requires a lead time of two months or more (depending on the complexity of the project and application procedures) to take on a major new proposal.

Initial Review by the Grants Committee

C. Notify the Director of Corporate & Foundation Relations (DCFR) if your proposal has received initial approval from the Provost or Senior Staff member, or is an invitation to renew prior funding commitments. Send a copy of the Proposal Inquiry form and cover letter/email to the Director of Corporate and Foundation Relations. The Provost and DCFR will determine the agenda for consideration of your proposal. While the Committee typically reviews written proposal inquiries, you may request the opportunity to appear before the committee to discuss your proposal.

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D. Within two weeks of submitting the proposal inquiry information, you will be informed as to whether you may proceed further.

At this stage, the Grants Committee will determine whether institutional endorsement is feasible and who else in the College should be involved in the preparation of the proposal. The Grants Committee will invite a member of the administration or faculty to accept responsibility for developing a competitive proposal or accept an offer to write such a proposal that has already come forward.

If the proposal is brought forward by a faculty member, the project director will be asked not only to assess the importance of the project but also to weigh it in comparison with other known and ranked departmental needs for which external funding might be sought.

When a proposal is brought forward by a group of faculty members from separate departments, the assessments of the project held by the departments involved must be known by the committee before it will act on the proposal.

If the Grants Committee declines the request to submit a grant, it will provide this decision in writing along with a discussion of the issues that led to the proposal's denial. The individual(s) submitting the proposal may then be provided with options for revision of the proposal or for submission at a later date.

Drafting the full proposal.

The grants-writing team will ideally include the person(s) who conceived the idea, representation from the department(s) involved, and either the Director of Corporate and Foundation Relations or the Faculty Grants and Fellowships Coordinator. The division head should be kept informed about the proposal's development.

The team will mutually agree on internal deadlines to meet in order to present a professionally written and well developed application to the funding source. At any time, failure to proceed in a timely fashion could jeopardize submission of a final grant.

Tips on financial questions: A successful grant proposal frequently carries costs with it, sometimes in the form of matching funds and regularly in the form of the costs associated with the installation of equipment, the refurbishment of facilities or the provision of space, and perhaps the provision of maintenance. Therefore, the College will need to understand the full extent of its financial commitments and to have determined how those commitments will be met before it will endorse a grant application.

Readers: The College is rich with talented and experienced grant writers and grant recipients. Choose one or two experienced colleagues to read and provide comments on the near-final draft at least three weeks before the deadline.

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Senior Staff Approval of College Financial Commitments.

If the proposal calls for a financial commitment by the College, Senior Staff must approve it in advance during the proposal-writing stage, and at least a month before the final proposal is submitted. Financial commitments include but are not limited to:

- Raising of matching funds from private and government sources
- Hiring full-time or part-time employees
- Reassignment of current employees to perform responsibilities related to the grant instead of their previous job descriptions
- Conferences and special events, including maintenance fees, catering, printed materials, and other costs associated with hosting such events
- Web site design, software, and maintenance
- Independent evaluation and surveys
- Purchase of equipment
- Construction or renovation of facilities
- Providing College services, such as room and board
- Certification that positions or programs funded by the grant be continued by the College after the grant period
- Guarantees that the College will endow the program to ensure its continuation after the grant period.

Working with the Director of Corporate and Foundation Relations and the Vice President for College Relations, the project director should prepare a request for budgetary consideration by Senior Staff. The request should include a brief rationale for the grant and a complete budget showing financial obligations to be assumed by the College and any supporting sources of revenue. Appropriate provision for indirect costs, such as office supplies, must also be made. Such costs represent payment for real expenses; therefore, the College will not forego them.

Grants Committee final approval and submission.

At least two weeks before the submission date, a final draft of the proposal, including a complete budget, should be made available to the Provost and the Director of Corporate and Foundation

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Relations, who may also share it with other members of the Grants Committee. The Provost will schedule a meeting to discuss the proposal if warranted.

Proposals in the final draft stage will be reviewed for:

1. College priority
2. Feasibility / Likelihood of successful implementation
3. Relative merit of the proposal as written

Build in extra time for grant proposals to be revised, as well as adequate submission time for proposals to the National Science Foundation or other federal sources that use the Grants.gov system. Please note that the number of College staff authorized to submit proposals through Grants.gov is limited.

Reporting.

A successful grant is not the end of the grant-making process. Reports are required by the funding source, and letters of acceptance and gratitude are necessary steps in good stewardship. Project administrators are required to work with the Director of Corporate and Foundation Relations to submit timely and meaningful reports. Keep accurate documentation of your progress and keep track of deadlines for reports. Reports should be submitted to the DCFR at least two weeks prior to the foundation's report deadline to allow for editing and compilation of support materials, including financial statements. If your initial proposal changes for any reason, promptly contact the Director of Corporate and Foundation Relations or the Faculty Grants and Fellowships Coordinator to discuss the appropriate response.

5.0 COMPENSATION AND FRINGE BENEFITS

5.0.1 Salaries and Basic Programs

(amended April 2013, July 2013)

All members of the faculty annually receive from the President, on or before April 15, an annual contract specifying salary and the amounts to be paid on behalf of the member for all fringe benefits for the coming fiscal year. Salaries are paid in twelve monthly installments, beginning July 31. All Kenyon College employees must designate an automatic deposit program through a bank of their choice. Income taxes, social security taxes, TIAA/CREF Retirement Fund contributions, and insurance premiums are withheld by arrangement with the member. So also are occasional charges for services of the College.

The employment of new faculty members ordinarily begins with the start of the fiscal year, July 1. They are therefore eligible to receive their first salary payment on July 31. Questions about salary deposits, deductions, and charges should be addressed to the Payroll Manager. Additional income accruing to a member from royalties, summer work, consultations, public appearances, and the like,

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of course, belongs to the member, but members should keep the Provost fully informed of their extramural activities that produce income in addition to their salaries.

5.1. COMPENSATION

5.1.1 FICA (Federal Insurance Contributions Act) (revised July 1998)

The United States Government operates a system of contributory insurance known as FICA (Federal Insurance Contributions Act) which has two parts: Social Security and Medicare. As a wage earner, you are required by law to contribute a set amount of your wages to the trust fund from which these benefits are paid. As your employer, Kenyon College is required to deduct this amount (set annually by the U.S. Government) from each paycheck you receive. In addition, Kenyon matches your contribution dollar for dollar, thereby paying one-half of the cost of your Social Security and Medicare benefits.

5.1.2 Workers' Compensation (revised July 1998, April 2013)

The State of Ohio Workers' Compensation Law is an insurance plan which is supervised by the state and one hundred percent (100%) paid for by Kenyon College as a self-funded employer. This law was designed to provide you with benefits for any injury which you may suffer in connection with your employment. Under the provisions of the law, if you are injured while at work, you are eligible to apply for Workers' Compensation.

What Is Workers' Compensation?

Before Workers' Compensation, an injured worker had to sue his employer to recover medical costs and lost wages. Lawsuits took months and sometimes years. Juries and judges had to decide who was at fault and how much, if anything, would be paid. In most cases, the injured worker got nothing. It was a costly, time-consuming and unfair system. Ohio's Workers' Compensation law was passed by the State legislature in the early part of this century to guarantee prompt, automatic benefits to workers injured on the job.

Effective March 1, 1997, the medical management responsibilities of the Ohio Bureau of Workers' Compensation (BWC) changed to private sector run Managed Care Organizations (MCO's). This change was mandated for all Ohio employers with the enactment of House bill 107. Kenyon College uses third-party administrator Sedgwick, Inc. to provide medical management services to our injured workers.

Who Is Covered?

Every Kenyon College employee is protected by Workers' Compensation.

What Is Covered?

Any injury is covered if it's caused by your job - not just serious accidents, but even first-aid type injuries. Illnesses may also be covered, if they're related to your job. For example, common colds

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and flu are not covered, but if you caught tuberculosis while working at a TB hospital, that's covered. The main requirement is that the injury or illness be the result of you performing your job.

When Am I Covered?

Coverage begins the first minute you're on the job and continues anytime you're working for Kenyon College. You don't have to work a certain length of time, and there's no need to earn any minimum amount of wages before you're protected.

What to do if You Experience an on the Job Injury or Illness

A work-related injury or illness can upset your life. Suddenly, you may find your health, your work and your enjoyment of leisure activities threatened. You may be confused about how and where to get the attention you need to get back on your feet. You may be concerned about the hassles and red tape you have to go through. Relax. To help you through this difficult time, your employer has formed a team to assist you in your recovery. The team includes:

- Your employer's workers' compensation representative - a person you can turn to for advice on how to get started.
- Sedgwick - known for its understanding of workrelated injuries and illnesses and its rapid response to injured employees' needs.
- An experienced provider network -physicians, therapists, and other health professionals specially qualified to treat your work-related injury or illnesses.

Sedgwick is ready to help you, the most important member of the team, get well so you can get back to work. We'll stand by you throughout the entire workers' compensation process, helping make sure you have access to the quality care you deserve. When you become sick or injured on the job, Sedgwick is ready to assist you in getting the care you need.

Follow these five steps to help ensure you get the treatment and benefits due you.

- **Report the Injury Immediately**
Unless it's a life-threatening emergency, report your injury, accident, or illness to your supervisor or company representative before you leave work. Failure to report an injury may cause delay in getting benefits due to you.
- **Get your ID Card and Forms - [Injury Reporting Kit](#)**
This packet contains your ID card and necessary forms, which include an Incident Form, First Report of Injury and a Medical Release. Complete the forms with your supervisor or company representative. He or she will need these in order to report your injury. Take your ID card to the medical provider. Be sure to use the ID card each time you visit your medical provider.
- **Seek Medical Treatment**
Your supervisor or company representative will help you select a medical treatment site. Your visit to the provider should take place as soon as possible after your injury. When you go for your first visit, take your ID card (included in this packet).

