Earlham
SCHOOL *of* RELIGION

# Faculty Handbook and Related Administrative Policies and Procedures

July 2025

# Approval and Amendment History

**July 28, 2025:** The Board approved a faculty recommended change to Section M: Faculty Reduction Due to Financial Exigency to remove the words "and affirmative action" from paragraph 2.

**May 23, 2025 –** Clerical notes added to record approval history and to note amendments to Earlham policy since Board approval of the ESR Faculty Handbook.

**October 17, 2020 –** The Board of Trustees approved the ESR handbook revisions as presented.

- Much of the language in the Faculty Handbook has been updated to bring the content closer to the Earlham College Faulty Handbook with regard to employee agreements, long term employment protections, promotion, and harassment policies.

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# ESR FACULTY HANDBOOK

# Introduction

The "Earlham School of Religion Faculty" consists of all teachers and administrators at the School of Religion (ESR). While there is a division of labor and a corresponding distinction between administrative faculty and teaching faculty, the distinction is not a sharp one. All of us are "educators" in one way or another; the unity of "the faculty" reflects the fact that ESR educates students in the way it operates as well as in the classroom. Moreover, ESR strives to be a community of persons living and working together to reach common aims. This handbook reports policies and procedures related to both groups, when applicable, and to each group – the teaching faculty and the administrators – separately when appropriate.

This document contains two parts. The first is the Faculty Handbook (Handbook) which is an extension of ESR's employment agreement with teaching and administrative faculty.

The second part contains the administrative policies and procedures of ESR that pertain to faculty. These policies and procedures are not considered extensions of the ESR's employment agreement with faculty members.

The aim of the Handbook is to provide faculty members with a clear, accurate and comprehensive overview of their employment relationship to ESR so that important personnel practices and related matters are as transparent as possible. In particular, it describes the processes and criteria of evaluation for hiring, renewal, and retention, as well as the conditions under which faculty positions may be eliminated. This Handbook has evolved over time and been revised periodically. It has been approved by the Faculty Meeting and by the Board of Trustees. Unless noted on the specific page, this text is the version approved in 2019.

ESR will use the processes and definitions in this Handbook to guide its decision-making. It is important that faculty members understand their rights as well as the limits to those rights and the Handbook strives to make this clear. The policies in the Handbook aim to be equitable and fair to both ESR and to faculty. We emphasize the decision-making processes of ESR with special attention to the consultation leading to the formation of consensus, as well as the special role of the Dean, President and Board of Trustees who, in addition to being part of the consultation and consensus process, have independent decision-making authority. Faculty members should be clear that they have control over some aspects and parameters of their review files and certain

aspects of the decision-making process, but not others; the Handbook strives to make clear where each is the case.

A previous edition of the Handbook cited the Elders of Balby Friends Meeting of 1656, who urged that rules be interpreted "with the measure of light that is pure and holy" in order to avoid narrow rule making, for "the letter killeth and the Spirit giveth life."* While we affirm that rules should be interpreted in the spirit of community building and not be used punitively when creative solutions to problems may be found, we also believe that a clearly articulated set of guidelines and policies for making important decisions is an important basis for equity. Accordingly, we have tried to provide sufficient detail and specificity to eliminate confusion and uncertainty yet to resist specifying guidelines and policies for every conceivable situation. Good decision-making must achieve a balance between impersonal rules and personal judgments, founded on the evidence under consideration, and this Handbook contains our latest effort to provide a framework to lead us to good decisions.

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*II Corinthians 3:6

# Section A: Faculty Appointments: Decision-Making Process

## 1. Teaching Faculty

a. Earlham's President is responsible for the appointment and employment agreement renewal of ESR's teaching faculty and for recommendations to the Earlham Board of Trustees. That responsibility is exercised in the context of receiving advice and recommendations from the ESR Dean and Faculty.

b. An elected faculty search committee (FSC) and the ESR Faculty Meeting are the primary vehicles for collective faculty and student participation in teaching faculty appointment. An elected faculty review committee and the ESR Faculty Meeting are the primary vehicles for deliberation in teaching faculty evaluation and renewal. The Dean serves as an ex-officio member of both committees.

## 2. Administrative Faculty

c. In appointing and renewing administrative faculty, the President delegates this responsibility to the Dean of ESR. The Dean may utilize the FSC for administrative searches and will consider their judgments in making a final decision.

## 3. Reviews

d. The criteria and process for faculty reviews are provided in Section B of this Handbook, and further detailed in respective policy and procedure documents.[1]

## 4. Summary

e. Thus, an array of perspectives and judgments contributes to making personnel decisions at ESR. Although no one can guarantee that we will always make the right decisions, we hold to the Quaker view that shared wisdom produces good results. Moreover, a process that genuinely values the opinions of many will result in better morale, greater identification with the School of Religion, improved collegiality, and a keener sense of community.

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[1] See *Teaching Faculty Evaluation Criteria*, *Administrative Faculty Evaluation Criteria*, *and* *Procedures for Review of a Faculty Member*.

# Section B: Appointment and Renewal Criteria

## 1. Teaching Faculty: Criteria for Hiring and Evaluation

ESR evaluates faculty according to criteria that can be grouped in the following categories: teaching effectiveness, professional development, participation in the institutional life of ESR, and growth in calling. These criteria are meant to guide the evaluation of the faculty's contribution to ESR's fulfilling its mission.

After the faculty member's initial two-year review, however, there is one question that comes prior to the questions below and that may affect the content of one or more of them: to what extent has the faculty member given attention to and grown in relation to the recommendations to her/him from her/his previous review. The recommendations from a previous review always carry priority criteria in the next review and should be given careful attention.

**a. Teaching Effectiveness**

Teaching and learning is at the heart of ESR's program to train leadership for the Society of Friends. ESR expects its teachers to exemplify high quality but recognizes that this involves many different styles and methods. ESR encourages a wide variety of these styles and methods among its faculty and expects each member to develop those natural gifts she/he has to this end.

The elements of teaching effectiveness include at least the following:

i. Focus of subjects and courses within the framework of ESR's Mission.
ii. Presentation of good scholarly resources for the subject matter under discussion.
iii. Creation of a context that encourages learning and creative inquiry.
iv. Use of a variety of techniques for teaching and learning.
v. Provision of guidance for and encouragement of student independence in pursuing their own learning and research projects.
vi. Provision of guidance for and encouragement of cooperative learning among students.
vii. Demonstrated respect for students as persons, for their issues and for their various calls to ministry.
viii. Demonstrated effective communication in the classroom.
ix. Timely and appropriate evaluation of student work and feedback to students.

The above elements will be observed and evaluated through at least the following:

i. Syllabi and other course materials.
ii. Class visitation to see presentations and guidance of other class processes and techniques.
iii. Student end-of-course evaluations, with special attention given to students' assessment of their learning experience as a result of the faculty member's teaching and expertise.
iv. Letters of evaluation from all faculty, staff, and current students, and from all alums of the current review period.
v. Letters of evaluation from colleagues and constituents that are requested by the Faculty Review Committee (FRC).
vi. Self-evaluations by the faculty member.
vii. Conversations with the faculty member over time about teaching and learning.

As a general rule, unsolicited review materials are not included in a faculty member's formal review. All such material will be forwarded to the Dean, who will, in consultation with the President, determine if the materials should have any bearing on the current review and will take responsibility for responding to the person(s) sending the materials in an appropriate manner. When such material is determined to be relevant to the review, the Dean will immediately notify the faculty member and the review committee and will arrange to discuss the material with them.

**b. Professional Development**

ESR expects that its faculty will engage intentionally in a process of professional growth. At times of review, faculty are asked to do a self-evaluation in which they address this question directly. Faculty scholarship should support, directly or indirectly, the teaching and learning in ESR's classrooms and the mission of ESR and should sustain the mandate of the seminary to inquire into, teach and otherwise show the truth and meaning of the traditions, literature, and faith in which its mission is rooted. ESR encourages but does not require its faculty to publish creative work of their own as an expression of their research.

The elements of professional development include a significant combination of most of the following:

i. Inquiry into the scholarly discussion of the subject matter the faculty member teaches.
ii. Creative thought about and teaching of the subject matter and its issues and

problems.

iii. Research and other forms of study that develop the new skills and content needed for this professional development.
iv. Collaborative work with colleagues.
v. Attendance and/or presentation of papers at meetings of professional societies.
vi. Publications in peer reviewed and/or non-peer reviewed markets.
vii. Development of courses the faculty member has not taught before, either for ESR programs or for Meetings or Churches (this would include workshops and lectures of various kinds).

The elements will be observed and evaluated through at least the following:

i. Syllabi.
ii. Class visitation to see presentations.
iii. Letters of evaluation from ESR faculty and other professional colleagues that are requested by the Review Committee.
iv. Conversations with the faculty member over time about his or her intellectual and academic interests.
v. Material produced by the faculty member for classes or other contexts.
vi. The faculty member's self-evaluation.
vii. Publications, if any.
viii. Work in progress.
ix. Report to Faculty following a sabbatical.

**c. Participation in the Institutional Life of ESR and the Religious Society of Friends**

ESR expects its regular faculty, as contrasted with adjuncts and special employment agreement appointments, to participate helpfully in the institutional life of ESR. This life encompasses largely three areas: the community life and work on campus beyond the classroom; ESR's relationships with various Quaker organizations and Meetings; and ESR's long-time commitment to work with Meetings and Churches in the area of Meeting Membership Education.

The elements of helpful participation will include a significant combination of the following:

i. Serving on a fair share of ESR committees.
ii. Regular attendance at worship, Common Meal, and/or Peace Forum.
iii. Serving as an Advisor/Mentor in ESR's advising system.

iv. Active membership in a nearby Friends Meeting or Church, or in the case of faculty from other denominations, active membership in a nearby church of that denomination.
v. Offering from time to time workshops, lectures or sermons for Friends organizations or meetings.
vi. Writing literature or other materials helpful for the faith and practice of Quakers or useful for Friends Meetings in their life and work.
vii. Attendance at Yearly Meetings as an ESR representative.
viii. For non-Friend faculty members, the activities described in numbers v-vii may most naturally occur within their particular denomination. Such activities are valuable to ESR and are encouraged, but do not eliminate the responsibility to contribute to the Religious Society of Friends.

The above elements will be observed and evaluated through the following:

i. The Faculty Member's Self-evaluation in which she/he lists the services rendered.
ii. Letters of evaluation from all faculty, staff, and current students, and from all alums of the current review period.
iii. Letters of evaluation from colleagues and constituents that are requested by the Review Committee.
iv. Other materials provided by the Faculty Member as relevant such as examples of v. and vi. above.

**d. Growth in Calling**

ESR expects that its faculty will engage in activities to further their personal and spiritual growth in which they continue serious consideration of their calling by God. For some faculty this may involve little noticeable external change over time. For others, this growth in calling may have impact on how they can best serve ESR.

Demonstrated intention toward "Growth in Calling" will include some of the following:

i. Development of one's spiritual journey in the context of the life of a nearby Meeting or Church.
ii. Regular work with a Spiritual Director.
iii. An active life of spiritual discipline or devotion.
iv. Study of scripture and other religious literature for spiritual growth.
v. A serious attempt to follow the guidance of God in one's own life and work.

"Growth in Calling" will be observed and evaluated through the following:

i. The faculty member's self-evaluation.
ii. The faculty member's conversation with the FRC.

## 2. Administrative Faculty: Criteria for Hiring and Evaluation

Parallel to the four criteria for teaching faculty, the criteria for hiring and renewing the employment agreements of administrative faculty are administrative effectiveness, professional development, contributions to the community, and growth in calling.

a. **Administrative effectiveness** should be weighed most heavily in appointment decisions and evaluations. Evaluation will be based upon efficiency, timeliness, and the utilization of benchmarks appropriate to the administrative area. Skills and attitudes to be considered may include, but are not limited to:

    i. Effectively performs duties outlined in job description.
    ii. Stewardship of time, resources, and budget.
    iii. Setting appropriate goals and developing meaningful projects.
    iv. Follow-through on activities.
    v. Responsiveness to those served.
    vi. Flexibility and willingness to change.
    vii. Ability to work effectively with colleagues.
    viii. Supervisory skills.
    ix. Problem-solving, creativity, and trouble-shooting.

b. **Professional Development:** For administrative faculty, professional development involves increased competence in and knowledge of one's administrative field. Evaluations will consider such things as the faculty member's familiarity with recent developments in her/his field, involvement in professional organizations, publications, public presentations, and the ability to incorporate new techniques, technology, and media or ideas into one's daily work at ESR.

c. **Contributions to the community:** An administrative faculty member's involvement with the ESR community extends beyond the limits of the office.

All faculty members are colleagues, members of committees and of the Faculty Meeting, and participants in the governance of ESR. A faculty member's contributions to our community may take many forms, for example:

i. Constructive participation in faculty meetings and committees.
ii. Attendance at worship, Common Meal, and/or other community events.
iii. Helpful and supportive relationships with colleagues.
iv. Participation in or attendance at ESR or other Earlham functions and events, such as lectures, convocations, and theater productions.

d. **Growth in Calling:** As with teaching faculty, ESR expects that its administrative faculty will engage in activities to further their personal and spiritual growth as they continue serious consideration of their calling by God. Demonstrated intention toward "Growth in Calling" will include some of the following:

i. Development of one's spiritual journey in the context of the life of a nearby Meeting or Church.
ii. Regular work with a Spiritual Director.
iii. An active life of spiritual discipline or devotion.
iv. Study of scripture and other religious literature for spiritual growth.
v. A serious attempt to follow the guidance of God in one's own life and work.