Remember to take your ID card to all subsequent visits with the provider.

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- **Let Your Employer Know**
After each appointment, let your company representative know you've seen your medical provider. In addition, Sedgwick will assist to manage your care, help arrange your return to work, and keep your employer updated on your condition.
- **Evaluate your Treatment Provider**
We hope you will be pleased with the provider you choose. However, if for any reason you wish to see a different provider or treatment facility, contact Sedgwick. We will do our best to work with you to find a new provider or treatment center.

5.2 ELIGIBILITY

5.2.1 Definition of Benefit Eligibility (revised July 1998)

Members employed less than half-time may participate in: the flexible reimbursement plan, days of worship, jury duty, library privileges, Kenyon Athletic Center (KAC) privileges, Cooper Energy Services Credit Union, and payroll direct deposit.

Members who are employed under a contract for work at half-time or greater for the entire academic year are eligible to participate in: the flexible reimbursement plan, parental leave, days of worship, jury duty, library privileges, Kenyon Athletic Center (KAC) privileges, Cooper Energy Services Credit Union, and payroll direct deposit as well as the following benefits:

[Health Insurance](#)

[Dental Insurance](#)

[Flexible Spending Account](#)

[Life Insurance](#)

[Total Disability Insurance](#)

[TIAA-CREF Retirement Plan](#)

[Tuition Benefits](#)

5.3 LEAVES

5.3.1 Parental Leave

The parental leave policy is intended for tenure-track/tenured faculty who have experienced the birth or adoption of a child (ren) within the academic year that the benefit would be used. The benefit could be split between two parents if they are both tenure-track/tenured faculty at the College. The policy allows for a faculty member to choose from one of three options for a leave. Each leave is based on a semester schedule and assumes that the faculty member has a five-course teaching load. There are three options for the leave:

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1. Reduction to a 3 course load for the academic year at full pay
2. Reduction to a 2 course load for the academic year at 3/4 pay
3. Year off from teaching at 1/3 pay

In order to realize the benefit, the faculty member should meet with the Provost to choose an option for the leave, in consultation with the department/program chair. The College will provide funding for replacement courses for those that are vacated by the person on leave.

5.3.2 Bereavement Leaves (revised July 1998) (revised August 2009)

(Note: This policy was drafted with all employees, instructional and non-instructional alike, in mind).

If an employee's child, spouse, parents, stepparents, sibling, mother or father-in law should die, the member can take up to five (5) working days off without loss of pay.

An employee may be absent for one day without the loss of pay when her or his grandparent or brother- or sister-in-law dies.

5.4 GANTER TRUST

5.4.1 The Ganter Trust Fund

The late Carl R. Ganter bequeathed to the College in 1963 an endowment fund, the income from which is distributed to members holding the rank of Professor. The income varies as the market value of the securities varies. The College uses calculations of this distribution to place the salaries of Professor at the level that has been approved for their rank in annual salary decisions.

5.5 MOVING ALLOCATION

5.5.1 Moving Expense Reimbursement (revised July 1998)

The following moving expense reimbursement may be offered to new faculty and full-time exempt administrative staff, provided they are relocating from outside of Knox County, Ohio.

- F. The greater of \$750 or \$1.25 per mile moved, not to exceed a total of \$2,500. The College will pay the expense reimbursement when the employee relocates to his/her new home.
- G. On occasion the College may recruit and hire two persons from the same family. In this circumstance only one moving expense reimbursement is permitted.
- H. The IRS requires that all moving expense payments be reported on the employee's W-2 Form unless paid to a third party. Qualified moving expenses will be reported separately from gross income. Non-qualified moving expenses will be included as taxable income on the W-2 Form. However, some of these expenses may be deductible when filing a federal

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tax return (complete Form 3903, Moving Expenses).

- I. The College is required to withhold all appropriate payroll taxes, including FICA, on those amounts which the College believes will not be deductible. To comply with these requirements, the employee must submit a record, including receipts, of all moving expenses to the Accounting Office. The employee should also keep a set of the records as documentation for his/her federal tax return.
- J. Reimbursements for moving expenses must be requested no later than one year after the original hire date.

5.6 FAMILY/MEDICAL LEAVE OF ABSENCE (FMLA) (revised July 1997) (amended August 2009)

In general, a leave of absence is an official authorization to be absent from work **without pay** for a specified period of time. Eligible employees may be entitled to job-protected family or medical leaves of absence if they are unable to come to work due to pressing family or medical concerns as described under the following Family/Medical Leave Policy, which shall be administered in accordance with applicable state and federal laws:

1. Employees are eligible if they have been actively employed by the College for a total of twelve months, and have performed at least 1,250 hours of service during the twelve-month period immediately preceding the commencement of the leave.
2. Under the circumstances set forth below, each eligible employee shall have up to a total of twelve (12) weeks leave during any one year period. For FMLA purposes, the one-year period will be based upon the date when an employee's FMLA leave commences.
3. A family leave shall be granted upon the birth or adoption of a child of the employee, or upon the serious health condition of the employee's child, spouse, parent, or domestic partner.
4. A medical leave shall be granted upon the employee's own serious health condition.
5. Whenever possible, and subject to your health care provider's approval, absences for planned medical treatment should be scheduled so as not to unduly disrupt College operations.
6. In appropriate circumstances, we may require you to be examined by a College-designated physician, at our expense.
7. In the event of a serious health condition to the employee or his/her child, spouse, parent, or domestic partner, creating a need for unforeseeable family or medical leave, the employee should provide us with notice, as soon as practicable, of any needed time off, and a written doctor's certificate indicating the expected duration and nature of the condition, particularly

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as it relates to the employee's ability to come to work or the need for that employee's presence at home to care for a family member with a serious health condition.

8. Employees shall be required to give thirty (30) days advance notice in the event of a foreseeable medical treatment. To assist us in arranging work assignments during your absence, we ask that you give us prior notice, to the extent possible, of an expected birth or adoption, as well as an indication, to the extent known, of your expected return date. To facilitate your return to work, we also ask that you provide us with two weeks advance notification of your intended return date. Failure to do so may delay your return date.

At the end of a leave for the employee's own serious health condition, the employee must provide medical certification that she or he is able to return to work.

9. For purposes of this policy, a child is defined as a natural, adopted, or foster child, a stepchild, or a legal ward. If the child is over 18, he/she must be unable to care for himself/herself due to a serious health condition.
 1. A parent is defined as the employee's or his/her spouse's natural, adoptive, or foster parent, stepparent, or legal guardian.
 2. A domestic partner is defined as a same- or opposite-sex partner, residing in the employee's home. (See full definition under Group Health Insurance, Definition of a Domestic Partner).
 3. A serious health condition is defined as an illness, injury, impairment, or physical or mental condition lasting more than three consecutive days that involves (1) inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical care facility; or (2) continuing treatment by a health care provider.
 4. In cases where the leave is due to a serious health condition, the employee may request an intermittent or reduced leave schedule providing it is medically necessary to do so and the time away from work does not exceed twelve work weeks in total. An example would be taking a full or half day off each week to drive a parent to a chemotherapy treatment.
 5. When the leave is due to birth, adoption, or placement for foster care, the leave can be taken all at once or intermittently providing it falls within the first twelve months after the birth or placement.
 6. Eligible spouses and/or domestic partners employed by the College are jointly entitled to a combined total of twelve weeks of family leave for the birth or placement of a child, or to care for his or her seriously ill parent.
 7. For the care of a spouse, domestic partner, or child with a serious health condition, or for

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the employee's own serious health condition, each spouse or domestic partner is entitled to a separate twelve-week limit.

8. For an intermittent leave, the College reserves the right to temporarily transfer the employee to an alternate position with equivalent pay and benefits if it would better accommodate recurring periods of leave.
10. Leave-of-absence rights available to you under other sections of our policy shall be counted towards the total time off available under this section. All applicable paid leave days - such as sick (current and accumulated), personal, family illness, maternity, and vacation - must be used first. The balance of the twelve weeks will be unpaid. The employee may choose to retain five days of paid leave for future use.
11. Upon completion of a leave granted under this section, you shall be reinstated to your original position, or an equivalent one.
12. If, due to your own medical circumstances, you are no longer able to perform your original job, we will attempt to transfer you to alternate suitable work, if available.
13. While you are on a leave of absence provided for under this policy, we will continue your group health insurance benefits under the same terms as provided to other employees, for up to a maximum of twelve (12) weeks leave time during any one year period. The employee must continue to pay his or her portion of the premium when due (i.e., payday). If your leave extends beyond twelve (12) weeks, you shall be offered the opportunity to purchase continuing coverage under state and federal COBRA continuation rules.
14. The College will not continue to pay premiums for other benefits during the unpaid portion of the leave. However, the employee may pay the full cost of applicable premiums (employee and College portions) if he or she would like to continue coverage. Please contact the Office of Human Resources for additional information.
15. Other accumulated fringe benefits such as seniority, retirement, sick pay, and vacation pay shall be preserved at the level earned as of commencement of the leave, but shall not accrue further during any such leave.
16. Should you require an extended leave beyond the period of time described in this policy, we will seek to return you to a suitable position, but cannot guarantee that one will be available.
17. Should you seek a leave of absence for reasons other than described above, we will evaluate such a request based on particular circumstances present at that time, including but not limited to your current and anticipated work responsibilities, performance, College needs, etc. Kenyon College reserves the right to refuse such a request at its sole discretion.

Military Family Leave Entitlements

Eligible employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the National Guard or Reserves in support of a contingency operation may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

5.7 Group Health Insurance (revised July 2010)

Kenyon College is interested in the health and well-being of both you and your family. Accordingly, a comprehensive health insurance program is available for benefit-eligible employees, their spouses, and/or same- or opposite-sex domestic partners and their children. Participation in the College's health insurance program is optional and becomes effective on the first day of eligible employment. All active full-time employees of Kenyon College who are regularly working at least 1,000 hours in a twelve-month period are eligible to participate. There is no open enrollment for health insurance. Enrollment must take place at time of employment; when a life event occurs (birth or adoption of a child, marriage or domestic partnership; or loss of coverage from another plan) or during the special, one-time enrollment period no earlier than ten years prior to the employees expected retirement date. (Employee age 49 ½ but less than age 55 could elect to enroll in Kenyon's plan so their 10-year enrollment requirement would be met at retirement.)

Premiums are based on salary levels. Please see the Human Resources web page for current premiums and rates for participation.

5.7.1 Schedule of Benefits - General Plan Information (revised July 2010)

5.7.1 Schedule of Benefits - General Plan Information (revised July 2010)

The following benefits are provided, as further defined and limited in the Summary Plan Description provided by Kenyon College:

MEDICAL BENEFITS SCHEDULE**PREMIUM PLAN****Benefit Year: July 1st through June 30th**

	NETWORK PROVIDERS	NON-NETWORK PROVIDERS
MAXIMUM LIFETIME BENEFIT AMOUNT	\$2,000,000 (Combined for both Premium Plan and Basic Plan options – including the Prescription Drug Benefits)	
Note: The maximums listed below are the total for Network and Non-Network expenses. For example, if a maximum of 60 days is listed twice under a service, the Benefit Year maximum is 60 days total which may be split between Network and Non-Network providers.		
DEDUCTIBLE, PER BENEFIT YEAR		
Per Covered Person	\$250	\$250
Per Family Unit	\$500	\$500
The Network Deductible amounts will be combined with the Non-Network Deductible amounts.		
The Benefit Year deductible is waived for the following Covered Charges: - services with a per visit Copayment		
COPAYMENTS		
Physician visits	\$15	n/a
Preventive Care	\$15	\$15
MAXIMUM OUT-OF-POCKET AMOUNT, PER BENEFIT YEAR		
Per Covered Person	\$1,250	\$2,250
Per Family Unit	\$2,500	\$4,500
The Network Out-of-Pocket amounts will be combined with the Non-Network Out-of-Pocket amounts.		
The Plan will pay the designated percentage of Covered Charges until out-of-pocket amounts are reached, at which time the Plan will pay 100% of the remainder of Covered Charges for the rest of the Benefit Year unless stated otherwise.		
The following charges do not apply toward the out-of-pocket maximum: Non-Precertification penalties Copayments Amounts over Usual and Reasonable Charges Charges for prescription drugs under the Prescription Drug Program		
COVERED CHARGES		
Inpatient Hospital Services		
Room, Board, and Miscellaneous Expenses	80% after deductible	60% after deductible
Intensive Care Unit	80% after deductible	60% after deductible
Outpatient Hospital Services		
Surgical Facilities	80% after deductible	60% after deductible
Other Outpatient Services	80% after deductible	60% after deductible
Emergency Room Visit	80% after deductible	60% after deductible

	NETWORK PROVIDERS	NON-NETWORK PROVIDERS
MAXIMUM LIFETIME BENEFIT AMOUNT	\$2,000,000 (Combined for both Premium Plan and Basic Plan options – including the Prescription Drug Benefits)	
Note: The maximums listed below are the total for Network and Non-Network expenses. For example, if a maximum of 60 days is listed twice under a service, the Benefit Year maximum is 60 days total which may be split between Network and Non-Network providers.		
DEDUCTIBLE, PER BENEFIT YEAR		
Per Covered Person	\$250	\$250
Per Family Unit	\$500	\$500
The Network Deductible amounts will be combined with the Non-Network Deductible amounts.		
The Benefit Year deductible is waived for the following Covered Charges: - services with a per visit Copayment		
COPAYMENTS		
Physician visits	\$15	n/a
Preventive Care	\$15	\$15
MAXIMUM OUT-OF-POCKET AMOUNT, PER BENEFIT YEAR		
Per Covered Person	\$1,250	\$2,250
Per Family Unit	\$2,500	\$4,500
The Network Out-of-Pocket amounts will be combined with the Non-Network Out-of-Pocket amounts.		
The Plan will pay the designated percentage of Covered Charges until out-of-pocket amounts are reached, at which time the Plan will pay 100% of the remainder of Covered Charges for the rest of the Benefit Year unless stated otherwise.		
The following charges do not apply toward the out-of-pocket maximum: Non-Precertification penalties Copayments Amounts over Usual and Reasonable Charges Charges for prescription drugs under the Prescription Drug Program		
COVERED CHARGES		
Inpatient Hospital Services		
Room, Board, and Miscellaneous Expenses	80% after deductible	60% after deductible
Intensive Care Unit	80% after deductible	60% after deductible
Outpatient Hospital Services		
Surgical Facilities	80% after deductible	60% after deductible
Other Outpatient Services	80% after deductible	60% after deductible
Emergency Room Visit	80% after deductible	60% after deductible
Skilled Nursing Facility	80% after deductible	60% after deductible
Physician Services		
Inpatient visits	80% after deductible	60% after deductible
Emergency Room visits	80% after deductible	Paid Same as In-Network
Office visits	100% after copayment	60% after deductible
Surgery	80% after deductible	60% after deductible
Anesthesia	80% after deductible	Paid Same as In-Network

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	NETWORK PROVIDERS	NON-NETWORK PROVIDERS
Allergy testing	80% after deductible	60% after deductible
Allergy serum and injections	80% after deductible	60% after deductible
Diagnostic Testing (X-ray & Lab)	80% after deductible	60% after deductible
Radiology/Pathology Interpretation	80% after deductible	Paid Same as In-Network
Home Health Care	80% after deductible	60% after deductible
Private Duty Nursing	80% after deductible	60% after deductible
Hospice Care	80% after deductible	60% after deductible
Ambulance Service	80% after deductible	Paid Same as In-Network
Mental Disorders/ Substance Abuse	Paid based on the type of service(s) received.	
Preventive Care		
Routine Well Adult Care	100% after copayment	60% after copayment \$350 Benefit Year maximum per Covered Person
Includes, but not limited to: routine physical examination, pap smear, mammogram, PSA Screening, routine diagnostic testing, immunizations, vision screenings, hearing screenings, and routine colonoscopy charges.		
Well Newborn Nursery Care	80% after deductible	60% after deductible
Routine Well Child Care	100% after copayment	60% after copayment \$350 Benefit Year maximum per Covered Person
Includes, but is not limited to: routine physical examination, laboratory tests, x-rays, hearing tests, vision tests, and immunizations.		
Organ/Tissue Transplants	80% after deductible \$250,000 Lifetime maximum (including charges for transplant-related Prescription Drugs) combined with the Lifetime maximum for the Basic Plan	60% after deductible \$250,000 Lifetime maximum (including charges for transplant-related Prescription Drugs) combined with the Lifetime maximum for the Basic Plan
Other Medical Services and Supplies	80% after deductible	60% after deductible

PRESCRIPTION DRUG BENEFIT SCHEDULE

PREMIUM PLAN

Benefit Year: July 1st through June 30th

PRESCRIPTION DRUG BENEFIT	
DEDUCTIBLE, PER BENEFIT YEAR (PHARMACY OPTION ONLY)	
Per Covered Person	\$50
Per Family Unit	\$150

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PRESCRIPTION DRUG BENEFIT		
	NETWORK	NON-NETWORK
Pharmacy Option (31 Day Supply)		
Generic Drugs	20% after deductible	Prescriptions are only covered at participating pharmacies
Brand Name Drugs	20% after deductible \$150 maximum Co-payment	Prescriptions are only covered at participating pharmacies
Mail Order Option (90 Day Supply)		
Generic Drugs	\$15 copayment	Not Applicable
Formulary Brand Name Drugs	\$30 copayment	Not Applicable
Non-Formulary Brand Name Drugs	\$45 copayment	Not Applicable
Refer to the Prescription Drug Section for details on the Prescription Drug benefit.		

NOTE: Deductibles for prescription drugs do not apply toward meeting the Deductible or Out-of-Pocket maximums under the medical portion of this Plan, but charges for covered Prescription Drugs do apply to the \$2,000,000 Maximum Lifetime Benefit Amount.

MEDICAL BENEFITS SCHEDULE

BASIC PLAN

Benefit Year: July 1st through June 30th

	NETWORK PROVIDERS	NON-NETWORK PROVIDERS
MAXIMUM LIFETIME BENEFIT AMOUNT	\$2,000,000 (Combined for both Premium Plan and Basic Plan options – including the Prescription Drug Benefits)	
Note: The maximums listed below are the total for Network and Non-Network expenses. For example, if a maximum of 60 days is listed twice under a service, the Benefit Year maximum is 60 days total which may be split between Network and Non-Network providers.		
DEDUCTIBLE, PER BENEFIT YEAR		
Per Covered Person	\$500	\$500
Per Family Unit	\$1,000	\$1,000
The Network Deductible amounts will be combined with the Non-Network Deductible amounts.		
The Benefit Year deductible is waived for the following Covered Charges: - services with a per visit Copayment		
COPAYMENTS		
Physician visits	\$20	n/a
Preventive Care	\$20	\$20
MAXIMUM OUT-OF-POCKET AMOUNT, PER BENEFIT YEAR		
Per Covered Person	\$3,500	\$5,500