"Growth in Calling" will be observed and evaluated through the following:

vi. The faculty member's self-evaluation.
vii. The faculty member's conversation with the Review Committee.

# Section C: Employment Agreements

## 1. Employment Letters for Full-Time Teaching Faculty

Every teaching faculty member sign a employment letter with ESR specifying title and salary for the following year. For returning teaching faculty, employment letters are sent out each spring for the following academic year, and ESR expects them to be returned with a signature within 14 calendar days of their receipt.

Appointments for teaching faculty are ordinarily for an initial two-year period, followed by a two-year review. Formal reviews by the Faculty Review Committee also occur in the fifth and twelfth years, and every six years for the length of employment. In lieu of tenure, following a successful review a letter of renewal states the intention to employ the faculty member through the next review cycle.

All full-time teaching faculty are evaluated informally each year by the Dean.

Teaching faculty whose employment letter will not be renewed for a second or third year of service will be notified no later than December 31 of the current academic year.

Teaching faculty who will not be issued a employment letter after their third year or more of service will be notified of that decision by Commencement. Except for occasions when a teaching faculty member's employment letter is terminated in the course of the regular review cycle, if a nonrenewed faculty member has been with ESR less than seven years, she/he will be entitled to receive up to six months' salary if another position which she/he deems acceptable cannot be found for the year following the last employment letter. After serving 7 years or more, the faculty member will be entitled to receive up to one year's salary while seeking a new position. When such a person takes a position for part or all of the terminal year at another institution, ESR will cease salary and benefits payments at the point of subsequent employment.

Faculty members expecting to resign from the faculty at the end of an academic year are requested to notify the Dean, if at all possible, by January 20th of that year. The School considers it unprofessional for a faculty member to resign a position after April 15th.

ESR considers the Faculty Handbook to be a part of the employment letter. Termination of employment letters for cause is discussed in Handbook Section H.

## 2. Employment Letters for Administrative Faculty

Employment letters for administrative faculty are for one year. Administrative faculty are evaluated annually. For returning administrative faculty, employment letters are sent out each spring for the following academic year, and ESR expects them to be returned with a signature within 14 calendar days of receipt.

In cases of non-renewal of employment letter, the faculty member will be notified no later than March 31st of the current academic year.

Administrative faculty members expecting to resign are expected to give at least one month's notice.

# Section D: Schedule, Load, and Faculty Responsibilities

## 1. Teaching Faculty

ESR assumes that its faculty is composed of mature and conscientious persons who fulfill their responsibilities without close supervision and meticulous rules. The primary responsibility of each faculty member is effective teaching, to the best of one's ability. All are expected to gain a clear understanding of their particular responsibilities and to fulfill them on their own initiative in their own creative manner. Faculty members are free to organize their courses as to content, method of teaching, length and number of meetings per week (for a residential semester long class), and evaluation, according to their own best judgment, consistent with ESR's aims. Normally, a three-credit hour course will meet for three hours of class per week, and students should expect to do four hours of preparation/outside-class work for each hour of class time. Faculty members know best how to manage their own time and organize their own schedules. They are free to do so, consistent with fulfilling their tasks and meeting necessary deadlines.

It is assumed that the services of every regular faculty member include teaching, advising, and committee work. Additionally, some contribution to the Religious Society of Friends or other denominational group is expected. Arrangements for significant blocks of time to do research during the academic year should be coordinated with the Dean. A normal teaching load for an academic year is 18 credit hours of classes, which usually comprises six classes, which can be residential semester long, residential two-week or weekend intensives, online or blended. Faculty are expected to contribute to both the residential and Access aspects of the curriculum. Qualifications of this norm for administrative responsibilities, research, and other special circumstances should be discussed with the Dean.

Advising students is a very important part of a faculty member's responsibilities and all teaching faculty are expected to be advisors. Faculty members are expected to give their attention and energy to their advising tasks; those whose advising loads are small may be asked to teach an additional course or take on additional administrative duties in lieu of advising. Effectiveness in advising will be considered in making decisions on employment letter renewal.

All teaching faculty members are expected to attend ESR faculty meetings and joint

ESR/Bethany faculty meetings.

Faculty members are expected to serve ESR on committees, as appointed by the Dean or elected by faculty ballot.

The academic year begins with the August intensive and ends with the May intensive. For faculty not teaching in those periods, the Faculty Retreat in the fall and Baccalaureate and Commencement in the spring mark the beginning and ending, respectively, of the academic year. Faculty members are expected to attend the Retreat and the Baccalaureate and Commencement exercises. If scheduling conflicts make attendance at any of these events especially difficult, the faculty member should seek permission to be absent, from the Dean.

No classes or class meetings are to be scheduled or held on Mondays during regular office hours or from 11:20 a.m.-1:00 p.m.

Placing limits on the number of students in a class must be approved by the Dean.

ESR faculty members are expected to keep office hours, though they may take a variety of approaches to office hours. No particular pattern is required, but it is expected that faculty members make themselves available in a clearly stated way, so that students need not wait several days to consult with a faculty member when they are making appropriate efforts to do so.

Teaching faculty are expected to meet classes during holidays when school is in session. They are also expected to be available for necessary meetings and other responsibilities without additional compensation during breaks during the academic year (though such meetings are not routine or frequent).

Unless otherwise specified, a faculty member's annual employment letter is for a ten- month period. During the remaining two months, teaching faculty may be engaged in activities related to review and retention such as research and writing, attendance at conferences, or participation in denominational events. However, they are generally released from teaching responsibilities and administrative duties, such as advising though they may do so at their discretion. Faculty members are asked to inform the Dean about their special summer activities and where they can be reached.

## 2. Administrative Faculty

Administrative faculty are expected and encouraged to participate in the governance of ESR to the fullest extent possible, per the "contributions to the community" criterion for hiring and renewal. Administrative faculty can and should participate actively in faculty meetings and are eligible to serve as Clerk of the Faculty and Recording Clerk of the Faculty.

Administrative faculty are eligible and expected to serve on ESR committees.

# Section E: Evaluation of Administrative and Teaching Faculty

## 1. Evaluation Process for ESR Administrative Faculty

Administrative faculty, like teaching faculty, must be evaluated periodically to determine administrative effectiveness, recognize past accomplishments, and determine future goals and professional development. The following guidelines provide a structure within which administrative faculty and their supervisors shall conduct such evaluations.

The initial 90-day, the annual, and the two-year reviews described below shall focus on the four criteria for appointment and evaluation for administrative faculty as described in Section B of the Handbook: administrative effectiveness; professional development; contributions to the community; growth in calling.

### a. Initial 90-Day Review

Each new administrative faculty member shall have a formal meeting with the supervisor at or around the end of the first 90 days of work at ESR. The meeting shall focus on the faculty member's initial experiences, questions, and suggestions about needed areas of training or other aids to effectiveness, and on the strengths of and areas needing improvement in the faculty member's performance.

### b. Annual Reviews

Each year, administrative faculty shall submit written self-evaluations, using the form found in the Procedures section of this document, to the Dean no later than Feb. 1st. The self-evaluation provides the Dean with faculty members' thoughts and reflections on their performance as measured by the four criteria for evaluation. Candor and realism are important qualities of these self-evaluations. As a means of inviting useful peer feedback, faculty and staff will be invited to submit written input to the Dean.

After a meeting between the administrative faculty member and the Dean, in which this self-evaluation is discussed, the Dean shall complete the summary evaluation form, found in the Procedures section of this document, and shall share it with the faculty member.

**c. Two-Year Reviews**

Administrative faculty members shall have a more extensive review in the semester following the completion of their second year of employment. This review will take the place of the annual review for that year, and shall proceed as follows:

i. The review will be conducted by the FRC.
ii. The FRC shall conduct the review according to the procedures for evaluation of ESR Administrative Faculty. The FRC will collect data for the review that includes: a written self-evaluation; a letter of evaluation from all ESR Faculty members and staff members; a letter from colleagues or constituents outside ESR who know the person's work; a letter from alumni/ae, students, peers and others served by the faculty member being evaluated; a portfolio of relevant materials assembled by the faculty member that includes the self-evaluation.
iii. The FRC holds an initial meeting with the faculty person under review (Reviewee) to discuss the review process, go over concerns, hopes, expectations, and so forth.
    1. The FRC requests a written self-evaluation and answers any questions or ambiguities about the expectations for the self- evaluation from the Reviewee.
    2. The FRC discusses with the Reviewee what will be requested in the letter inviting evaluations.
    3. The FRC and the Reviewee work out together the lists of colleagues and constituents to be sent letters requesting evaluations. The FRC is responsible to make sure this is a fair and representative sampling.
    4. The FRC discusses with the Reviewee the nature of the materials to be included in the portfolio.
    5. The Reviewee decides whether to have an Open or a Closed review. If Open, the Reviewee will be allowed to see all original written evaluations. If closed, the Reviewee will see only the summary statement of the FRC. See discussion on Open/Closed Review below, Section 2.b.i.
iv. The FRC makes any modifications needed in the letters that request evaluations, and sends them out, with enclosed evaluation forms. The faculty secretary is responsible for sending the letters.
v. The FRC develops its substantive understanding of the content of the Review.
    1. The FRC evaluates the received evaluations in relation to the self-evaluation and comes to an understanding of the general situation of the faculty member.

2. It is usually good for the FRC to have a second meeting at this point with the faculty member under review to discuss the direction that the review seems to be taking.

vi. The FRC meets with the Dean to share the general direction of the review, and to discuss, when appropriate, the question of promotion to the next rank, or if the review seems to indicate it, the question of possible termination of service.

vii. The FRC prepares for the faculty meeting that will review the Reviewee.
   1. The FRC writes the Report that summarizes the review, and makes any recommendations needed. The Report is addressed to the faculty and the Reviewee
   2. The FRC gives the Reviewee a copy of the Report.
   3. The FRC, including the Dean as an ex-officio member of the FRC, meets with the Reviewee to discuss the Report.
   4. The FRC notifies the Clerk of the Faculty that it is ready to bring to the faculty its Report.

viii. The faculty meets in Executive Session to review the Reviewee and to make its recommendation to the Dean. The Reviewee is excused from Executive Session until a decision is reached.
   1. At the Executive Session, the FRC distributes the Report to all members of the faculty. The faculty is given time to read the Report.
   2. At the beginning of the discussion, the FRC will give an oral focus on the Report.
   3. The faculty develops a sense of its Meeting, and minutes a recommendation to the Dean.
   4. The FRC gathers accurate statements of any changes made by the faculty to the Report.
   5. All copies of the Report are returned to the FRC who will destroy all but one copy to be placed in the Reviewee's file.
   6. The Reviewee is invited back into session where the minute of recommendation is read.

ix. Conclusion of the work of the FRC
   1. After the presentation to the Faculty, all review materials are forwarded to the Dean for final consideration.
   2. Portfolio materials will be returned to the Reviewee along with permissible evaluations.
   3. The Dean will file a copy of the self-evaluation, one copy of the Report, and a summary of any additions or changes to the content of the Report that may have occurred during the faculty meeting.

x. Notification
    1. The Dean will notify the Reviewee in writing of the decision to renew or not renew the employment letter.

# 2. Evaluation process for Teaching Faculty Employment Letter Renewal

**a. Process Summary**

Teachers appointed to full-time, regular teaching faculty positions should expect to be evaluated for employment letter renewal after their second year of teaching (Fall Semester) and again in their fifth year and twelfth years of teaching, and every sixth year after that until retirement.

An elected FRC evaluates the Reviewee's files and attempts to formulate and make a consensus recommendation to the ESR faculty based on the candidate's file.

The FRC recommendation in its finished form is a written narrative summarizing the review data and describing the FRC's reasons for its recommendation. A copy of the narrative is always shared with the faculty member and becomes part of the faculty member's future evaluation files.

**b. Review File Preparation**

Faculty members up for review should construct their files in a way that provides a comprehensive view of their work and provides evidence of their achievement in the four criteria for evaluation (Teaching Effectiveness, Professional Development, Participation in Institutional Life and Religious Society of Friends, Growth in Calling). The FRC will be able to provide the most productive feedback and make the wisest recommendations when it is presented with the clearest possible picture of the faculty member's work in relation to the four criteria.

The FRC does not expect "perfect files" with no criticism or negative student comments. Rather, they look for patterns of evidence of strengths and needs for improvement, with special attention to the perceptiveness of the faculty member's own reflections on one's work and the responses of others to it.
A few elements of an evaluation file are required for all evaluations. But faculty members also have considerable choice about what does and does not become part of the file.

A self-evaluation, a current vita, student course evaluations, selected course materials,

and feedback from advisees, are all required elements of any file and are described more fully below:

i. Open and Closed Files

ESR believes it should be up to the faculty member to choose to have an open or closed file. No file, whether open or closed, will be a perfect reflection of a faculty member's work. FRC strives to read all files carefully and thoroughly regardless of their designation. Some people have strong preferences for open files, others for closed, and whether to have an open or closed file is for many a vexing question. Most of the evidence in a file is already available to a faculty member (teaching evaluations, self-evaluation, [often] department and program letters). Thus, what is most directly at issue in the decision to have a closed or open file is the faculty member's ability to read letters from colleagues and students that have not otherwise been shared.