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	NETWORK PROVIDERS	NON-NETWORK PROVIDERS
Per Family Unit	\$7,000	\$11,000
The Network Out-of-Pocket amounts will be combined with the Non-Network Out-of-Pocket amounts.		
The Plan will pay the designated percentage of Covered Charges until out-of-pocket amounts are reached, at which time the Plan will pay 100% of the remainder of Covered Charges for the rest of the Benefit Year unless stated otherwise.		
The following charges do not apply toward the out-of-pocket maximum: Non-Precertification penalties Copayments Amounts over Usual and Reasonable Charges Charges for prescription drugs under the Prescription Drug Program		
COVERED CHARGES		
Inpatient Hospital Services		
Room, Board, and Miscellaneous Expenses	70% after deductible	50% after deductible
Intensive Care Unit	70% after deductible	50% after deductible
Outpatient Hospital Services		
Surgical Facilities	70% after deductible	50% after deductible
Other Outpatient Services	70% after deductible	50% after deductible
Emergency Room Visit	70% after deductible	50% after deductible
Skilled Nursing Facility	70% after deductible	50% after deductible
Physician Services		
Inpatient visits	70% after deductible	50% after deductible
Emergency Room visits	70% after deductible	Paid Same as In-Network
Office visits	100% after copayment	50% after deductible
Surgery	70% after deductible	50% after deductible
Anesthesia	70% after deductible	Paid Same as In-Network
Allergy testing	70% after deductible	50% after deductible
Allergy serum and injections	70% after deductible	50% after deductible
Diagnostic Testing (X-ray & Lab)	70% after deductible	50% after deductible
Radiology/Pathology Interpretation	70% after deductible	Paid Same as In-Network
Home Health Care	70% after deductible	50% after deductible
Private Duty Nursing	70% after deductible	50% after deductible
Hospice Care	70% after deductible	50% after deductible
Ambulance Service	70% after deductible	Paid Same as In-Network
Mental Disorders/ Substance Abuse	Paid based on the type of service(s) received.	
Preventive Care		
Routine Well Adult Care	100% after copayment	50% after copayment \$350 Benefit Year maximum per Covered Person
Includes, but not limited to: routine physical examination, pap smear, mammogram, PSA Screening, routine diagnostic testing, immunizations, vision screenings, hearing screenings, and routine colonoscopy charges.		
Well Newborn Nursery Care	70% after deductible	50% after deductible
Routine Well Child Care	100% after copayment	50% after copayment \$350 Benefit Year maximum per Covered Person

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	NETWORK PROVIDERS	NON-NETWORK PROVIDERS
Includes, but is not limited to: routine physical examination, laboratory tests, x-rays, hearing tests, vision tests, and immunizations.		
Organ/Tissue Transplants	70% after deductible \$250,000 Lifetime maximum (including charges for transplant-related Prescription Drugs) combined with the Lifetime maximum for the Premium Plan	50% after deductible \$250,000 Lifetime maximum (including charges for transplant-related Prescription Drugs) combined with the Lifetime maximum for the Premium Plan
Other Medical Services and Supplies	70% after deductible	50% after deductible

PRESCRIPTION DRUG BENEFIT SCHEDULE

BASIC PLAN

Benefit Year: July 1st through June 30th

PRESCRIPTION DRUG BENEFIT		
PRESCRIPTION DRUG DEDUCTIBLE, PER BENEFIT YEAR		
Per Covered Person		\$75
Per Family Unit		\$225
	NETWORK	NON-NETWORK
Pharmacy Option (31 Day Supply)		
Generic Drugs	20% after deductible \$10 minimum Co-payment	Prescriptions are only covered at participating pharmacies
Brand Name Drugs	20% after deductible \$10 minimum Co-payment \$200 maximum Co-payment	Prescriptions are only covered at participating pharmacies
Refer to the Prescription Drug Section for details on the Prescription Drug benefit.		

NOTES: If a brand name drug is purchased when a generic is available, the Covered Person will pay the brand name Co-payment and the difference in cost between the generic and brand name drug.

Deductibles for prescription drugs do not apply toward meeting the Deductible or Out-of-Pocket maximums under the medical portion of this Plan, but charges for covered Prescription Drugs do apply to the \$2,000,000 Maximum Lifetime Benefit Amount.

5.7.2 Enrollment Information for Domestic Partners (revised July 1998)

As a Kenyon College benefits eligible employee, you may enroll an unmarried same- or opposite-sex domestic partner and/or your domestic partner's child(ren) in the Kenyon College health insurance plan.

To enroll yourself and your domestic partner and/or your domestic partner's child(ren), you must:

1. Complete the regular Medical Plan enrollment form.
2. Complete, sign and have your partner sign the Certification of Domestic Partnership form.

Definition of a Domestic Partner

Kenyon College defines domestic partner as the partner of an eligible employee or retiree who is of the same or opposite sex, sharing a long-term committed relationship of indefinite duration with the following characteristics:

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1. Living together for at least six months.
2. Having an exclusive mutual commitment similar to that of marriage.
3. Financially responsible for each other's well-being and debts to third parties. This means that you have entered into a contractual commitment for that financial responsibility or have joint ownership of significant assets (such as home, car, bank accounts) and joint liability for debts (such as mortgages or credit cards.)
4. Neither partner is married to anyone else nor has another domestic partner.
5. Partners are not related by blood closer than would bar marriage in the state of their residence.

Eligibility Requirements for Your Domestic Partner's Children

In order for your partner's child to be claimed as a dependent under Kenyon College's plan, the child must meet all of the following requirements:

A. The child(ren) of the employee's domestic partner must be the legal tax dependents of the employee under IRS Sec. 152.

Legal tax dependent is defined as follows:

1. is a citizen of the United States, Mexico, Canada, the Canal Zone, or the Republic of Panama;
2. is a member of your household for the year, had his or her principal place of abode in your home for the year;
3. by engaging in the relationship, does not violate local law;
2. receives over half of his or her support for the year from you. Support includes food, shelter, clothing, medical and dental care, and education; and
3. the dependent's gross income must be less than the federal personal exemption amount unless the dependent is under age 19 OR a full-time student (enrolled as a full-time student for at least five months during the year), under age 24.

5.7.3 Change in Family Status (revised July 1997)

If an employee needs to change his or her coverage due to a change in his or her family status (i.e., marriage or the birth or adoption of a child, addition of a domestic partner, etc.) the employee should contact the Office of Human Resources within thirty-one days of the event.

5.7.4 Medical Insurance During Leaves (revised July 2010)

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Medical insurance during a Sabbatical. A faculty member on sabbatical leave may continue participation in the health insurance program on a regular active-member basis for a period not to exceed twelve (12) months providing he or she was enrolled in the health plan prior to the beginning of the sabbatical.

Insurance Premium Payment During Leaves of Absence. Kenyon College will continue to pay its share of health insurance premiums for employee coverage and dependent coverage for a maximum of twelve (12) weeks during a family/medical Leave. While you are on any other type of unpaid leave of absence from Kenyon, you may continue your medical insurance through COBRA continuation coverage. Please consult with the Office of Human Resources for details.

5.7.5 Health Insurance at Retirement (revised July 2010, Sept. 2011)

When employees retire, they and their eligible dependents may continue enrollment in the College's group health plans subject to the following conditions. The earliest age an employee may retire and keep the health insurance benefits is age 59 ½.

If an employee retires before age 65, he or she may stay on the Kenyon College health plan and pay the same premiums as active employees if at least ten years of continuous service while enrolled in the health plan prior to the date of retirement were completed. An early retiree may not add a spouse, partner or dependent(s) to the Kenyon College health plan after the date of early retirement. However, if the spouse/partner/dependent(s) of the early retiree was already enrolled in the health plan during the ten consecutive years immediately prior to the date of the employee's early retirement, they may also continue on the plan until the early retiree reaches age 65. COBRA continuation coverage will be offered if the enrollment criteria described above is not met.

Employee retiring at age 65 or older (or when turning 65 having retired early as described above) will be eligible for the Emeriti Health Insurance Plan Options and the Emeriti Reimbursement Benefit if you satisfy the criteria for Retirement Eligibility under the Plan. You have met these criteria if you have attained age 59½ or over while employed by the College with at least 10 years of continuous service or age 65 with at least 5 years of continuous service.

Having met Retirement Eligibility criteria for the Emeriti Plan, you will be able to enroll in the Emeriti Health Insurance following termination of service with the College, attaining age 65, and enrolling in Medicare Part A and B. If your spouse or domestic partner is also age 65 or older and enrolled in Medicare Part A and B, he/she may also enroll when you do in the same Emeriti Health Insurance Plan Option you have elected. If your spouse or eligible children are not Medicare-eligible, they can enroll in Emeriti's pre-65 Health Insurance Plan Options when you enroll. You will also be able to utilize the Emeriti Reimbursement Benefit to pay for any qualified out-of-pocket medical expenses, including other health insurance, after termination with the College. All of the Emeriti Health Account assets from both your Employer's contributions and your own contributions can be used to pay for these benefits.

Health Insurance for Eligible Dependents After the Death of A Retired Member. In the event of the death of a retired employee who is under the age of 65 and enrolled on the Kenyon College Health Plan, the surviving spouse or domestic partner and eligible dependents may continue to be

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enrolled for one year from the date of the retiree's death. Coverage will terminate earlier if the surviving spouse remarries or eligible dependents lose their dependent status. Continuation of coverage beyond twelve (12) months is addressed under the section titled COBRA.

5.7.6 Health Insurance During a Medical Leave of Absence/Short-Term Disability (revised July 2010)

During an authorized leave of absence for medical reasons, the College will continue to pay its portion of the health insurance premiums if the member continues to receive his/her compensation providing that compensation does not continue beyond twelve (12) months after the member's medical leave began. The member must have been enrolled in the health plan prior to the commencement of the medical leave of absence and the member must continue to pay his/her portion of the premium. Continuation of coverage beyond twelve (12) months is addressed under the section titled COBRA.

5.7.7 Medical Insurance: Total Disability (revised July 2010)

Disabled employees and their eligible dependents may continue enrollment in the plan at the same contribution levels as active employees for one year (12-months from the date of Disability.) Continuation of coverage beyond twelve (12) months is addressed under the section titled COBRA. To be treated as "disabled," the employee must be certified as totally disabled under the TIAA Total Disability Plan and the Social Security Administration or The State of Ohio Worker's Compensation Bureau. If the employee becomes disabled while actively employed but having already met the eligibility requirements to be a retiree or early retiree under the Kenyon Health Plan, they will be covered under those provisions.

5.7.8 Health Insurance for Eligible Dependents After the Death of an Active Employee (revised July 2010)

In the event of the death of an active employee who was enrolled on Kenyon's health insurance plan, the spouse or domestic partner and eligible dependents may continue to be enrolled for a period of one year from the date of the employee's death at the same contribution levels as active employees. Coverage will terminate earlier if the surviving spouse remarries or eligible dependents lose their dependent status. Continuation of coverage beyond twelve (12) months is addressed under the section titled COBRA.

5.7.9 Termination of Insurance/Consolidated Omnibus Budget Reconciliation Act (COBRA) (revised July 1997)

This federal regulation states that if employees lose health insurance coverage due to a reduction in hours or termination of employment (for reasons other than gross misconduct), they and their eligible dependents can continue that coverage for up to eighteen months from the date of loss of coverage. (In certain situations, such as the covered person's total disability during the first sixty days of the COBRA period, the continuation of coverage would extend up to twenty-nine months.)

Your insurance will terminate when the insurance policy terminates, when you fail to make an

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agreed contribution to premium when due, when you cease to be eligible for coverage under the terms of our group insurance program, when you cease to be eligible for benefits with Kenyon, or when you are no longer employed by Kenyon. Kenyon College may, by continuing to pay the premium, keep your insurance in effect for a brief period if you cease to be an eligible employee for any reason other than resignation, dismissal, or failure to meet the terms of eligibility of our group insurance program.

5.7.10 Flexible Reimbursement Accounts (Flex Plan) (revised July 2009, revised April 2013)

Participation begins on the date of eligible employment and is optional. Employees can choose to reduce their gross salaries by a specified amount. The dollars are placed in one or both of the accounts mentioned below. Allocating dollars to the spending accounts results in a lower tax base.

Example: An employee earning \$25,000 allocates \$2,000 to the Dependent Care Account and \$1,000 to the Medical Expense Account. The employee pays federal, state and Social Security taxes on \$22,000. Dollars withdrawn from the accounts are distributed on a tax-free basis.

Some expenses payable from these accounts are the following:

Dependent Care Account: Expenses incurred in obtaining care for children under thirteen or a spouse or other dependent who is mentally or physically incapable of self-care and who lives with you.

Medical Expense Account: Dental expenses, eye exams, glasses, or any expense not covered by a health insurance plan.

Employees must use caution in allocating dollars to these accounts, since all monies must be used by the end of the plan year. The plan year begins July 1 and ends June 30. If there are funds left in the accounts, the employee forfeits the monies. **A new election form must be completed each year during the annual enrollment period in May.**

5.8 EMERITI PLAN

Your Plan Highlights at a Glance

Key Features of the Emeriti Program

Emeriti Retirement Health Solutions is pleased to offer you the Emeriti Program, a practical and comprehensive solution to providing retiree health benefits for employees of colleges, universities, and other higher education-related tax-exempt organizations. The core design features of the Emeriti Program's innovative model include:

- A tax-advantaged way to invest and accumulate assets exclusively to help meet future retiree medical expenses--the Emeriti Health Accounts--with services provided by Fidelity Investments.

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1. A specially designed health insurance program for retirees and their dependents that complements Medicare--the Emeriti Health Insurance Options--underwritten by Aetna Life Insurance Company and its affiliates.
- An innovative, tax-free way to pay for other qualified out-of-pocket medical expenses--the Emeriti Reimbursement Benefit--managed by a third-party administrator.

You are receiving this information because your institution has adopted a retiree health plan that provides benefits through the Emeriti Program and you are eligible to participate in that plan. Following are some specific elections about your institution's plan.

E. *About Your Plan*

You are a participant in the Emeriti Retiree Health Plan (the "Plan") for Kenyon College (the Employer). Under the Plan, your spouse or domestic partner, dependent children, and dependent relatives-- as defined by IRS guidelines-- may also be eligible to receive benefits while you are receiving benefits and may continue to do so after you die.

Your Employer's Contributions

Effective July 1, 2007, your employer will begin to make contributions for you when you reach age 35 or older, are in a benefits eligible class, and have completed at least one year of service. The College will cease making its contributions on the earliest of the following: the date the College has made 25 years of contributions to your account, the date you cease employment at the College, or at your death. The amount of the contribution will be determined by the College.

Your Ability to Make Employee Contributions

Beginning on July 1, 2007 you can begin to make voluntary contributions to the Plan on a flat dollar basis each payroll period if you are age 21 or older with at least one year of service in an eligible class. The amount will be determined by you, and currently there are no limits on the amount you can contribute. Your contributions will be made on an after-tax basis, but all contributions and earnings will accumulate and be paid out tax free for your retiree health insurance and other qualified medical expenses.

Your Eligibility for Emeriti Benefits

You will be eligible for the Emeriti Health Insurance Plan Options and the Emeriti Reimbursement Benefit if you satisfy the criteria for Retirement Eligibility under the Plan. You have met these criteria if you have attained age 59½ or over while employed by the College with at least 10 years of continuous service or age 65 with at least 5 years of continuous service. You also satisfy Retirement Eligibility if you become permanently disabled during active service and receive a disability determination letter from Social Security.

Having met the criteria for Retirement Eligibility, you will be able to enroll in the Emeriti Health Insurance following termination of service with the College, attaining age 65, and enrolling in

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Medicare Part A and B. The insurance portion of the Plan is effective on July 1, 2007. If your spouse is also age 65 or older and enrolled in Medicare Part A and B, he/she may also enroll when you do in the same Emeriti Health Insurance Plan Option you have elected. If your spouse or eligible children are not Medicare-eligible, they can enroll in Emeriti's pre-65 Health Insurance Plan Options when you enroll. You will also be able to utilize the Emeriti Reimbursement Benefit to pay for any qualified out-of-pocket medical expenses, including other health insurance, after termination with the College. All of the Emeriti Health Account assets from both your Employer's contributions and your own contributions can be used to pay for these benefits.

If you cease employment with the College without having met the College's criteria for Retirement Eligibility, you will not be able to enroll in the Emeriti Health Insurance Plan Options. With respect to tax-free use of the Health Account assets for retirement health expenses, different rules will apply for Employer contributions and your own contributions. If you have been employed by the College for at least ten years, you will be able, starting at age 55, to use the value of the Employer's Contributions to pay for qualified out-of-pocket medical expenses, including other health insurance, through the Emeriti Reimbursement Benefit. If you had not satisfied this minimal service requirement, the Health Account assets from Employer Contributions will be forfeited. You will always have the right to use all of your own contributions and earnings, starting at age 55, to pay for qualified out-of-pocket medical expenses, including other health insurance, through the Emeriti Reimbursement Benefit. You may also continue to make personal, after-tax contributions into your Emeriti Health Account after you leave the College or even after you retire.

Please read your summary plan description (SPD) for further details about special conditions allowing for early withdrawal of your Emeriti assets in the case of a terminal illness, a catastrophic health situation, or a *de minimis* account balance.

Forfeiture of Residual Balance

Subject to the rules described above, your Emeriti Health Account assets are available to pay health insurance premiums and other qualified medical expenses for your life and the lifetime of your eligible dependents. Once you have died and once all your eligible dependents have died (or reached majority, in the case of children), any remaining balance in your Health Account is forfeited back to the Plan for use under the terms of the Plan.

This Plan Highlights Sheet is intended to provide you with a brief overview of certain key features of the Plan. Please consult your summary plan description (SPD) sent separately to you for a more complete explanation of the terms of the Plan and your rights and responsibilities under the Plan.

Please keep in mind that investing involves risk. The value of your investment will fluctuate over time and you may gain or lose money.

Emeriti Retirement Health Solutions, Aetna Life Insurance Company and Fidelity Investments are independent organizations and are not legally affiliated.

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Recordkeeping and shareholder services for the Emeriti Program are provided by Fidelity Investments Tax-Exempt Services Company, a division of Fidelity Investments Institutional Services Company, Inc., 82 Devonshire Street, Boston, MA 02109.

Insurance plans and COBRA administration for the Emeriti Program are provided by Aetna, Inc, 151 Farmington Avenue MOB, Hartford, CT 06156.

5.9 GROUP DENTAL INSURANCE (July 2003) (edited July 2010, May 2012)

A comprehensive dental insurance program is available for benefit-eligible employees and their spouses and/or same- or opposite-sex domestic partners and their children. (See definition of a domestic partner in section 5.7.3.) Participation is optional and becomes effective on the date of employment if elected.

Please contact the Office of Human Resources for current premiums and rates of participation.

Definitions and Brief Plan Description

Preventative Services - Oral exams, teeth cleaning, x-rays, fluoride treatment for children, space maintainers and topical sealants for children, etc.

Basic Services - Diagnostic services, restorative services, endodontics, certain periodontic services, oral surgery, certain prosthodontic services, general anesthesia, injectable antibiotics, etc.

Major Services - Restorative services, prosthodontic services, etc.

Orthodontia Services - Covers braces and appliances for children to the age of 19. There is a lifetime maximum of \$1,000 per covered child.

Benefit Levels: No Network

All dental charges will be subject to UCR. UCR stands for usual, customary and reasonable. This plan will utilize the 90th percentile (9 out of 10 dentist's charges will fall at or below the amount the plan will allow for a particular procedure). You may be responsible for payment on any amount above the UCR.

Preventative 100%

Basic 90%

Major 60%

Orthodontia 50%

Deductible: None for preventative. \$50 per plan year (July 1 through June 30) for basic and major services, limited to only three deductibles per family.

Benefit Level Maximum: Maximum of \$1,000 per covered person per year.

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Dependent Children: Covered to the end of the month in which the child attains the age of 26.