Student and colleague letters may be affected by knowing the file is open or closed, or they may be unaffected. If they are affected, there is no clear way to predict what the effect will be. Some letters may be more open, more pointed, more honest in a closed file. On the other hand, some letters may be more thoughtful, thorough, and less prone to generalizations in an open file. Some argue that colleagues and students should be able to write accurate and complete letters whether the file is open or closed; others claim this is unrealistic in a close-knit community like Earlham. Some faculty members find it important to see the evidence in their file to see if the judgment of the committees and FRC minute accord with their own reading of the file, and to learn from the assessments of their colleagues and the students. Others argue that a faculty member up for review may be unduly upset or hurt by reading criticisms in his or her file and should give students and colleagues the freedom to write without worrying about the faculty member's reaction.

It is finally up to faculty members themselves to choose whether their files are open or closed. The letter requesting contributions to a file, sent by the Dean's Office to those persons identified by the faculty member, indicates whether the file will be open or closed to the faculty member.

ii. Building the File

The following material is restricted for use only by the FRC:

1. Colleague and Student Letters: All ESR faculty, staff, current students, and alumni/ae since the previous review are invited to contribute a letter of evaluation to the file. Alumni/ae letters may be limited for a two- year review.
2. Additional Letters: FRC should solicit reference letters from persons familiar with the faculty member's work, such as professional colleagues or those who have participated in workshops or seminars led by the faculty member. The FRC will consult with the faculty member on who to invite as a reference. Consideration should be given not only to those who might be positive about the faculty member, but also those who might express concerns.

The following materials should be included in a portfolio that is available to all ESR faculty and staff for review:

1. Self-Evaluation
   Each faculty member up for review must submit a written self-evaluation to FRC. The self-evaluation provides the faculty members' thoughts and reflections on their performance as measured by the four criteria for evaluation. In addition, self-evaluations allow faculty members to write more generally about their intellectual interests and plans and about pedagogical issues that go beyond any particular course. In particular, it is useful for FRC to hear directly from faculty members (though not necessarily in great length) about their intellectual and academic pursuits in a way accessible for non-specialists.

   Such a presentation gives FRC information about quality of mind beyond a listing of professional accomplishments and publications, though the latter is important as well.

   Candor and realism are important qualities of these self-evaluations, especially with regard to teaching and working with colleagues. The committees do not expect that there will have been no challenges or failures. Rather, the committees are particularly interested in seeing the way faculty members respond to and evaluate patterns of feedback from students and colleagues.

Finally, faculty members should say something about their future development and aspirations.

2. Student Course Evaluations
   All teaching faculty are encouraged to have their courses evaluated by students on a regular basis. Faculty members should keep all evaluations; a faculty member may wish to submit, and FRC may request, evaluations from courses prior to the last evaluation. In addition, letters from a sampling of students for whom the faculty member has been an advisor should be included in the file.

3. Course Materials
   Faculty members should include syllabi/course descriptions for their courses. In addition to the required syllabi, faculty members should also select additional course material (e.g. handouts, discussion questions, and writing assignments) as appropriate. If a course is offered annually or on a regular rotation, syllabi from previous years should be included to assess how the course has changed over time.

4. Additional Materials
   Other material or information should be included, as listed under elements to be observed or evaluated (§B.2). Examples might be copies of published articles, essays, books, papers presented at professional meetings, copies of sermons, materials related to workshops or seminars presented in other contexts, or video of public presentations.

iii. Decision Sequence
The process is essentially the same as outlined for Administrative Faculty under Section E.1.c above.

1. The FRC sets up a time for an initial meeting with the faculty member under review (Reviewee) to discuss the review process, go over concerns, hopes, expectations, and so forth. In that meeting the FRC addresses any questions and expectations about the self-evaluation; discusses with the Reviewee the review letters to the various constituents; discusses materials to be included in the public portfolio; develops a list in consultation with the Reviewee of outside reviewers; and works out a time frame for the review.

2. After making any necessary changes to the review letters, the FRC requests a self-evaluation from the Reviewee, solicits faculty and staff assessment in the form of a written review letter, and sends letters with an accompanying evaluation form to students, alumni/ae, and outside reviewers. The faculty secretary is responsible for sending the letter.
3. The Reviewee assembles the materials for the portfolio and writes the self-evaluation.
4. After all materials are received, the FRC reviews the letters, self-evaluation, and portfolio materials and comes to an understanding of the general situation of the faculty member and writes a draft of the review letter that sets forth their conclusions.
5. The FRC will share this draft with the Reviewee and meet with the Reviewee to go over the draft. Especially in areas where there may be negative reviews, the Reviewee should be allowed to give their assessment of the situation.
6. After making any changes, the FRC should forward the review letter to the Dean and then meet with the Dean to share the general direction of the review and to discuss, when appropriate, the question of promotion to next rank, any areas of concern, or the question of possible termination of employment letter. The Dean should then give permission to bring the review to the faculty meeting. If deemed necessary by the Dean or FRC, the FRC may convene a meeting with the Reviewee and the Dean as an ex officio member of the FRC.

   The clerk of the FRC will notify Clerk of the Faculty that they are ready to bring the report. The clerk of the FRC will also notify the President of the date and time of the review and ensure that she/he will be available to attend the faculty meeting.

7. In Executive Session, the FRC distributes their final version of the review letter, including any recommendations. The report should be addressed to all faculty, the Reviewee, and the President. Reviewee will be excused from the meeting for the duration of the discussion and decision. After time for reading, the FRC will give an oral focus on the written Report and invite discussion. The faculty develops a sense

of its Meeting and minutes a recommendation to the Dean to take to the President. If faculty is unable to reach consensus, then the reasons should be minuted. Any changes made during the discussion should be minuted and included in the final version of the review letter.

8. The Reviewee is then invited into the Executive Session where the minute is read.
9. At the conclusion of the meeting, all copies of the review letter, except one, should be returned to the FRC and then destroyed. All review materials should then be forwarded to the President for final consideration. After the President has made the final decision, the President shall return all review materials to the Dean who will destroy all written evaluations if a closed review. Portfolio materials will be returned to the Reviewee and all permissible evaluations if an Open review. The Dean will file a copy of the self-evaluation, one copy of the review letter, and a summary of any additions or changes to the content of its Report that may have occurred during the Faculty Meeting.
10. Final responsibility for the decision rests with the President and Board of Trustees but with the advice, consultation, and seeking of consensus with the Dean and the ESR faculty.
11. If the decision is made in the course of the review to terminate the faculty member's employment letter, the faculty member has the right to appeal. Procedures for appeal are outlined in Section F.

## 3. Evaluation of Adjunct Faculty

Part-time faculty and adjunct faculty (see Handbook Section J for definitions of these roles) are evaluated according to the general guidelines for full-time teaching faculty outlined in this section of the Handbook. Evaluations are scheduled for each three years or each five courses, whichever is less frequent. After the first such evaluation, the Dean in consultation with the FRC may establish a different cycle if one is more appropriate to an individual circumstance.

## 4. Evaluation of Visiting Faculty

From time to time, visiting faculty may stay at ESR for more than a year. In such cases, FRC may ask them if they wish to be evaluated using procedures analogous to those for full-time teaching faculty. In such cases, the evaluation is for the purpose

of providing useful feedback, and a minute of evaluation that can be used, if the faculty member wishes, in applying for positions elsewhere. Conducting such an evaluation is not for employment letter renewal, and no further position at ESR is thereby being offered or assumed. FRC takes account of its workload in deciding whether these evaluations can be offered. They are not guaranteed. Evaluation of visiting faculty may be required if the faculty member is being considered for an additional teaching assignment. (For a description of Visiting Appointments, see Section N of this Handbook.)

# Section F: Appeal of Decision Not to Renew Employment Letters

## 1. Procedure for Teaching Faculty

A member of the teaching faculty has the right to appeal a decision not to renew his or her employment. Faculty have this right whether the President has accepted a consensus recommendation from the ESR faculty, has failed to accept such a recommendation, or the faculty itself has failed to reach a consensus in their recommendation to the President.

It is in the interest both of teaching faculty and ESR and consistent with the traditions of Earlham and Quaker values that the best possible persons be secured for initial appointment, that there be provided means for regular evaluation, consultation, and improvement, and that the decision-making process be fair, consistent with ESR's stated policies and criteria, and be subject to a process of review.

Consistent with this, ESR has the responsibility to make available this Handbook to all teaching faculty at the time of appointment, and to notify in writing the times of assessment and decision for employment renewal. In cases of decisions not to award employment renewal, the President or the Dean will provide reasons in writing. It must also be kept in mind, however, that the institution must be accorded the widest latitude consistent with academic freedom and standards of fairness in establishing criteria and reaching a decision, and that in any appeal the burden of proof rests with the faculty member. This is consistent with 1989 AAUP Statement on Procedural Standards in the Renewal or Non-Renewal of Faculty Appointments.

a. To appeal a decision not to renew, a faculty member must indicate in writing to the President that they wish to appeal within 30 calendar days following notification of a decision.

b. Upon appeal, the President, the Clerk of the Faculty, and the faculty member will select an Appeal Committee consisting of three members of the teaching faculty acceptable to all three parties.

c. All relevant material will be submitted to the Appeal Committee in writing. Such materials must be submitted within 60 days following notification of a decision. The written materials will include at least the following:

i. A copy of the reasons for the negative decision received by the faculty member and any supporting documents the administration may choose to provide.
ii. An appeal document detailing the grounds for an appeal and any supporting documents the faculty member may wish to provide.

d. The grounds for an appeal are that the process of evaluation and/or decision-making, as stated in the Handbook, was violated or that the faculty member's academic freedom has been violated (as defined by the appropriate AAUP statements). The faculty member may not ground an appeal in disagreements over the judgments of the Faculty or President if those judgments were themselves the product of correct procedure. ESR retains the right to evaluate the quality of candidates' performance in accord with the process specified in the Handbook; good performance is not in itself a guarantee of renewal. If, however, the faculty member believes that an incorrect judgment about the quality or nature of their work has been arrived at because of faults in process, she/he must show how flaws in the process lead to such an improper judgment about performance.

e. The Appeal Committee will review the decision broadly for fairness of process and conformity with Handbook guidelines. The Appeal Committee is charged with determining whether the faculty member should have his/her case reconsidered and, if so, under what conditions. It is not the role of the Appeal Committee to render an independent judgment on the merits of any candidates' qualifications for renewal. The Appeal Committee must be given full access to all persons and documents that will help it reach a sound conclusion, including the faculty member's appeal document, attachments (if any) and the faculty member's file, should the Appeal Committee wish to see it.

f. The Appeal Committee can recommend any of the following:
   i. The appeal is not sustained and no further ESR action is recommended;
   ii. The decision-making process ought to be repeated because of a violation of process or academic freedom as specified in Section 1.d. above. In this case the Appeal Committee may recommend that the FRC reconsider the faculty member's case for renewal.

   The Appeal Committee may wish to trigger the appointment of an alternate FRC if it believes the sitting FRC has a conflict of interest or for some other reason is unlikely to be able to revisit the case impartially.

In either case, the Appeal Committee should specify to the FRC (either sitting or alternate) the ways in which its new process should differ from its prior consideration of the faculty member's case.

The Appeal Committee will communicate its findings to the faculty member and President in writing.

The FRC must reconsider the faculty member's file in conformity with the recommendations of the Appeal Committee and produce a second recommendation and minute. Whether the new recommendation or minute concurs or differs from the previous recommendation and minute, it supersedes the previous recommendation and becomes the recommendation that the President must use in forming his/her recommendation to the Board.

g. The alternate FRC, by design, is to consist exclusively of members who were not on the sitting FRC that heard the faculty member's renewal case.
h. The official record of the Appeal Committee will be kept in the President's office files and will consist of the following:
    i. All written materials received from the administration, the faculty member, and other parties seen to be appropriate by the Appeal Committee.
    ii. A copy of the Appeal Committee's recommendation.
    iii. A log of the Appeal Committee's actions, including times of meeting, documents received, and a record of parties with whom the Appeal Committee or its members conversed.

## 2. Procedure for Appeal and Review of Decision Not to Renew Employment for Administrative Faculty

A member of the administrative faculty has the right to appeal a decision not to renew his or her employment.

It is in the interest of both administrative faculty and ESR and consistent with the traditions of Earlham and Quaker values that the best possible persons be secured for initial appointment, that there be provided means for regular evaluation, consultation, and improvement, and that the decision-making process be fair, consistent with ESR's stated policies and criteria, and be subject to a process of review.

Consistent with this, ESR has the responsibility to make available this Handbook to all administrative faculty at the time of appointment, and to notify them in writing about the times of assessment and decision for employment renewal. In cases of decisions not to award employment renewal, the supervisor will provide notice in writing to the faculty member by March 31st.

a. To appeal a decision not to renew, the faculty member must indicate in writing to the President that she/he wishes to appeal within 30 calendar days of the notification of non-renewal.

b. The grounds for an appeal are that the process of evaluation and/or decision-making, as stated in the Handbook, was violated. The faculty member may not ground an appeal on disagreements over the supervisor's judgments if those judgments were themselves the product of correct procedure. ESR retains the right to evaluate the quality of a faculty member's performance in accord with the process specified in the Handbook; good performance is not in itself a guarantee of renewal. If, however, the faculty member believes that an incorrect judgment about the quality or nature of the faculty member's work has been arrived at because of faults in the process, she/he must show how flaws in the process led to such an improper judgment about performance.

c. The President shall review the decision broadly for fairness of process and conformity with Handbook guidelines. The President is charged with determining whether the faculty member should have his/her case reconsidered and, if so, under what conditions. The President will inform the faculty member of his/her decision. An official record of the appeal and response shall be kept in the President's office.