5.10 LIFE INSURANCE (revised January 2003, October 2006, July 2010, January 2017)

Life Insurance

If you are a benefits-eligible employee of Kenyon College, you are covered by our Group Life Insurance. The benefit is equal to the employee's annual earnings (excluding overtime); at age 65 the amount is decreased by 35 percent and 50% at age 70. You may change your beneficiary whenever you wish by submitting the appropriate documents to the Office of Human Resources. The College pays the entire cost of the premium. Should an employee become totally disabled before his or her sixtieth birthday, and continue to be disabled until death, the life insurance coverage will continue, provided required proof of disability and its continuance is submitted each year to the company. At retirement or termination of employment, this policy may be converted to a personal policy at the employee's expense. Refer to the literature provided by our insurance company for more details on this life insurance coverage.

Optional Life Insurance

Kenyon College employees may purchase up to \$150,000 of additional voluntary life insurance without evidence of insurability. Coverage will also be available to eligible dependents. Participation may begin on date of employment if hired on the first of the month, or if hired mid-month, on the first of the month following the hire date, and is optional. Cost varies by employee. Kenyon pays up to \$2.00 per month/\$24.00 per year.

A benefits eligible employee is defined as an employee working a minimum of 1,000 hours annually on a continuing basis in a benefits-eligible position.

Eligible dependents include legal spouse, same or opposite sex domestic partner (as defined); unmarried dependent children until the end of the benefit month in which they reach age 26. For benefit amounts and premiums, please see the Human Resources web page. Larger coverage amounts are available to employees, spouses/domestic partners on the same rate basis with evidence of insurability.

To enroll yourself, your spouse/partner, or dependent(s), in a Life ONLY policy *and/or* a Personal Accident policy, return the applicable enrollment application(s) to the Office of Human Resources within 31 days of eligibility.

5.11 Long-Term Disability Insurance (revised July 2010)

If you are a benefits-eligible employee of Kenyon College, you will be enrolled in our long-term total disability policy. This total disability insurance becomes effective the first day of the month after one year of eligible employment with Kenyon. This one-year waiting period is waived if the employee was enrolled in a prior employer's total disability plan within three months of joining Kenyon and the plan with the previous employer provided income benefits for five or more years of total disability. The total cost of the premium is paid by the College.

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Should an employee become disabled and apply for the total disability benefit, there is a six-month elimination period before benefits begin. Kenyon will normally continue the employee's salary during the elimination period provided the employee is certified as disabled by the insurance carrier. For more details regarding the benefits this policy provides, please refer to your certificates.

5.12 PERSONAL PROPERTY AND LIABILITY INSURANCE (revised July 1998)

Employees are encouraged to insure their own personal property or valuables that are brought to the work site. If your personal property is lost or damaged because of loss or damage to a College building, the College's insurance may apply. Employees may be required to prove ownership of the item and give a reasonable explanation of the item's use on College premises. Theft is not covered, and no payment will be paid on property covered by a policy held by the employee.

The College carries liability insurance that covers all employees against claims of injury or damage brought against them in the normal completion of their duties. Employees may wish to maintain their own personal liability insurance.

Please contact the Manager of Business Services at PBX 5250 for further information.

5.13 RETIREMENT PLANS (revised July 2010)

5.13.1 The TIAA/CREF Retirement Plan

The College's retirement program is underwritten by the Teacher's Insurance and Annuity Association (TIAA) and the College Retirement Equities Fund (CREF). TIAA/CREF is the largest retirement system in the United States, offering an array of high-quality financial products and retirement planning services. Participants have the right to determine how all contributions are allocated between available funds. Ownership of the annuities, including all College and employee contributions plus accumulated earnings, is fully and immediately vested to the employee.

This information is designed to be an overview of the retirement plan. A more detailed explanation can be obtained by calling the Office of Human Resources at PBX 5173 or TIAA/CREF at 1-800-842-2776, visiting the TIAA/CREF website or by reading the summary plan description, a copy of which can be obtained from the Office of Human Resources web page. In addition, representatives from TIAA/CREF visit Kenyon on a regular basis providing retirement account planning services to employees.

5.13.2 Contributions, Employee

The minimum employee contribution is 5 percent of gross earnings (excluding overtime).

5.13.3 Contributions, College

The College contribution for faculty, administrators, and non-union, non-exempt staff members is 9.5 percent of the employee's gross earnings (excluding overtime).

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5.13.4 Contributions, Additional

Employees can opt to contribute more than the required minimum contributions. The Internal Revenue Code limits the amount each employee can tax defer under a salary reduction agreement. Individuals can determine the maximum they can contribute by contacting TIAA/CREF. Additional contributions can be made to the Supplemental Retirement Annuities (SRA).

5.13.5 Salary Reduction Agreement

Employees have their contributions deducted from their pay under a salary reduction agreement. Under this salary reduction agreement, the gross pay is reduced by the employee's retirement contribution amount and the remaining pay is taxed. Taxes on the annuity are deferred until the employee begins receiving benefits.

5.13.6 Early Withdrawal

When employees leave Kenyon, they can choose to either continue paying into the plan or withdraw their funds. Withdrawals are possible as follows: The TIAA annuities can be withdrawn over a ten-year period, 10 percent per year. Monies invested in CREF accounts can be withdrawn in a lump sum. Early withdrawal (prior to age 59 ½) will be subject to a mandatory 20-percent tax. This will be withheld by TIAA/CREF before the monies are disbursed. There are some exceptions to this ruling; consult with TIAA/CREF directly for more information.

5.13.7 Eligibility

Eligibility to receive the College's contributions occurs after one year of eligible employment. The one-year waiting period is waived if the employee met the one year of eligible employment in another institution of higher education in the year immediately preceding the date he or she joined Kenyon College. Enrollment is mandatory for faculty, administrators and non-union staff.

Employees who must wait for one year before receiving the College's contributions may opt to enroll and contribute on their own during the first year of employment.

5.13.8 Retirement Benefits

Retirement benefits can begin any time after the date of retirement (but no sooner than age 59 ½), which may be before or after the normal retirement age of 65. In most instances retirement benefits must begin no later than April 1 of the calendar year following the year in which the participant reaches age 70 ½. There are many retirement options available to participants. Single life annuities pay benefits for the life of the annuitant. A survivor annuity pays lifetime benefits to the participant, and if the spouse or second annuitant survives the participant, he or she receives an income for life. Ten, fifteen, and twenty-year guaranteed payment periods are also available. For more information about retirement income options, call TIAA/CREF.

The spouse of an employee who is participating in the TIAA/CREF Retirement Annuity program has, by law, a claim on a portion of those annuities. Benefits may be paid to married participants

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only after the spouse has signed a consent form.

5.13.9 Supplemental Retirement Annuities, Mutual Funds, and IRAs

Supplemental Retirement Annuities or SRAs are annuities that are purchased in addition to regular retirement annuities. They provide a choice of lifetime income, a fixed-period payout, a partial withdrawal of the accumulated cash value, or a full surrender of their total accumulated value in cash. Such payouts or partial withdrawals may be subject to both the 10-percent penalty for early withdrawals and federal regulations that define spousal rights to retirement benefits. They can be purchased only through a salary reduction agreement. They are fully vested in the owner and portable among institutions making them available to employees. The College does not make contributions to SRA. These are offered through TIAA-CREF.

TIAA/CREF mutual funds, IRAs and Roth 403b accounts may be purchased on an after-tax individual basis. Contributions may be automatically made through payroll deduction, or individuals may initiate direct withdrawals from their personal bank account. Please contact the Office of Human Resources for a prospectus and information on these investments, or contact TIAA/CREF directly.

5.13.10 Statement Of Employee Retirement Income Security Act (ERISA) Rights.

As a participant in the Kenyon College Employees Retirement Plan, you are entitled to examine the plan documents, the annual report, and the summary plan description filed with the U.S. Department of Labor. This inspection may be made during normal business hours; please contact the Office of Human Resources.

5.14 TUITION BENEFITS (revised July 1998, May 2012)

Kenyon College provides several programs in support of educational opportunities for benefit-eligible employees, their spouses, and/or domestic partners and dependents. All benefits described here also extend to retired members of the administration or staff who have worked in a benefits eligible position for the College for at least ten years. Conditions of eligibility are the same as for other employees and their dependents except that, in the case of deceased employees, eligibility conditions for dependents must have been met at the time of the employee's death.

The Vice President for Finance will decide any disputed cases of employee eligibility for tuition benefits. All other questions about the tuition-benefits policy should be addressed to the Controller.

Benefits are normally available for tuition charges only. Applied music fees and other fees for private lessons, like all non-tuition fees, are the responsibility of the student, except in the case of a College employee whose lessons are directly related to her or his work for the College, as determined by the employee's senior staff member.

5.14.1 Tuition Waivers at Kenyon for Eligible Employees (revised July 1998)

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Eligible employees may enroll in courses at Kenyon College, with the instructor's permission and on a space-available basis, for credit or for audit, without charge for tuition. No more than one course may be taken during working hours. Written prior approval by the supervisor and the responsible senior staff member is required. In such cases the supervisor must certify to the senior staff that the employee may be spared during the working day and must specify the hours when the employee will make up the time lost while attending class and traveling to and from class. Neither class hours nor make-up hours should result in the elimination of a lunch break; at least one-half hour must be available each day for lunch.

Employees may enroll in a second class only if the class meeting time is outside of normal working hours for that employee. Again, approval of the instructor is required.

Tuition Waivers at Kenyon for the Spouses and/or Domestic Partners of Eligible Employees

Spouses and/or domestic partners (see Benefits, Health Insurance for a complete definition of domestic partner) of eligible employees may take up to two classes per semester without tuition charge, for credit or for audit, with the instructor's permission and on a space-available basis. Those who are admitted to regular degree candidacy may take more than two courses for credit on the same basis as other matriculants, without charge for tuition. Students desiring to matriculate at Kenyon must meet normal requirements for admission.

When the tuition benefit is used by the domestic partner of an employee, the value of the tuition benefit may be taxable income to the employee. According to current IRS regulations, if your domestic partner is not a dependent for income tax purposes, the pre-tax cost of the tuition benefit will be treated as imputed income and will be reported on the employee's W-2 as additional wages. Estimated taxes due on the imputed income will be withheld from the employee's paycheck automatically. Please notify the Controller and the Office of Human Resources as to the tax-dependent status of your domestic partner.