# Section G: Rank

1. Teaching Faculty ranks are the usual ones: Assistant Professor, Associate Professor, and Professor. The ranks of Lecturer or Instructor may also be used from time to time, such as for some administrative faculty who teach part-time. Rank and titles are not determinative in one's professional and social relationships at Earlham and are not linked to salary or benefits. ESR uses titles to be consistent with the practices of the academic world at large. We try to live in a way consistent with the Quaker conviction that there is that of God in every person, a conviction which rules out arbitrary distinctions among human beings.

   Changes in rank are recommended to the Board of Trustees by the Dean after consultation with the faculty. New faculty members will normally be Assistant Professors, although previous teaching experience may impact this decision. The promotion to Associate Professor will be considered following seven consecutive years of full-time teaching. For full-time teaching faculty, the promotion to full Professor may occur after 14 consecutive years of full-time teaching. In the year of promotion consideration, the FRC will consult the most recent review of the faculty member in question to inform their recommendation to faculty. Promotion does not necessarily result in an increase in salary but will prompt the Dean to review compensation in coordination with the Human Resources Office.

   In some cases, ESR hires part-time faculty for long-term positions. In this situation, the Dean and the faculty will consider changes in rank in accordance with the full-time faculty schedule. As above, any decisions regarding promotion of faculty are made by the Dean of the School of Religion after consultation with the faculty, subject to the approval of the President of Earlham, and the Earlham Trustees.

2. Administrative faculty ranks are generally meant to signify ranges of responsibility, and to conform to existing conventions for names of positions elsewhere in higher education. Good performance therefore can affect salary and eligibility for promotion to a position with wider responsibility. However, promotions (new title) may be proposed by the Dean and

approved by the President based on length of service, if this conforms to a national pattern.

# Section H: Faculty Retention

## 1. General Policies

### a. Alternative to Tenure

ESR chooses not to follow the tenure system. Tenure in its narrow and technical sense means assured and continuous employment until the age of retirement without termination except for cause as outlined below. Historically in American higher education, tenure is a means to protect academic freedom. The strength of that system is the protection it provides for the individual who has served an institution for a designated number of years.

However, this strength is also the focus of the weakness of the tenure system. It affords little vocational security for the faculty member in the first years of teaching. It forces the institution to decide about the faculty member's retention at a preordained moment. This moment may not be the appropriate time either for the individual or for the institution. The tenure system provides few administrative options for the institution once it has granted tenure to a faculty member. The options of the individual are still open; it is possible to leave at any time. Experience has shown, however, that the options of the institution under the tenure system to deal with inadequate faculty performance are so limited as to be negligible. It is ESR's conviction that a procedure should be developed for dealing with questions of retention which will preserve the strength in the tenure system while at the same time avoiding the weaknesses. Such a procedure must recognize the need of the individual for professional freedom to work creatively from the first day at ESR to the last. Along with this, such a procedure must also recognize the legitimate expectations of the institution for the continual growth and competency of its personnel.

For these reasons, ESR reviews all teaching faculty members on a regular basis. Procedures for this process are described in Section E. A successful review will result in a employment renewal, with the expectation that the faculty member will serve for the specified number years unless terminated for cause, program reduction, or financial exigency.

### b. Termination for Cause

Termination of a regular teaching faculty appointment or dismissal of a teacher prior

to the expiration of a term appointment will be considered by the President, the Dean, the faculty, and the Earlham Board of Trustees. Termination of appointments prior to their seven-year review or expiration of term may be occasioned by the inability or refusal of the faculty member to fulfill his or her regular faculty obligations. Dismissal can be caused by moral turpitude or academic incompetence. In all cases where the facts are in dispute, faculty members will have the right of a hearing and will be informed before the hearing in writing of the charges against them and will, if they so desire, have the opportunity to be heard in their own defense by all bodies involved in the decision-making process. They will be permitted to have an adviser of their own choosing who may act as counsel. There will be a full record of the hearing available to the parties concerned. In the hearing of the charges of incompetence, the testimony will include that of faculty members from ESR and/or other institutions.

Teaching faculty whose employment will not be renewed for a second or third year of service will be notified no later than December 31. Teaching faculty who will not be issued a employment after their third year or more of service will be notified of that decision by Commencement. Except for occasions when the discontinuance occurs in the course of the regular review cycle, if a discontinued faculty member has been with the ESR less than seven years, she/he will be entitled to receive up to six months' salary if another position which she/he deems acceptable cannot be found for the year following the last employment. After serving more than seven years, the faculty member will be entitled to receive up to one year's full salary while seeking a new position. When such a person takes a position for part or all of the terminal year at another institution, ESR will cease salary and benefits payments at the point of subsequent employment.

**c. Other Conditions for Termination**

Other conditions for termination, and the processes appropriate to them, are described in Sections L and M of this Handbook.

# Section I: Shared Positions

Earlham has offered shared teaching faculty positions for some time. The following policy relates to those positions. We are open to considering such positions for administrative faculty positions as well, but currently have no policy guidelines for such positions.

Appropriate guidelines will be developed on a case-by-case basis for such opportunities.

A single full-time employment placement can be shared by two people who divide the duties of the full- time position between them in any combination. Faculty members sharing a position may work in the same discipline and have the same areas of expertise and be good substitutes for one another, or in different disciplines where they may not be fully interchangeable. Faculty members sharing a full-time position are expected to share a single full-time teaching load, as well as to carry the full-time equivalent of advisees and committee work between them. We recognize that ESR benefits by having two persons share a full- time position as the community gains the perspectives and personal ties of two rather than one.

The salary for such positions is on a full-time schedule rather than on an adjunct schedule. ESR will provide full health insurance benefits to each person as if that person held the full- time position alone. Long-term disability insurance and retirement annuity contributions are also provided, based on the actual (fractional) salary of each person. For a description of tuition remission policies, refer to the Policies and Procedures portion of this document.

There are two categories of shared positions: 1) those in which there is enough overlap of areas of coverage and training so that each person has the presumptive right to the full-time position should either faculty member leave ESR (called Full Shared Position); 2) those positions without such overlap and thus that carry no expectation that either faculty member will be extended a full-time employment should the other person leave ESR (called Partial Shared Position). The category of shared position will be determined at the time of appointment by the Dean and the faculty members themselves. The process of employment renewal is the same for both categories. However, the information on what happens if one faculty member of a shared position leaves ESR differs by category as explained in (b) and below.

## a. Employment Renewal

Each faculty member in a shared position will be evaluated for employment renewal, promotion, and pay increments; each is evaluated separately and without reference to the performance of the other person. For example, both could receive renewal, neither could receive renewal, or only one could receive renewal. The same is true for promotion. Renewal and promotion for each individual will be determined, as for all faculty members, according to the processes and criteria specified in this Handbook. Pay increases will likewise be determined in the same manner as for all other faculty members.

## b. Rights of Faculty in a Full Shared Position if One Faculty Member Leaves ESR

If either faculty member sharing a Full Shared Position is denied renewal or leaves ESR for any other reason the position will convert to a full-time position for the remaining faculty member. It may remain a part-time position if ESR and the faculty member mutually agree.

## c. Rights of Faculty in a Partial Shared Position if One Faculty Member Leaves ESR

If either faculty member sharing a Partial Shared Position is denied renewal or leaves ESR for any other reason there is no guarantee of continuation of the remaining faculty member beyond her or his portion of the position.

## d. Other Variations of Shared Positions

In other variations of shared positions (e.g. when two faculty members share more than one full-time equivalent position), the nature of the agreement including rights of each faculty member should the other leave, will be worked out between the faculty members and the Dean.

# Section J: Faculty Positions

ESR has three kinds of faculty status: Full-time, Part-time and Adjunct. They differ in responsibilities, compensation levels, benefits eligibility and eligibility for continuing employment and tenure. Faculty members' position descriptions should clearly specify the status of the position.

## Full-Time Faculty

Teaching faculty whose workload is ¾ time or more, even if their teaching load alone is only
½ time or more, are considered to be full-time.

Full-time teaching faculty will be eligible for employment renewal as described elsewhere in this Handbook. They will assume full-time faculty responsibilities as outlined in this Handbook.

Administrative faculty who work ¾ time or more year-round or full-time for at least 36 weeks a year are considered to be full-time.

Full-time teaching and administrative faculty are eligible for all full-time benefits, subject to any applicable employee benefit plan criteria.

## Part-Time Administrative Faculty

Part-time administrative faculty either work less than ¾ time year-round or work for less than 36 weeks per year. They may have committee assignments and other duties as assigned within their scheduled work.

Part-time administrative faculty do not receive any full-time benefits.

## Part-Time and Adjunct Teaching Faculty

All part-time and adjunct teaching faculty work less than ¾ time. Some part-time and adjunct teaching faculty fill temporary positions and some fill ongoing regularly funded positions. Some offer only a course or two while others teach half-time or more.

Part-time teaching faculty and adjunct teaching faculty differ in their degree of attachment to ESR and particular departments or programs. Adjunct teaching faculty typically teach short term or in temporary positions and are not regarded as regular members of the faculty. Part- time teaching faculty are regular participants in the activities of the seminary; they are similar in most ways to full-time teaching faculty with the exception of working less than ¾ time.

## Adjunct Teaching Faculty

Teaching faculty members are adjunct teaching faculty if they teach 2/3 time or less in positions that may or may not be renewable and have no other duties or obligation to the school for the curriculum aside from those immediately associated with their course offerings.

Such teaching faculty members will not be assigned regular advisees or be nominated to standing faculty committees. They are not expected to attend faculty meetings, to be engaged in curricular planning, or to work with students in informal ways unrelated to their classes. Adjunct teaching faculty are expected to hold regular office hours.

Adjunct teaching faculty are paid on a per course basis and do not receive any full-time or part-time benefits.

## Part-Time Teaching Faculty

Part-time teaching faculty occupy ongoing funded full-year positions of less than ¾ time and their courses are part of the regular curriculum. Such positions are eligible for annual renewal of employment, pending satisfactory performance reviews.

In contrast to adjunct teaching faculty, because part-time teaching faculty can serve the Seminary for extended periods of time, they are expected to assume a proportional share of the duties of full-time faculty. Such duties may include: advising students, committee appointments, participating in curricular planning, and so on.

Part-time teaching faculty will be paid a pro-rated share of a full-time starting salary. Part- time teaching faculty do not receive any full-time benefits.

# Section K: Visiting Faculty Appointments

Visiting appointments to the ESR faculty provide staffing on a short-term basis. Sometimes these are occasioned by the need to replace faculty on sabbaticals or another kind of leave. They may also fill positions resulting from grant-funded special activities or when there is not time to have launched a national search appropriate for a regular faculty appointment.

Visiting faculty have employment letters which extend only for one semester or one year or another term specified in the employment letter. There is no presumption that visiting faculty will be considered for renewal of employment beyond the term originally specified.

Visiting faculty are provided benefits appropriate to the terms of their appointment (full time or adjunct) and the duration of their employment. For details, consult the sections of the Policies and Procedures part of this document which deal with benefits.

Visiting faculty shall have their courses evaluated by students, using the ESR form or approved substitute form. If the faculty member were to apply for a subsequent vacancy at ESR, the past student evaluation forms would be required as part of the application materials.

# Section L: Academic Freedom

ESR undertakes to provide in every way for a teacher's freedom to investigate, teach and publish the truth as one sees it.

ESR encourages teachers to feel full freedom in the design of their courses and the exposition of course material, considering it an important condition for a vital intellectual community. Even while they may advocate positions, teachers may not use their authority, including grading, to insist that students hold particular views. Outside the classroom teachers are encouraged to express their opinions with clarity and vigor. On those occasions where faculty members make public comments or write about issues clearly at odds with known policies and positions of ESR, they should make it clear that they are not representing ESR.

# Section M: Faculty Reduction Due to Financial Exigency

1. Termination of faculty employment by ESR before the end of their specified term may only be made for adequate cause (as explained in Section H), financial exigency, or discontinuation or reduction of a program. These circumstances also apply to termination or reduction of employment of a person on part-time appointment or fractional salary.

2. Faculty reduction in times of financial exigency should be consistent with ESR's commitments to academic excellence and ESR's policies relating to equal opportunity employment. Before faculty reductions are made by early termination of contractual obligations, other procedures should be attempted to the extent that they are consistent with the integrity of the educational program; these procedures include natural attrition, voluntary early retirement, and voluntary leaves of absence. In the event that ESR should consider early termination of contractual obligations for reasons of financial exigency, ESR will use the following determination that a state of financial exigency exists. ESR does not consider itself bound by other definitions and determinations used by other institutions or academic associations.

   The President of Earlham and the Board of Trustees shall make the determination that a state of financial exigency exists or is imminent. The President shall have consulted with the Dean in making that determination. The following criteria, any one of which will be sufficient, will inform that decision:

   a. A decline in total student enrollment totaling 20% or more over a period of three years;

   b. A current operating deficit in excess of 3% of the ESR budget for three consecutive years, or 10% in a single year;

   c. A reduction in the market value of the assets available to Earlham to deal with financial difficulty to 25% of the ESR operating ("Green Book") budget for the current fiscal year. These assets in order of availability are: (1) unrestricted current fund balances and any reserves specifically

designated by the Board for the support of ESR; and (2) ESR quasi-endowment, primarily resulting from the reinvestments of cash flow in excess of the 4% spending limitation.

The President is not obligated to declare a state of financial exigency if any or all of these conditions obtain.

3. If the President (having sought advice in consultation with the Dean) and the Board of Trustees decide that a condition of financial exigency exists or is imminent, public notice shall be given of this. The ESR faculty is then responsible for recommending specific discontinuance or reduction of a program, and the Dean is responsible for recommending specific personnel decisions. Two weeks before these recommendations are forwarded to the President, the faculty directly involved in the reductions shall be informed and given the opportunity to speak before the Dean and faculty. Final action will be taken by the President in consultation with the Dean and approved by the Board of Trustees.

4. Before terminating a faculty employment agreement for reason of financial exigency earlier than the time of expiration of the employment agreement, ESR will make reasonable efforts to place the person in a position for which she/he is qualified. A position so opened will not be filled with a replacement within a period of three years, unless the released faculty member has been offered re-employment with at least his/her previous rank and has been given at least one month within which to accept or decline.

5. Written notice that employment is to be terminated because of financial exigency shall be as follows:

   a. For all assistant, associate, and junior administrative faculty, not later than December 31; or if the appointment terminates during the academic year, at least six months in advance of its termination.

   b. For full professors and senior administrative faculty at least 15 months. Earlham shall have the option of substituting equivalent severance salary for the 15 months. The institution will have the right to discontinue severance salary whenever the faculty member assumes another position of comparable rank and salary.

6. Appeal Process
   a. A faculty member wishing to appeal a termination or non-voluntary reduction in employment due to financial exigency may make a written request to the President that an Appeal Committee be established. This request must be made within two weeks of the date of the notice to terminate or reduce employment. The Appeal Committee will consist of three faculty acceptable to both the President and the faculty person.

   b. All relevant material will be submitted to the Appeal Committee in writing. These must include:
      i. The reasons for termination, with any supporting documents the administration may wish to submit;
      ii. The reasons for appeal, with any supporting documents from the faculty member.

   c. The only basis for appeal is that the process of decision-making defined in this Handbook has been violated.

   d. The Appeal Committee may recommend either of two things:

      i. The appeal is not sustained and no further ESR action is recommended;
      ii. The decision-making process ought to be repeated because of a violation of the decision-making process. A copy of the recommendation, in writing, will be sent to the President and to the faculty member.

   e. The official record of the Appeal Committee, to be kept in the President's office will consist of the following:

      i. All written materials received from the administration, the faculty member, and any other parties seen to be appropriate by the Appeal Committee;
      ii. A copy of the Appeal Committee's recommendation;
      iii. A log of the Appeal Committee's actions, including times of meeting, documents received, and a record of parties with whom the Appeal Committee or its members conversed.

# Section N: Discontinuance or Reduction of a Program or Appointment Not Mandated by Financial Exigency

Termination of a faculty appointment before the end of the specific term may occur as a result of the discontinuance or reduction of a program of instruction. In this situation, the following standards and procedures will apply:

1. Formal discontinuance or reduction of a program will be based on an overall written p l a n for the academic program and staffing. This plan will be built upon long range judgments derived from ESR's mission and objective of educational service and in consultation with the Faculty Meeting. The faculty is responsible for recommending specific discontinuance or reduction of a program or discipline area, and the Dean is responsible for recommending specific personnel decisions. Final action will be taken by the President in consultation with the Dean and approved by the Board of Trustees.

2. Consideration of discontinuance or reduction of a program may include the pattern of enrollments in the program's combined course offerings and the enrollments per teaching full time equivalent.

3. Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance or reduction of a program of instruction, ESR will make reasonable efforts to place the affected faculty member in another suitable position within ESR, if such a position is available. If no position is available within ESR, the faculty member's appointment then may be terminated, following written notification. The position of the faculty member concerned will not be filled by a replacement within a period of three years, unless the released faculty member has been offered reappointment with at least his/her previous rank and has been given at least one month within which to accept or decline.

4. A faculty member wishing to appeal a decision made under this Section should refer to the appeal process outlined in Section M.

# EMPLOYMENT POLICIES AND PROCEDURES

# Part I. Earlham Benefits

## Clerical Note on Earlham Benefits

The policies included in this section are current only as of October 2020. For the most recent details on employee benefits, please contact Human Resources or consult the Earlham College Employee Handbook at **https://earlham.edu/policy/employee-handbook/**

## Section A: Payroll and Compensation

1. Teaching and administrative faculty are paid on the last business day of each month. Hourly staff employees are paid every other week on Friday. In the event that the normal payday is a holiday, then an alternative payday will be announced in advance.

2. No employment agreement or offer of employment is valid until approved in advance in writing by the Academic Dean, the Vice President for Financial Affairs, the Dean of ESR or the Assistant Vice President for Business Operations.

3. By federal law, no employee may begin work or be paid until his/her employment status and employment eligibility have been certified by the Business Office. Prior to receiving a first paycheck, the faculty member must return a signed employment agreement to the President's Office. Staff employees must submit a properly completed timeslip signed by their supervisor.

4. The College fiscal year begins on July 1 and ends on June 30. For full-time faculty, salaries are paid in twelve equal monthly installments beginning with the last business day of July. A teaching faculty member who resigns prior to the start of classes and who has been paid for July and August, but performed no work, will reimburse the college for the gross amount paid.

5. Each faculty member's employment agreement stipulates title, gross salary, and length of employment agreement. A staff wage letter notifies staff of their new wage rates for the next fiscal year. Eligibility for benefits ceases on the last calendar day of the period covered by the employment agreement or employment period.

6. For staff employees, the new wage rate takes effect on the first day in the new fiscal year and will be reflected in the first paycheck in the new fiscal year (i.e. the first payday in July). For faculty, the new salary takes effect on the date stated in the employment agreement.

7. Paychecks may be picked up in person in the Accounting Office, mailed to an on-campus mailbox, mailed to a home address or deposited electronically in the employee's bank account. Checks mailed to home addresses may not arrive by the actual paydate (i.e. the last business day of the month for faculty and Friday paydays for staff employees).

ESR provides a number of employee benefits programs in addition to wages and salary. Available benefit programs may, in ESR's sole discretion, change from time to time. A comprehensive list of these benefits as of the date of issuance of this Handbook is contained in the table of contents. Explanations of each benefit and eligibility requirements generally follow this section. Some benefits are provided with no employee contribution; others may require an employee contribution.

Benefits may or may not be made available for individuals whose positions exist because of outside funding sources such as, but not limited to, agencies, grants, gifts and departmental or office revenue. *De minimis* benefits, such as bookstore discounts and library privileges, are provided.
Other benefits, such as various insurance plans, retirement and tuition remission, are limited by the resources available to those spending units.

ESR will provide all benefit plans to those eligible employees who change from less than full- time status to full-time status. Years of service prior to such a change in status will not be considered in determining the level or beginning date of full-time benefits received by the employee (e.g. vacation time, retirement eligibility and tuition remission eligibility).

Those employees changing their employment status from full-time status to less than full-time status will immediately be eligible for only those benefits available to them in their new status. Participants in the health and life insurance plans have the right to convert their group coverage to individual policies upon request.

Separate booklets with detailed information are available from the Business Office on group health and life insurance, long-term disability insurance, and the pension plan.

The above is only a summary. Eligibility and benefits are determined by the

applicable insurance policy or plan document, as amended from time to time, which controls in the event of a conflict.

## Section B: Group Health Care

Coverage under a group health care plan providing hospital and medical expense benefits is available to all full-time employees upon their beginning date of employment. The cost of the plan is divided between ESR and the employee. For further information on dependent coverage contact the Human Resources.

Eligibility ceases on the last day of employment. All employees are eligible to continue their health insurance coverage for themselves and their dependents as by federal law (COBRA). Contact the Business Office for details.

A booklet that explains the plan in detail is available from the Human Resources Office. When an employee becomes insured, she/he will receive the booklet and an identification card. All claims are filed directly with the health care plan administrator.

## Section C: Long-Term Disability

Long-term disability insurance is available to all full-time ESR employees upon the beginning date of full-time employment at the employee's expense. After completing one continuous year of full- time employment, all full-time Earlham employees are automatically enrolled in the long-term disability insurance plan at ESR's expense.

To establish eligibility for long-term disability insurance benefits, the employee must submit a completed claim form signed by his/her physician to the Earlham Business Office. Only after a completed claim form is submitted and approved by the insurance company can benefits begin. Eligibility for long-term disability insurance benefits is at the sole determination of the insurance company.

Under this program, an employee who is unable to work because of serious illness (including pregnancy-related conditions) or injury continues to receive a portion of his/her salary. However, there is a 180-calendar-day waiting period before the insurance benefits begin following the illness or injury. During the first year of full-time employment, the employee, though she/he may be enrolled in the long-term disability insurance plan at his/her own expense, does not receive any compensation (unless accumulated sick time or vacation time is available) during the 180-day waiting period. After the first year, ESR not only takes over the cost of long-term disability insurance premiums but also provides some compensation during the 180-day waiting period (see the appropriate Intermediate-Term Disability plan in Section P).

Once the long-term disability insurance goes into effect, an employee receives compensation equivalent to 60% of his/her regular gross wages reduced by other benefits such as Worker's Compensation or Social Security for which the employee is eligible (e.g., if 60% of the employee's gross pay is $400 and she/he receives $100 in Social Security benefits, the employee would receive
$300 from the insurance company). The insurance company will also make contributions on the employee's behalf to the Earlham College pension plan. The payment of benefits will continue until rehabilitation or until the employee's eligibility ends. There is a maximum monthly payment.
Consult your plan book for the full provisions and limitations of the plan.

ESR allows employees receiving long-term disability benefits to continue coverage in the life insurance and personal accident insurance policies by billing these employees for their monthly premium amounts. Eligibility for these policies will end if, at any time, the employee's premiums are 30 days past due.

The policies included in this section are current only as of October 2020. For the most recent details on employee benefits, please contact Human Resources or consult the Earlham College Employee Handbook at **https://earlham.edu/policy/employee-handbook/**

In the event that a full-time employee is receiving long-term disability benefits, ESR will continue to pay the employer portion of the employee's group health insurance premium. A detailed plan booklet is available from the Human Resources Office.

ESR will also bill employees who wish to extend their dependent health care coverage while receiving long-term disability benefits. If at any time, the employee's dependent health care premium contributions are 30 days past due, the dependent's health insurance coverage through ESR will end, and COBRA coverage will be extended to the dependent. Contact the Human Resources Office to decide for these billing procedures.

While receiving long-term disability benefits, all *de minimis* fringe benefits and Tuition Remission at ESR continue but only the health insurance, pension and group life insurance paid benefits are continued as described above. In the event that the employee is no longer eligible for long-term disability benefits and does not return to employment at ESR, then COBRA health care coverage will continue at the employee's expense under the eligibility requirements described in the plan book.

The above is only a summary. Eligibility and benefits are determined by the applicable insurance policy or plan document, as amended from time to time, which controls in the event of a conflict.

## Section D: Earlham College Pension Plan

All full-time employees are automatically enrolled in the Earlham College Pension Plan upon completion of two consecutive (2) years of full-time employment. Each employee must complete an application upon enrollment into the pension plan, so as to designate his/her beneficiary and indicate which investment options are desired.

Upon completion of two (2) consecutive years of full-time employment, Earlham will begin contributing an amount equal to 5% of gross pay to the pension plan on the employee's behalf. Upon completion of three (3) consecutive years of full-time employment, Earlham will increase its contribution level to an amount equal to 10% of gross pay. Contributions are made monthly by Earlham and are calculated on the gross pay, excluding supplementary pay, during the previous month and are immediately vested at 100%.

A summary plan description explaining the plan in detail is available upon request from the Earlham Human Resources Office. Quarterly reports are issued by the pension plan company to each participant in the plan.

### Tax Deferred Annuities

Employees may make voluntary contributions to a tax deferred annuity program. This type of program is similar to but separate from the pension plan. For more information, contact the Human Resources Office.

## Section E: Group Term Life Insurance

All full-time employees are covered by a group term life insurance policy with a basic amount of $50,000. Each employee must designate a beneficiary. Premiums are paid by ESR.

The basic amount of life insurance will be reduced to $32,500 on the employee's 65th birthday; to $26,000 on the 70th birthday; to $22,100 on the 75th birthday; and is discontinued when an employee ceases his/her full-time status for any reason.

## Section F: Social Security (F.I.C.A.) and Medicare

All ESR employees are covered under the federal Social Security system. As provided by law, the employee and ESR each contribute to this program based upon the wage level of the employee. Information concerning retirement and other Social Security benefits can be obtained by consulting a representative of the local Social Security office.

The policies included in this section are current only as of October 2020. For the most recent details on employee benefits, please contact Human Resources or consult the Earlham College Employee Handbook at **https://earlham.edu/policy/employee-handbook/**

## Section G: Worker's Compensation

All ESR employees are covered by Worker's Compensation insurance for work-related injuries. ESR endeavors to provide safe and healthful conditions in which to work. In addition to obtaining prompt medical attention, details of any job-related injury must be reported to the Business Office as soon as possible, both for Worker's Compensation purposes as well as the record keeping requirements of the Occupational Safety and Health Act. If an employee is injured in the course of his/her work, the employee may be eligible for lost-wage compensation and medical expenses as determined by the applicable Worker's Compensation law. Prior to returning to work, the employee must submit a physician's statement certifying the employee's ability to return to work and perform all his/her essential duties, with or without reasonable accommodation.