Please refer to the section below, "Tuition Waivers at Kenyon for the Children of Employees," for more complete information on qualified dependents.

Tuition Waivers at Kenyon for the Children of Employees

In order to be eligible, the child must be: 1) eligible to be the employee's legal dependent for income tax purposes (see definition below), 2) the employee's biological or legally adopted child or the child of the employee's spouse or domestic partner (in which case the child must have lived in the employee's household during the four years prior to the child's enrollment at Kenyon).

Definition of a "dependent" for income tax purposes: The IRS applies five tests to determine if an individual qualifies as a taxpayer's dependent. All of these conditions must be met to qualify as a dependent:

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- is a citizen of the United States, Mexico, Canada, the Canal Zone, or the Republic of Panama;
- is a member of your household for the year, had his or her principal place of abode in your home for the year;
- by engaging in the relationship, does not violate local law;
- receives over half of his or her support for the year from you (support includes food, shelter, clothing, medical and dental care, and education); and,
- the dependent's gross income must be less than the federal personal exemption amount unless the dependent is under age 19 OR a full-time student (enrolled as a full-time student for at least five months during the year), under age 24.

5.14.2 Tuition Exchange- Great Lakes Colleges Association (GLCA) (revised July 1998) (revised Nov 2010)

Children of eligible members may participate in the GLCA Tuition Exchange if they are eligible for full tuition waivers at Kenyon. This program is not available to employees themselves, their spouses, or their domestic partners.

In addition to Kenyon, the following colleges and universities participate in the GLCA Tuition Exchange: Albion, Allegheny, Antioch, Beloit, Denison, DePauw, Earlham, Grinnell, Hope, Kalamazoo, Oberlin, Ohio Wesleyan, Wabash, Willamette, Wittenberg and Wooster. Application for the exchange must be made through the Kenyon Controller's office and the admissions office of the desired college. Applicants are admitted by the regular procedures used by each of the colleges.

Under this program, each participant's family will pay a fee equal to 15 percent of the GLCA mean tuition. This fee will be billed by and paid to the college that the participating child is attending.

5.14.3 Tuition Subsidies at Undergraduate Colleges other than Kenyon

Children of employees who were hired before July 1, 1977, are eligible to receive subsidies of \$1,000 per year, per child, at undergraduate colleges other than Kenyon. However, children currently receiving assistance under the GLCA Tuition Exchange are not eligible for the subsidy. The annual subsidy may not exceed the amount due for tuition only (excluding other fees) as documented by a bill or statement from the college attended. Subsidies are normally paid directly to the institution in which the child is enrolled, but may be paid to the parents if timing or other problems make direct payment impossible. Under current IRS regulations, these payments are considered compensation to the employee and appropriate payroll taxes must be withheld. Subsidies will be provided for no more than four years for any child, and for no more than two children in any family. The dollar limit for each family is thus \$8,000.

5.14.4 Tuition - Financial Aid from Outside Sources

Students eligible for financial aid awards from outside sources such as federal or state governments, service clubs, and foundations apply for these through normal procedures. Except in those cases

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where the award is specifically for educational expenses other than tuition, such aid will be deducted from any full tuition benefits granted by Kenyon, including benefits under the GLCA Tuition Exchange.

6.1 RESOURCES SUPPORTING THE ACADEMIC PROGRAM

Listed in this section are a few of the primary facilities and resources available to members of the faculty for use in supporting their professional activities as teachers and scholars. In order to gain full familiarity with them, new members of the faculty are encouraged to visit them and discuss their individual needs.

6.1.1 Library and Information Services (LBIS) (edited August 2010)

Kenyon College's division of Library and Information Services (LBIS) supports the academic mission of the College by providing access to library and computing resources, facilities, and information essential to teaching, learning, research, and general scholarship. LBIS is housed primarily in Olin and Chalmers Libraries, and is responsible both for developing the physical and on-line collections and resources, and for providing access to them. In addition, LBIS maintains the infrastructure, facilities, and resources of the campus network, computing labs, and computing services.

The Olin and Chalmers Libraries contain a collection of approximately 350,000 volumes and 338,000 government documents. This collection is greatly expanded by our participation in CONSORT, a joint library catalog including the holdings of Denison University, Ohio Wesleyan University, and The College of Wooster, and by our participation in OhioLINK, a statewide consortium of more than seventy-five colleges and universities. Together, these consortial arrangements increase our effective holdings to 10,000,000 titles. In addition to printed volumes, Kenyon also has on-line access to an increasing collection of electronic books, periodicals, and databases. The library subscribes to more than 4,500 periodicals, including more than 3,200 journals in electronic format. More than 125 major citation databases are available; wherever possible, these databases link directly to the electronic full-text of articles. The library also owns nearly 150,000 slides and more than 8,000 films and videos. The slide collection is supplemented with more than 50,000 digital images from the OhioLink Digital Media Center.

The libraries also house computing resources for general Kenyon use, including web-access stations for e-mail and library research, full-service computers supporting a wide range of software applications, and the student-staffed computing Helpline, which responds to phone, e-mail, or in-person questions. Support for campus classroom technology, including computer projection, audiovisual services and remote collaboration facilities, is provided by LBIS as well.

A librarian liaison is assigned to each academic department and is the primary contact for any faculty member. Faculty members are encouraged to meet with their liaison(s) to discuss library and computing resources available for courses or research interests. (A listing of current liaison

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assignments can be found at the LBIS website, <http://lbis.kenyon.edu>.)

Library collection development and assessment is an interactive process at Kenyon. Divisions, departments, and individual faculty members are encouraged to request material for the library collection through their library liaison, and faculty members are regularly consulted about collection development and assessment by the library staff.

Liaisons play a particularly important role in helping faculty to introduce library and computing resources in their classes. Liaisons can develop customized training for students as part of any course at Kenyon. In keeping with current national initiatives, LBIS emphasizes "information literacy," a comprehensive set of skills that allow students to locate, evaluate, and use information effectively.

Liaisons typically provide many course-related library instruction sessions each semester, on both basic and advanced research sources and strategies. Such sessions are planned in collaboration with faculty members, so that the instruction is directly relevant to the particular course topics and assignments. In support of these instruction sessions, liaisons have created a number of course-related research guides. Liaisons can also assist faculty members with their research projects and provide individual instruction to faculty on new library databases and resources. Three instructional technologists in LBIS collaborate with faculty on integrating computing technology into their instruction (e.g., creating web sites and using appropriate application software). Faculty interested in course-related instruction on library and/or computing resources can contact the department liaison or contact the instructional technologists directly.

Specific policies regarding the availability of Kenyon's library and computing resources are available on the LBIS web site at <http://lbis.kenyon.edu>. All Kenyon employees of Kenyon as well as their families have borrowing privileges for library materials. Borrowing restrictions will vary according to the status of the borrower: whether the request for material or service is made by faculty, students, or community members will determine the length of time material can circulate, the availability of various services, and whether material may be used outside of the library facilities. Every borrower will need to register at the Circulation Desk initially, and will need to provide a Kenyon ID, which serves as a library card. Family members who are not eligible for a Kenyon ID will be issued a library card by the Circulation Desk.

6.1.2 The Kenyon College Bookstore

The Bookstore is owned and operated by the College. Any profits generated by its operation are channeled into scholarship funds. Members of the faculty and staff may open monthly charge accounts for personal and/or for research purposes. The Bookstore offers a wide variety of services and materials not ordinarily associated with books. Recommendations for extensions and improvements in its service to the community are welcome at any time.

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The Bookstore textbook department is located in the back room, on the main floor of the store. The Textbook Manager is responsible for processing the faculty orders for books to be used in courses. In order to avert problems of availability, faculty members are urged to complete, in a timely way, the textbook order forms sent them by the manager.

6.1.3 Printing and Mail Services (revised April 2013)

Printing and Mail Services are located behind the Book Store.

Printing Services

The Printing Service hours are M-F, 8:00 - 12:00.

Orders of 50 copies or less per original are typically filled in four hours. Other orders are usually filled in three days or less. Large orders may require a week to ten days. Letterhead and envelopes are done weekly.

When ordering, submit a completed order form (available at Printing Services), a good quality original, and a sample (when possible). Be sure to indicate the day and time of your deadline and include a ten-digit account number. Orders are generally submitted, and completed projects returned, through campus mail. Supplies such as plain paper for copiers and printer, toner kits and ribbons for printers, and mailing labels are also available. Call extension 5685 for more information or see the Campus Services section of the Kenyon College web site for current pricing. You may use the on-line order form for supplies or stock items.

Printing Services will sometimes process personal orders for employees only as it may relate to a non-profit organization or group.

Mail Services

The Mail Center is open M-F from 1:00 to 2:30 and from 3:00 to 4:00.

The Mail Service is never permitted to process personal mail. Campus Mail is to be restricted to any college related paper item or document that will fit in an inter-campus envelope. Items that are wood, metal, or plastic do not qualify as mail, (with the exception of used toner kits to be recycled), nor do large boxes of paper or files, unless it relates to a bulk mailing order.

The Mail Service will not be responsible for returning books to the Library.

Should your office/department be closed for any reason, all mail will be held in the Mail Center until notified. The Mail Service will not be responsible for unlocking and securing building doors when closed.

For successful deliveries, please use FULL NAMES and LOCATIONS on campus envelopes.

6.1.4 The Health and Counseling Center

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The student Health and Counseling Center, located in a building near the Caples residence hall, is dedicated solely to the health care of Kenyon College students. Members of the faculty and staff, their families, or visitors cannot be treated. The major function of the health center consists of clinical outpatient services. Its staff, headed by a medical doctor, acts as personal physician to the student body.