In the event that an employee is receiving Worker's Compensation disability benefits, ESR will continue to pay the employer portion of the employee's group health insurance premium and the life insurance premium. While receiving Worker's Compensation disability benefits, ESR will continue all *de minimis* fringe benefits and Tuition Remission but only the health insurance and group life insurance paid benefits are continued as described above.

ESR will also bill employees who wish to extend their dependent health care coverage while receiving Worker's Compensation benefits. If at any time, the employee's dependent coverage premium payments are more than 30 days past due, ESR's health care coverage will cease and COBRA coverage will be offered for the dependent. In the event that the employee is no longer eligible for Worker's Compensation benefits and does not return to employment at ESR, then health care coverage may continue at the employee's expense under COBRA. The employee must contact the Business Office to decide for these billing procedures.

# Section H: Tuition Remission

## Tuition Remission for Dependent Children

The aim of the tuition remission program at Earlham is to provide assistance to eligible full-time employees in meeting the tuition costs of undergraduate education in degree programs for employee dependents. This is a tuition remission program; assistance will not be provided to pay for fees, room, board, and other charges. The program is limited to undergraduate education; if a dependent completes a B.A. program without using all 8 semesters (4 academic years or 12 academic quarters or terms) or equivalent of eligibility, she/he is not eligible for further assistance toward another B.A. or higher degree program.

Questions concerning eligibility or dependency that arise in the administration of this policy will be resolved by the Vice President for Financial Affairs (see the Appeals procedure at the end of this Section).

Dependent children of full-time employees may receive, upon written application to the Business Office, tuition scholarships under the following conditions:

1. Upon an employee's completion of two consecutive years of full-time employment, the employee's child may receive a full tuition scholarship while attending Earlham as a student. The child shall pay all non-tuition fees, regular room charges in college housing and board rates. The child is subject to the same financial aid policies as are other Earlham students (e.g., the child is eligible to receive scholarship assistance for only one off-campus program).

2. Upon an employee's completion of four consecutive years of full-time employment, the employee's child may receive a tuition scholarship, when attending another regionally accredited college, equal to one-half of that institution's tuition or one-half of Earlham's tuition, whichever is less. The scholarship is paid directly to the institution, not to the employee nor to the child.

3. This tuition scholarship for all the employee's children will be limited in the aggregate to 32 semesters or 48 terms (the equivalent of 16 "academic years" of undergraduate education), no more than 16 semesters or 24 terms (eight (8) academic years) of which may be at institutions other than Earlham College. Under this policy, tuition scholarships for any individual shall be limited to 8 semesters (4

academic years) at Earlham or a comparable period of time at other institutions or a combination thereof. Tuition scholarships paid for part-time enrollment during academic semesters (or other terms) or short academic terms will count as full academic semesters.

4. In order to qualify for this tuition scholarship program, the employee and his/her dependent first must apply for all potential government (federal and state) sources of aid, unless waived in writing by the Business Office, before March 1. Earlham assistance will not be granted until the Earlham employee can demonstrate that application has been made. Assistance from non-Earlham sources (e.g., federal government, state government, another college) will be taken into account in determining the amount of Earlham assistance, according to the following rule: the combination of Earlham and non-Earlham assistance will not exceed the total tuition costs.

   For example, assume that the Earlham College tuition (not including fees) is $24,000. The maximum Earlham tuition scholarship for a student attending another institution is $12,000, which is one-half of Earlham's tuition, even if the other institution's tuition exceeds that of Earlham. If the other institution's tuition is less than Earlham's (e.g., $18,000), the Earlham tuition scholarship is limited to one-half of the lower tuition figure (in this example, one-half of $18,000, or $9,000). For answers to specific situations, please contact the Business Office.

5. The student must be enrolled in a regionally accredited four-year undergraduate college or in a regionally accredited two-year college.

6. Employees who are on an approved leave of absence for not more than one year may apply in writing for tuition remission for their dependents, stating the nature and the duration of the leave of absence, provided that the employee is not employed full-time elsewhere.

7. Students on Earlham administered off-campus study programs, either domestic or foreign, shall be entitled to the same scholarship as if they were on campus, i.e. up to Earlham’s tuition. However, if they participate in an off-campus program administered by another institution, then the scholarship shall be equal to one-half of that institution's on-campus tuition or one-half of Earlham's tuition, whichever is less. The other institution in which the student is enrolled must be regionally accredited.

8. Children of employees who are no longer considered to be dependent upon their parents under IRS or Department of Education guidelines will not be eligible for tuition scholarships. Dependency requires that the child be claimed as a dependent on the latest federal income tax return. In no case will a child be considered dependent for academic terms beginning after his or her 25th birthday.

9. Tuition scholarships shall be extended to the dependent children of deceased employees and to the dependent children of employees who have retired, provided that the employee had an unbroken service record of seven or more years of full-time service with Earlham.

10. Dependents of full-time employees are not eligible to apply these tuition scholarships to any high-ability high school student program or summer programs at Earlham College or elsewhere.

11. Dependents eligible for tuition scholarships shall not be considered eligible for other Earlham scholarships.

**Tuition Exchange for Dependent Children**

GLCA Tuition Exchange: In special situations, the dependent children of full-time Earlham employees may be eligible for Tuition Exchange at other GLCA colleges, provided that they have satisfied the years of service requirements for Tuition Export. Please inquire in the Business Office.

**Tuition Remission for Employees**

After the first year of employment, full-time and part-time employees will be eligible, upon written application to the Business Office, to take up to five semester hours per semester at Earlham College or one graduate course at the Earlham School of Religion without paying tuition upon admission to the academic program. (Note that graduate credit tuition scholarship grants may be considered taxable income and, if so, will be reported on the employee's W-2.)

In order to use this benefit the following conditions must also be met:

- The immediate supervisor of the employee approves release time to attend the course.

- Non-exempt employees shall not be paid for any working hours spent in attending the course, but if it is practical may be granted the opportunity by the supervisor to make up the lost work time while attending the class during the same workweek.

- The requirements of the employee's job assignment must always take priority, so that class attendance does not result in inconvenience or hardship for other employees.

**Tuition Remission for Spouses**

Upon the completion of two years of full-time employment, the employee's spouse will be eligible to take undergraduate courses at Earlham College tuition-free if she/he does not hold a bachelor's or higher degree and is admitted to Earlham College. Tuition Remission for spouses does not extend to classes offered by ESR. Waivers to this policy must be approved in writing by the Provost, the Vice President for Financial Affairs or the Dean of ESR.

**Appeals Under Tuition Remission**

Employees who feel that they have been denied tuition scholarships benefits to which they are entitled must submit an appeal in writing to the Vice President for Financial Affairs before the first official day of classes of the academic semester or term at the college or university that the student is attending and for which the tuition scholarship application is being made.

**Earlham College Retiree Tuition Policy**

Earlham College retirees will be eligible, upon written application to the Human Resources Office, to take up to five semester hours per semester at Earlham College or one graduate course at the ESR without paying tuition upon admission to the academic program.

Retired Earlham employees may qualify for tuition remission for themselves under the following conditions:

- Must be retired from a full-time regularly appointed position and meet one of the following criteria: Rule of 70 (Age plus years of service equal or exceed 70) or age

55 with 15 years of service.

- A former Earlham employee who is in the Group Retirement Plan but does not meet one of the criteria above is not eligible to receive tuition remission benefits when separated from employment at the College.

**Section I: Flexible Spending rr Health Savings Account Plan**

All eligible full-time Earlham employees are eligible to participate in a voluntary, pay reduction plan that provides tax benefits in paying eligible medical and dependent care expenses. A flexible spending plan or a health savings account is available.

Please contact the Human Resources Office for further information.

## Section J: Paid Holidays

Full-time employees will be paid for holidays that fall during their normal employment period.
Part- time employees will receive holiday pay for the number of hours normally worked if they are scheduled to work during the period in which the holiday occurs. Staff employees on approved vacation, personal time, and/or sick time will be compensated for holidays falling during such periods of absence.

If a holiday falls on a day when classes are in session, some offices and/or departments will need to remain open; and therefore, some staff employees will be required to work. The need for an office or area to remain open will be determined by the President, the Provost and/or the Vice President for Financial Affairs. The respective department head, supervisor or convener will determine which staff employees will be required to work. In this event, staff employees who work on the holiday
w i l l receive an equivalent amount of personal time for hours worked, up to the amount of holiday time normally given (see next paragraph for calculation of holiday time). Such personal time will be in addition to the personal time given annually to each employee and must be used by the last day of the last pay period in June of a given year or be forfeited. Administrative faculty who work on the holiday will receive an equivalent amount of vacation time for hours worked.

For employees with work schedules that vary from the normal five (5) day work week with a consistent number of hours per day, hours paid for a given holiday are calculated by dividing an employee's budgeted hours per week by five (5). For example, an employee working 8 hours per day for 4 days per week would receive 6.4 hours of holiday pay for a given holiday (i.e. 32 divided by 5 = 6.4).

The following days are considered to be paid holidays:

- New Year's Day
- Martin Luther King Jr. Day**
- Good Friday Memorial Day* Fourth of July* Labor Day**
- Thanksgiving Day and the Friday following
- Christmas Day and the workday before or after (to be determined annually by the Assistant Vice President for Business Operations)

*Not a paid holiday for employees in academic year positions.
**Classes normally in session.

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In the event that one of the above holidays falls on a Saturday or Sunday, the Assistant Vice President for Business Operations will determine what workday Earlham will observe as the paid holiday in question. The key factor in making this decision will be the impact upon Earlham's operations in closing on a particular workday. In such instances, the workday selected may not necessarily correspond to the day other companies or organizations select nor will it always be possible to select the workday preferred by individual employees. Supervisors may not grant an alternate workday as the paid holiday.

Earlham does not recognize all state, federal and religious holidays as paid holidays. Employees who wish to use vacation days or unpaid days in order to observe unrecognized holidays must receive written permission from their supervisor. The timeslip should have a vacation entry.

The following offices are considered essential and will remain open on holidays as listed:

| OFFICE | LABOR DAY | MLK DAY | MEMORIAL DAY | JULY 4TH |
|---|---|---|---|---|
| **Campus Services** | X | X | | |
| **Campus Services** | X | X | | |
| **Food Service – Dining Hall** | X | X | | |
| **Residence Life** | X | X | | |
| **Registrar** | X | X | | |
| **Wellness Center** | X | X | | |
| **Runyan Desk** | X | X | | |
| **Health Services** | X | X | | |
| **Security** | X | X | X | X |
| **Library** | X | X | | |
| **Computing Labs** | X | X | | |
| **Media Resources** | X | X | | |
| **Academic Support** | X | X | | |
| **Admissions** | X | X | | |
| **Financial Aid** | X | X | | |
| **Housekeeping – Acad Bldgs** | X | X | | |
| **Housekeeping – Residences** | X | X | | |

The policies included in this section are current only as of October 2020. For the most recent details on employee benefits, please contact Human Resources or consult the Earlham College Employee Handbook at **https://earlham.edu/policy/employee-handbook/**

| | | |
|---|---|---|
| **Maintenance - 1 per Trade** | X | X |

## Section K: Personal Accident Insurance

Full-time Earlham employees are eligible to participate in a voluntary Personal Accident Insurance plan through Earlham for themselves and their dependents. A booklet that explains the plan in detail is available through the Business Office. The premiums will be deducted from your paycheck.

Coverage begins 30 days after submitting the enrollment form to the Business Office. Coverage ends on the date that you cease to be an eligible employee. If otherwise eligible, retirees, academic year employees and employees receiving long-term disability benefits or worker's compensation benefits may arrange to continue their accident insurance coverage in the absence of a paycheck, by arranging billing for the coverage through the Business Office. If at any time the billed premium payment is 30 days past due, coverage will be terminated.

## Section L: Travel Insurance

Earlham provides travel insurance for all employee travel related to the business of Earlham. All active full-time employees are insured up to $200,000 for traveling accidents. Part-time employees and student drivers are insured up to $100,000. The coverage begins on the first date of full-time employment and ends on the date that you cease to be an eligible Earlham employee. Contact the Business Office for more information.

## Section M: Vacations (Administrative Faculty)

Full-time (12-month employment agreement) administrative faculty members are entitled to 22 days of vacation in each of the first 10 fiscal years of full-time employment. After 10 consecutive full- time years of employment, an administrative faculty member is entitled to 27 days of vacation.
Those administrative faculty members on less than 12-month employment agreements or those who come in the middle of a employment agreement year will receive vacation on a prorated basis.

Normally, vacation days can be taken only as whole days, never by the hour. Occasionally, half- days of vacation may be requested in writing and granted by the supervisor due to special circumstances.

Vacation days must be used prior to June 30, the end of the fiscal year. Up to five unused vacation days may be carried over to the next fiscal year. It is the responsibility of the administrative faculty member to notify the supervisor in writing of vacation days planned and taken. Each supervisor should keep a record of vacation days for each administrative faculty member reporting to the supervisor. Administrative faculty members should seek the approval of the supervisor in advance for the scheduling of vacation days in order to allow coverage of work during peak times and to allow planning for coverage of one's responsibilities during absences.

Vacation days must be used to take time off during academic breaks. Academic breaks are not holidays for administrative faculty.

If an administrative faculty member leaves his or her position at ESR during a fiscal year, she/he is entitled only to payment of that portion of unused annual vacation days represented by the fraction of the year worked.