College counselors, an important part of the total health-service program devoted to students, serve the psychological needs of the student body. They welcome referrals from the faculty of students with problems of an academic, emotional, personal, or social nature. Faculty concerned about particular students are urged to consult the counselors.

6.1.5 The Career Development Office (revised August 2009)

The Career Development Office, located at the Gund Commons, offers a variety of programs designed to help students plan their futures after graduation. It acts as a clearing-house for information concerned with career decisions. Among its programs are workshops on resume writing, meetings with visiting employment recruiters, vocational testing, and the alumni extern program. Members of the faculty are encouraged to refer students to it and to consult with its staff.

6.1.6 The Office of Public Affairs

The Office of Public Affairs is responsible for all publicity about the College. It maintains contact with print and broadcast media, regularly issuing news releases concerning campus events, the activities and achievements of students, and the accomplishments of the faculty. The office will assist all members of the College in any aspect of their relations with the press.

This office also maintains a biographical data file on each member of the faculty. It requests basic information from all members of the faculty at the time of their appointment and tries to keep this information up to date. It is particularly interested in news of election to office in professional organizations, recent publications, creative works and exhibits, grants and fellowships, research projects, honors and awards, public appearances, and the like.

6.1.7 Office Supplies and Purchasing (revised August 2009)

Most of the materials necessary for the conduct of teaching, such as class-record books, examination books, and ordinary office supplies, may be obtained through departmental administrative assistants. Faculty and department/program chairs should work with their administrative assistants to procure equipment, furniture.

6.1.8 Transportation (revised August 2009)

The College maintains a fleet of vehicles of several types to be used on College business. Vehicles may be reserved by contacting the Safety Office (PBX 5109). In order to ensure that the appropriate

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vehicle is available, early reservation is recommended. In order to drive a College vehicle, members must be certified and complete a defensive driving course. A road test must also be successfully passed in order to drive a fifteen-passenger van. Vehicles can be checked out at the Safety Office. Members may either drive themselves or request a College driver.

6.2 HOUSING

In order to preserve its residential character, the College offers some assistance to members of the faculty seeking to find places to live in Gambier. There are a number of privately-owned rental apartments and houses in the Village of Gambier and nearby Mount Vernon suitable for faculty. Information about College-owned housing is available from the Manager of Finance Office Operations by calling 740-427-5172.

6.2.1 College Rentals

Certain administrative positions in the College may require that the incumbent reside within the Village of Gambier as a condition of employment. In these instances the College will assist in securing appropriate housing and under some circumstance may assign a College-owned residence to an employee. In the latter event, this assignment must be approved by the President and, by contract, the Board of Trustees.

All other College-owned residences are available for rental to full-time members of the faculty and administration (or two part-time members who share a full-time position and wish to occupy a single housing unit) according to the following regulations:

- Apartments will be rented to members of the faculty and administration in their first year of appointment on a first-come, first-served basis. Once assigned, occupancy in a particular unit will be guaranteed for four years. If in any year there are more vacancies than first-year appointees who wish College rental housing, other members who are in their first four years of appointment are eligible for assignment on a first-come, first-served basis.

New members unable to obtain apartment housing in the first year of their appointment will have priority in obtaining housing in their second, third, or fourth years, with the understanding that such rental is available for only the first four years of their appointment. After four years of occupancy or fourth year of appointment, whichever comes earlier, the occupant will vacate in favor of more recent appointees.

If, after all applications for housing are filled, apartments remain unoccupied, they may be occupied by part-time members for a maximum of one year.

- Current occupants of College-owned apartments whose eligibility for such apartments expires June 30, and who have one or more years remaining of eligibility for College-owned housing, may, if apartments are still available on June 1, be assigned an

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apartment for one year. Priority among persons in this category will be determined by the date of the member's first duly executed contract. Those wishing to apply for the above mentioned consideration should inform the Manager of Finance Office Operations, prior to June 1 in the year the current lease expires.

- "First come" will be determined by the receipt in the office of the Manager of Finance Office Operations of a letter of confirmation from the President's office that an employment contract has been duly executed. A copy of the College Housing Policy, covering allocation of College-owned residences, will be mailed with the proposed employment contract. Names of persons not wishing to be on the housing list will be removed from the list only when such desire is confirmed in writing to the Manager of Finance Office Operations.
- Members may sublet apartments or houses under the following conditions:
 - Subleases must first be offered to persons (in order of priority) on the housing waiting list.
 - The sublease period may not exceed the period of the sublessor's authorized occupancy.
 - Rents must be at the rates established by the College.
 - The sublessor is ultimately responsible for payment of all rents, utilities and damage, if any.
- Additions, improvements, or changes of a fixed or permanent nature may be made to the College buildings only with permission, and such changes become the property of the College. They may not be altered or removed without permission. All plantings of trees, shrubbery, and the like must be done with the permission of the Superintendent of Buildings and Grounds. Trees must not be removed from College property or trimmed without the consent of the President. Plantings of trees and shrubs are permanent attachments to the property, and title rests with the College. Lawn-mowing service is offered by the College only for those residences located in campus or park areas normally maintained as lawns. No hand work or trimming is performed by the College. All other tenants are responsible for care of their lawns throughout the year. College buildings are insured against damage by fire and windstorm. Loss or damage by fire or theft to the personal property of occupants is the responsibility of the occupant.
- A person whose membership in the faculty has terminated is required to vacate College housing by the end of the fiscal year, June 30. Rent must be paid in advance, on or before the fifth day of the month, unless the member chooses to have the College deduct the rent from his/her paycheck. The member must then sign a payroll-deduction authorization card at the Manager of Finance Office Operations' office, and the rent deductions will be made from checks issued at the end of the month covered. When a member is on leave, the College undertakes to offer him/her housing in which he/she has expressed an interest, if it becomes available. The College cannot undertake, however, to defer assignment of a unit until the member's return.

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6.2.2 College Guaranteed Mortgage Loans (amended April 1997)

WHEREAS, Kenyon College is interested in assisting qualified members of the Kenyon College faculty and administration in the acquisition or construction of a personal residence within a ten-mile radius of the Gambier, Ohio, Post Office; and

WHEREAS, various mortgage lending institutions in Knox County, Ohio, have offered to grant real estate mortgage loans to otherwise qualified applicants from the Kenyon College faculty or administration in amounts up to 100 percent of the contract price or 100 percent of the actual appraisal conducted by said lending institutions (or, in the case of a refinanced mortgage, the guarantee amount may not exceed the unpaid balance of the mortgage being refinanced) upon the following terms and conditions:

- To qualify, a faculty member (MORTGAGOR) must be in a tenure-track appointment. To qualify, members of the administration must be in the exempt classification.
- All mortgages guaranteed shall be mortgages which have been determined to be good lending risks by a Knox County lending institution using standard loan evaluation procedures to determine the risk, and said mortgages may not be assignable by the lending institution without the express written consent of Kenyon College.
- Kenyon College will guarantee all monthly payments and any unpaid balance on all real estate mortgage loans until said loans are reduced to 70 percent of the appraisal of the participating lending institutions, or, in the case of construction loans, 70 percent of the contract price, at which time the College guarantee will be released. The appraisal referred to in this Resolution shall, at all times, mean the standard real estate loan appraisal performed by the lending institution for all real estate mortgage loans made to the general public applying the same standards as for all other similar mortgage loans. In the case of a refinanced mortgage the College's guarantee is released when the unpaid balance of the loan is as defined above in the original mortgage loan.
- All such real estate mortgage loans made hereunder shall be on a monthly reduction basis at the market rate of interest which shall be the then current rate of interest and closing costs then charged the general public, and the loan amortization period may not exceed twenty-five years. The loan amortization shall be a standard (straight) monthly amortization using a 360- or 365-day year with no balloon payment arrangements or periods in which interest only is paid. In the case of a refinanced mortgage, the amortization period may not exceed the remaining repayment period on the loan being refinanced.
- MORTGAGORS who accept the College's home mortgage loan guarantee shall agree:
 - to enter into an arrangement whereby the College will have the first right of refusal

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- to purchase properties on which the mortgage guarantee has been provided;
 - o to enter into a payroll-deduction agreement with Kenyon College whereby Kenyon College shall deduct the monthly mortgage payment from said MORTGAGOR(S) regular paycheck and pay the mortgage payment directly to the lending institution;
 - o to execute a statement acknowledging that the loan guarantee by Kenyon College is not an employment contract with Kenyon College and does not represent a promise on the part of Kenyon College to employ the MORTGAGOR(S) for the period covered by the loan guarantee.
- All mortgages guaranteed by Kenyon College shall include the requirement that real estate taxes and insurance premiums be placed in escrow and that each monthly mortgage payment shall include 1/12 of the annual real estate taxes on the real estate and 1/12 of the fire and casualty insurance premiums for coverage on the improvements on the real estate.
 - The lending institution and the MORTGAGOR(S) shall agree, that in case of default on the mortgage, the lending institution shall, before taking any action to foreclose on the mortgage, notify Kenyon College, in writing, and give Kenyon College sixty (60) days to exercise the right to purchase all interests of the lending institution in the mortgage and note and obtain an assignment of the mortgage and the note secured by the mortgage by paying the lending institution the balance due on the said note including principal and accrued interest. This right to purchase the mortgage and note shall not preclude any other rights Kenyon College may have under the law. In the event that Kenyon College does not exercise its right to purchase the note and mortgage within the allotted sixty (60) days, and the note and mortgage remains in default for a period of ninety (90) days (beginning with the initial day of default) the lending institution agrees that it shall begin foreclosure proceedings against the MORTGAGOR(S).
 - The College will not guarantee more than one loan per employee at a time. However, an eligible employee may have more than one loan guaranteed while in the employ of the College.
 - The College must be provided with a copy of the appraisal or construction agreement, and drawings, prior to issuance of the guarantee. (This is not necessary for a refinanced mortgage.)
 - The College will guarantee loans for eligible employees during the first ten years of employment only. The program expires for all otherwise eligible employees on the day after their tenth anniversary date.