For example, if an administrative faculty member in his fourth-year leaves ESR after having worked six months, then the amount of vacation days would be 11 days, less any number of those days already used. These vacation days may be taken either in paid days off or in equivalent amount of salary paid for those days, subject to the agreement of both the faculty member and the supervisor. The supervisor's decision is determinative if the supervisor and the faculty cannot agree.

Administrative faculty members are allowed to do consulting for pay outside ESR or for other Earlham units, e.g. Wilderness, on days taken as vacation days. If vacation days

are not available or the faculty member wishes not to use them for this purpose, then the faculty member may request in writing an unpaid leave of absence for those days that are paid by outside organizations. Exceptions to this policy must be requested in writing and approved in writing by the supervisor and either the President or the Provost.

Administrative faculty members taking days off to interview for other positions must take such days as paid vacation days or as an unpaid leave of absence. Exceptions to this policy must be requested in writing and approved in writing by the supervisor and either the President or the Provost.

## Section N: Paid Personal Time

There are no paid personal days for teaching or for administrative faculty members. Administrative faculty members may use paid vacation days or request days for an unpaid leave of absence for personal matters. Requests must be made in writing to the supervisor.

It is expected that teaching faculty members will ensure that their academic responsibilities are met or covered by other faculty members.

The policies included in this section are current only as of October 2020. For the most recent details on employee benefits, please contact Human Resources or consult the Earlham College Employee Handbook at **https://earlham.edu/policy/employee-handbook/**

## Section O: Paid Sick Time

Paid sick time for administrative faculty members is provided as a transition to the Intermediate Term Disability (see Section P) and Long-Term Disability policies (see Section C for additional information).

In the event of medical necessity, it is the responsibility of the administrative faculty member to notify his or her supervisor prior to the start of the normal business day or in the event that the faculty member must leave early. An absence without notice may be the basis for disciplinary action. If there is a pattern of absences that adversely impacts job performance or others in the office, then the supervisor may notify the faculty member in writing that a doctor's statement certifying the illness will be required in order to be paid for missed days.

For illnesses or injuries that last more than five (5) days, the administrative faculty member may be required by the Human Resources Office to submit a written statement from the attending physician certifying the faculty member's ability or inability to return.

It is expected that teaching faculty members will ensure that their academic responsibilities are met or covered by other faculty members. Teaching faculty members should contact their convener in the case of short illnesses and the Dean for longer illnesses that will have an impact on their teaching obligations.

## Section P: Intermediate Term Disability

This Intermediate Term Disability policy for teaching and administrative faculty members is provided as a bridge between Paid Sick Days (see Section O) and the Long-Term Disability policies (see Section C for additional information).

Intermediate-term disability benefits are available to all full-time faculty members who have been employed by Earlham for more than one (1) year on a full-time basis. Under this program, an administrative faculty member who is unable to work due to a serious medical condition will continue to be paid up to 180 calendar days from the initial date of the notice of the medical condition. Without a written request from the faculty member and written approval from the Provost, President, Dean of ESR or the Vice President for Financial Affairs, intermediate term disability benefits may be initiated only once in a 12-calendar-month period.

It is expected that teaching faculty members will ensure that their academic responsibilities are met or covered by other faculty members. Teaching faculty members should contact the Dean for longer medical conditions that will have an impact on their teaching obligations.

## Section Q: Post-Retirement Benefits

Paid fringe benefits: All paid benefits stop on the last day of employment. Retired faculty members should contact the Business Office about continuing health care coverage through COBRA and/or Medicare Supplement insurance.

Athletic Passes: Retired employees are provided with athletic passes so that they and their immediate family are able to attend regular-season Earlham athletic events at no charge. Contact the Athletic Office for more information.

Bookstore**:** Retired employees receive the same discount on bookstore items as current Earlham employees.

Library privileges**:** With the use of their Earlham identification card, retired employees retain the same borrowing privileges in Lilly Library and in Wildman Science Library as current Earlham employees.

Parking: Retired employees may retain their Earlham parking tags and use Earlham parking lots in the same ways as current Earlham employees.

Wellness Center: With the use of their Earlham identification card, retirees and their spouses retain all employee privileges to use the Wellness Center facilities and equipment.

# Section R: Emeriti Teaching Faculty

## EMERITUS STATUS AND POST-RETIREMENT PRIVILEGES

Emeritus faculty status may be granted when a full-time member of the teaching faculty has served Earlham for a minimum of 10 years and leaves Earlham for retirement. The President and the Provost (or the Dean of ESR) determine whether a faculty member is to be granted Emeritus status

Baccalaureate and Commencement**:** Emeriti faculty are encouraged to attend and be part of the academic procession at the Baccalaureate and the Commencement ceremonies.

E-mail: Emeriti faculty retain e-mail access and privileges indefinitely.

Faculty Meeting for Business: Emeriti faculty may attend and observe the Faculty Meeting for Business.

Faculty Buffet: Emeriti faculty are encouraged to attend the regular Faculty Buffet.

Faculty Retreat: Emeriti faculty are encouraged to attend and be part of Faculty Retreat.

# Part II. School of Religion Policies

Certain policies included here are current only as of October 2020. Consult with Human Resources or review the *Employee Handbook* for current policies.

## Section A: Earlham School of Religion Harassment Statement

Earlham School of Religion is committed to providing an environment free of inappropriate conduct because of any individual's race, color, sex, religion, age, national origin, disability, citizenship status, military status, genetic information, or any other legally-protected category. Because ESR is an intentional community, it will take steps to protect its members, including staff, students, and faculty, from harassment or from harm arising from insensitivity or ignorance and assure the integrity of the School's commitment to free inquiry in a religious context. If harassment is found to have occurred, discipline will be administered. Because ESR is also an educational institution, an important response to harassment or harm arising from insensitivity or ignorance is to educate the guilty party or parties and the rest of the community to clarify the nature of the offending behavior and reduce the likelihood of the recurrence of such behavior in the future. It is particularly important that the community be educated regarding the distinctions among freedom of expression, harassment, and insensitive or ignorant behavior.

## Section B: Sexual Relationship with Students

**Notation on this policy**

> **NOTE: On March 9, 2024, the Board of Trustees approved the Employee-Student Amorous Relationship Policy, which states: "Regardless of position or contact, an employee's professional responsibilities make it possible for that employee to influence the status or circumstances of any student; therefore, Earlham prohibits all employees from entering into amorous relationships with students."**

It is expected that ESR employees will refrain from romantic or sexual relationships with ESR, Bethany, and Earlham college students. Relationships begun prior to the student's enrollment (or the employee's hiring) need to be handled with openness, clear communication, and care for the imbalance of power inherent in the relationship of faculty/staff and students.

## Section C: Equality Of Opportunity

Earlham School of Religion adopts the federally mandated anti-discrimination statement, requiring that no discrimination shall occur, regarding admission or access to, or treatment or employment in, any program or activity in the School on the basis of race, color, national origin, sex, age, disability, citizenship status, military status, genetic information or any other legally-protected category. Moreover, the ESR moves beyond this statement and affirms its commitment to equality of opportunity for all individuals who desire to pursue theological education within the context of ESR's mission statement as a Christian Quaker seminary.

Furthermore, since ESR is committed to maintaining its Quaker identity, it will aggressively seek candidates who are Quaker and ecumenical students and faculty who are in congruence with Quaker testimonies.

## Section D: Earlham's Policy on Alcohol and Drugs

1. Quakers have offered a range of responses to issues connected with the use and abuse of alcohol. Some feel strongly that abstention from alcohol is a religious imperative and that alcohol mars one's body and defiles something granted by God. Other Friends have emphasized moderate drinking rather than total abstinence.

   Earlham has no policy regulating the personal use of alcohol by faculty.

   ESR prohibits the use of alcohol at all ESR-sponsored student events, and on campus grounds, defined as Earlham-owned property and facilities, and including Earlham-owned student housing, but excluding private residences. ESR does not seek to regulate the personal use of alcohol off campus by faculty, students of legal drinking age, and staff. However, faculty and staff members are expected to exercise discernment in their use of alcohol. It is not uncommon for alcohol to be a factor in inappropriate behavior. In addition, many people are addicted to alcohol, and the New Testament urges believers to be careful that their liberty not cause a brother or sister to stumble (I Corinthians 8: 9-10). ESR does expect all community members to observe relevant laws under all circumstances, notably the proscription against serving alcohol to minors.

   Leaders and participants of off-campus programs are encouraged to discuss carefully, as a group, the educational opportunities and challenges that arise when living in a culture whose prevailing attitudes, laws, and expectations about alcohol use may be different from our own. Off-campus programs should develop group understandings of how best to balance the need to participate appropriately in a foreign culture, to respect the sensibilities of individual group members, and to best represent the Earlham community in other parts of the world.

   Violations of the alcohol policy may result in judicial action by the College and/or criminal prosecution.

2. Possession, use, or distribution of illegal drugs by employees is prohibited by Earlham. Violations can result in sanctions up to and including dismissal.

# Part III. Earlham School of Religion Administrative Policies

## Clerical note on these policies

Certain policies included here are current only as of October 2020. Consult with Human Resources or review the *Employee Handbook* for current policies.

Certain policies included here are current only as of October 2020. Consult with Human Resources or review the *Employee Handbook* for current policies.

# Section A: Policies On Extra Compensation, Honoraria, And Work Outside Earlham School of Religion

This is a suggested set of guidelines on the payments of honoraria by offices and programs at ESR.

1. Honoraria for outsiders:

    a. In class presentations by outside experts (not connected with any other campus event): $100.
    b. Endowed lectures: the stipends paid by the Wilson as well as other endowed or specially funded lectures or conferences may be in proportion to the resources of the fund. They range from a usual honorarium of $1000 plus expenses and higher, depending upon the audience addressed.
    c. Public lectures or conferences, not endowed: $250-1000 plus expenses. This may be increased when a wider audience is being addressed and may be increased incrementally if the person does other things while here.

2. Internal Speakers:

    a. ESR faculty who guest lecture in one another's classes should ordinarily not be paid to do so. These are gifts we give one another, and people should not feel obligated to guest lecture.
    b. When ESR faculty are asked to give presentations during times when they are not ordinarily under obligation at Earlham (for example teaching faculty during the summer), stipends can be provided. These vary widely, depending on the source and amount of available funding. If a stipend is provided, $100 for a presentation, comparable to that for an outside speaker invited to present a class, is suggested.

3. Stipends for Extra Service:

    a. ESR does not request that faculty meet or represent the school during June and July. Possible exceptions are representation of ESR among Friends activities. As this contributes to the School's mission, this is not considered "extra service."
    b. "Extra service" can refer to meetings at or representation of ESR during June and July. On occasions when funding is available, a stipend of $150

per day will be provided.

c. Since IRS regulations require that even small "bookstore credits" and other financial recognition be recorded and be taxed, the normal pattern will be for financial recognition to be in the form of extra payment, added to one's regular check in the appropriate month.

4. Work Outside Earlham (“Moonlighting”):

Earlham has traditionally expected faculty members to exercise their own good judgment about accepting outside consulting assignments, lecturing elsewhere, and teaching elsewhere, without detailed guidelines. It is expected that the faculty member will fulfill obligations to ESR and not allow such outside work to interfere with the discharge of those obligations. To avoid misunderstanding, faculty members are expected to consult with the Dean before agreeing to teach courses or engage in other activities that require a commitment of more than a single day.

## Section B: Professional Development of Faculty

Earlham School of Religion strongly encourages the professional development of every faculty member. Commitment to continued growth in areas of professional expertise is evaluated during faculty reviews. To encourage such development, during the annual budget process the Dean allocates a set amount of professional development funds for each faculty member. Unused funds may be carried forward for no more than one year.

## Section C: Off-Campus Programs

Opportunities may be presented to lead or participate in off-campus programs that are outside a faculty member's contracted responsibilities. Examples of such programs are *ESR Access*, educational travel seminars, and leadership opportunities among religious bodies. These opportunities support the ESR mission, as well as provide useful professional development opportunities to faculty.

Approval to lead or participate in a program sponsored by ESR must be granted by the Dean. This approval should be secured well in advance of the program. All aspects of the impact of the faculty member's absence should be examined and resolved as part of the approval process.

When leading such programs sponsored by ESR, extra compensation to teaching faculty may be available only if the activities exceed the normal contractual expectations. For administrative faculty, extra compensation will be available only if the activities occur outside the normal work schedule, such as nights or weekends. When participating in programs sponsored by groups other than ESR, any additional compensation to the faculty member will be the responsibility of the sponsoring organization.

If the faculty member is joining a program as a participant rather than as a leader, then arrangements need to be made with the supervisor regarding how the time is being accounted, whether vacation, unpaid leave, or other.

## Section D: Disciplinary Policy and Procedure for Faculty

When it is determined that a faculty member has engaged in misconduct, is not fulfilling minimum job responsibilities, has been negligent or insubordinate, has violated ESR policies or procedures, has made unauthorized use of ESR resources, has had unexcused or unapproved absences, or has engaged in other inappropriate or unacceptable behavior, ESR may take reasonable actions in response. Unless immediate job termination is deemed necessary, the faculty member shall be given an opportunity to make corrections. The disciplinary process is not meant to take the place of regular performance reviews.

For disciplinary purposes, the Dean may issue a verbal warning or a written reprimand to the faculty member. With the approval of the Dean and President, disciplinary actions may also include suspension without pay, demotion, or termination of employment. Any disciplinary action will follow consideration of all discoverable facts and include an opportunity for the faculty member to be heard. In situations involving patterns of misconduct or inadequate performance, the full extent of the pattern shall be considered. All attendant facts and the action taken must be documented and reported to the President and included in the faculty member's personnel file.

When a problem is identified, it shall be brought immediately to the attention of the Dean, who is expected to address it directly with the faculty member. If the solution calls for a reprimand or a cease and desist order, the Dean shall issue it clearly and directly in writing.

If it is established that there is a pattern to the problem, the Dean is expected to work with the faculty member to write a corrective action plan. It is appropriate to let the faculty member know that failure to correct or improve could call for more serious actions and/or referral to a higher supervisor. All corrective action plans shall be copied and sent to the President and filed in the faculty member's personnel file.

Any corrective action plan shall be in writing, dated and signed by the Dean, discussed with the faculty member, who shall then sign and date it to acknowledge receipt and understanding of the plan.

A corrective action plan shall be as specific and clearly written as possible. It shall indicate the specific problems to be addressed and the expected outcomes. Where possible, specific time lines shall be included. In all cases, a review date shall be

indicated by which time the supervisor and the faculty member shall meet to discuss the results.

At any time in the disciplinary process when the faculty member has substantial and serious disagreement with the process and/or the results, she/he may appeal through regular channels as described in the Grievance Policy and Procedure for Faculty Members found elsewhere in this Handbook.

## Section E: Grievance Policy and Procedures For Faculty

ESR affirms the right of each faculty member to be free from exploitation and mistreatment by her/his supervisor and fellow faculty members. ESR finds such behavior to be inappropriate and unacceptable. ESR expects all faculty members to conduct themselves as professionals with the highest regard for all others. Mistreatment or disrespect in any form shall not be tolerated.

If a faculty member believes that she/he is being exploited or mistreated by her/his supervisor or another faculty member, she/he has the right to file a grievance under the following guidelines. The faculty member may do so with assurance that ESR expects no consequent reprisal or retaliation for filing the grievance.

The faculty member should note that differences of opinion over a written policy of ESR or annual or periodic reviews of job performance shall not be grounds for filing a grievance under this policy. An appeal of disciplinary action may be filed in accordance with the guidelines of this policy.

In instances where professional or personal conflicts/misconduct occur, ESR is committed to dealing with the conflicts at the organizational level closest to the problem.

To file a grievance or an appeal of a disciplinary action, these guidelines shall be followed:

1. If a faculty member has a problem, concern, or complaint, it shall be discussed first and forthrightly with the person involved, in expectation of finding a resolution. Failing that, the faculty member shall inform the Dean of the other person involved and ask her/him to intervene as may be appropriate. The Dean shall convene a meeting of the parties involved to discuss the situation and work to resolve it.

2. In the event that any of these efforts fail or at any time the Dean deems it appropriate, the matter may be referred to the President for resolution. All pertinent information shall be forwarded to the President in writing to facilitate understanding and resolution of the problem. The President may convene a meeting of the parties involved or may discuss the problem with the faculty member filing the grievance and each of the involved parties to help in making the final determination.

3. If the grievance/appeal directly involves the Dean, the faculty member shall inform the President.

# Section F: Leaves and Sabbaticals

### 1. Sabbatical Leaves for Teaching Faculty (for Professional Growth)

It is assumed that each faculty member constantly will be engaged in a personal program of professional growth. To facilitate this professional growth the following policy on leaves will be implemented. This policy is viewed as a benefit and pertains only to full-time faculty. A faculty member may be on leave if ESR salary costs are not increased as a result of his or her absence. It is guaranteed, however, that the faculty member will receive full salary for a one-semester leave, or, at minimum, half salary for a full year's leave. Normally a one-semester leave will be granted after completing four-and-a-half years of full-time teaching. A full year's leave or a two-semester leave will be granted after six years. It is assumed there is a commitment by the faculty member to return for a full year of teaching after the completion of such leaves.

It is understood that foundation grants and stipends awarded for such professional leaves are solely the recipient's monies.

The request for all faculty leaves for professional growth will be handled by the Dean. The Dean will work closely with faculty members in planning leaves for individual growth and will offer suggestions aimed at helping schedule leaves which will be most beneficial to the faculty person and in keeping with the needs of ESR. ESR will accommodate faculty members whenever possible as special leave opportunities present themselves.

### 2. Professional Development Leaves for Administrative Faculty

Even though the functional relationships and employment agreement arrangements of the administrative faculty in ESR are somewhat different from those of the teaching faculty, the same leave provisions will be honored insofar as institutional needs permit.

The leave shall be taken at a time that the Dean determines will not place an undue burden on the department or division.

### 3. Leaves of Absence

To these ESR makes no financial contribution from its regular budget; i.e., funds must be obtained from special funds available to ESR or from outside sources available to the faculty member. Each such leave is an ad hoc arrangement between

the individual faculty member and ESR, approved by the President or Dean. Faculty members may be allowed a period of unpaid leave under the provisions of the Family and Medical Leave Act.

**4. Maternity Leave**

Full-time female faculty members shall be eligible for up to six (6) weeks of paid maternity leave after they have completed one (1) calendar year of full-time service. Paid leave is provided only during periods when the faculty member normally would be scheduled to work.

If, due to medical complications, the faculty member is unable to return to work after the six-week paid leave, then the Sick Leave Policy shall apply. If, again for medical reasons, the faculty member is unable to return to work for one hundred and eighty (180) calendar days after the start of the paid maternity leave, then the Long- Term Disability Policy shall apply.

The faculty member without medical complications may be allowed a period of unpaid leave directly following the six weeks of paid maternity leave, under the provisions of the Family and Medical Leave Act. (See Procedures Section V)

**5. Adoption Leaves – Primary Caregiver**

Upon the completion of one (1) calendar year of full time service, full time faculty members will be eligible for up to six (6) weeks of paid parental leave for adoption of a dependent child. This six-week leave is provided only to the employee serving as the primary caregiver for the adopted child. Paid leave is provided only during the periods when the faculty member normally would be scheduled to work.

The faculty member may be allowed a period of unpaid leave directly following the six weeks of paid adoption leave, under the provisions of the Family and Medical Leave Act.

**6. Birth or Adoption Leaves – Secondary Caregiver**

Upon the completion of one (1) calendar year of full time service, full time faculty members will be eligible for up to five (5) days of paid parental leave for adoption or birth of a dependent child. This five-day leave is provided only to the employee serving as the dependent child's secondary caregiver. Paid leave is provided only during the periods when the faculty member normally would be scheduled to work. Adoptive parents both working at Earlham may propose modifications to the

primary and secondary caregiver leave time outlined above. Proposals must be submitted to the Dean's office and are subject to the approval of the direct supervisors.

It is required that the faculty member work for at least two (2) calendar months after completion of the paid secondary caregiver leave. Please see the "Family Leave" section for other information about this paid leave.

**7. Sick Leaves**

In cases of serious illness, faculty members may receive full pay for up to six months, after which the faculty member comes under the provisions of the Long-Term Disability Benefit Policy. In cases other than those that fall under the Family and Medical Leave Act, ESR may require appropriate documentation and shall determine whether such absences shall be paid or unpaid. The Dean shall determine when the number of absence warrants such action.

**8. Family Leave**

Upon the completion of one (1) calendar year of full-time service, full-time faculty members will be eligible for up to five (5) days of paid family leave with the written approval of the Dean. Paid leave is available only during periods when the faculty member normally would be scheduled to work. Paid family leave is limited to the following events within the faculty member's immediate family: adoption, childbirth, serious accident or illness, and death. No more than five (5) days of paid leave may be taken within two fiscal years. It is required that the faculty member work for at least two (2) calendar months after completion of the family leave.

Additional, unpaid family leave will be governed by the provisions of the Family and Medical Leave Act described in Procedures Section V.

**9. Other Provisions Concerning Leaves**

Given the importance of continuity of administration and teaching, ESR will impose certain conditions with respect to the use of paid leaves of absence (these conditions do not apply to leaves under the Family and Medical Leave Act):

- it is expected that individuals will have engaged in full-time teaching or administration for at least three years between leaves.

- Faculty members who have been on a paid leave are obligated to

teach/administer full-time at Earlham for at least one academic/fiscal year following the leave.

- No more than ten percent of the faculty should be granted leaves in any one semester.

ESR does not provide fringe benefits to faculty members on unpaid leaves (except as otherwise required by law), although the faculty member may, at their own expense, pay in advance for such benefits.

Time on unpaid leave shall not count for the accumulation of service time toward fringe benefit eligibility.

It is understood that when possible no additional funds will be expended for personnel as a result of ESR's policy on leaves and sabbaticals.

# Section G: Faculty Retention and Promotion

Earlham School of Religion (ESR), as a seminary and graduate school, functions administratively as one component of Earlham College. The general guidelines covering its own faculty[2] policies, therefore, are understood to be the same as those found in the Earlham College Handbook. The following document is not intended to replace that Handbook. Rather, it is an adaptation of specific parts of the Handbook in order to reflect the special perspective by which ESR has chosen to address differently certain faculty-related issues common to both institutions.

The concerns of this document focus on the matter of faculty* retention and promotion. These matters traditionally have been handled within the framework of the so-called "tenure system." The strength of that system is the protection it provides for the individual who has served an institution for a designated number of years. It provides professional freedom for the faculty member which is important to any vital academic community. However, this strength is also the focus of the weakness of the tenure system. It affords little vocational security for the faculty member in the first years of teaching. It forces the institution to decide about the faculty member's retention at a preordained moment. This moment may not be the appropriate time either for the individual or for the institution. The tenure system provides few administrative options for the institution once it has granted tenure to a faculty member. The options of the individual are still open; it is possible to leave at any time. Experience has shown, however, that the options of the institution under the tenure system to deal with inadequate faculty performance are so limited as to be negligible. It is our conviction that a procedure should be developed for dealing with questions of retention, promotion and leave that will preserve the strength in the tenure system while at the same time avoiding the weaknesses. Such a procedure must recognize the need of the individual for professional freedom to work creatively from the first day at ESR to the last. Along with this, such a procedure must also recognize the legitimate expectations of the institution for the continual growth and competency of its personnel. This document outlines a procedure for responding to these concerns.

Decisions regarding the appointment and retention of faculty at ESR are made by the faculty, Dean, and President. The decision of the faculty of ESR will be communicated by the Dean of ESR to the President of Earlham and to the Earlham Board of Trustees for consideration and approval.

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[2] "Faculty" in this Handbook is meant to refer to both teaching and administrative faculty unless otherwise noted.

Decisions about faculty retention will be made after receiving the report from the ESR Faculty Review Committee. When faculty members are employed, it is with the understanding that they are joining a community of teachers who take seriously their responsibility to one another and to the ESR community as a whole. It is within the context of this communal understanding that matters of retention, promotion and leave are to be considered and recommendations are to be made.

**Retention**

In place of the traditional tenure system procedures, a faculty member's performance and future service are to be implemented by an ongoing plan of review, evaluation and consultation. The underlying philosophy of such a plan is that regular review of faculty work is for the purpose of helping each person improve the quality of his or her service to the ESR community. While inadequate performance will be recognized and addressed, the fundamental purpose of review and evaluation is intended to be positive and supportive.

It is important that faculty members receive a steady flow of feedback from students and colleagues as to the effectiveness of their administrative work, teaching, scholarship and general contribution to the life of the ESR community. Some of this can be done through student evaluation of courses and of other student-faculty relationships. It can be further accomplished through faculty consultations each year in which faculty members will have an opportunity to discuss with their colleagues their institutional responsibilities, concerns and hopes.

<u>Teaching Faculty</u>

In addition to, and developing from, the benefits of the community's ongoing feedback and faculty consultation, there will be a regular in-depth review of each teaching faculty member's performance. These reviews will occur after two years, in the fifth year, twelfth year, and every sixth year thereafter, until retirement**.** These reviews will be conducted by a Faculty Review Committee. Two elected members of the faculty shall constitute this committee. The selection process for the committee requires that all faculty persons indicate their first, second and third choice of eligible persons by closed ballot. (Three points will be assigned for every first choice, two for a second choice, one for a third choice.) Besides the two elected faculty members, the Dean shall participate in the committee review as an ex-officio member by virtue of the administrative responsibilities connected with that office.

The fifth- and twelfth-year reviews will give advice to the reviewee with regard to further development in preparation for consideration of promotion in the seventh and

fourteenth years. This advice will be based upon the criteria for promotion contained in this document.

The faculty member under review may request the faculty to add to the committee an additional person from the faculty of another institution of higher education, if the faculty member under review thinks such an addition would facilitate a more adequate review process. The request should come in writing to the faculty prior to the selection of the committee and should include a statement of the particularities of the addition and a rationale for it. In each case, the faculty will receive the request under the joint presumptions of the fairness of our review process and the rightness of the request. While the faculty must ascertain the appropriateness of a particular request, they will do so recognizing the power differential between the institution and the person under review. Because the person under review is in the vulnerable position, the faculty will approve the request unless the request is deemed for specific reasons clearly inappropriate. If the decision of the faculty is not agreeable to the person under review, that person and the faculty will work together to find an appropriate alternative. In case of an impasse, between the faculty and the person under review in the selection of an additional member to the Review Committee, the President of Earlham will be brought in to adjudicate the dispute.

The additional person selected to serve on the Review Committee shall neither be an advocate for the faculty member under review, nor an advocate for the School. The person should not be a personal friend of the reviewee. The person should be selected on the basis of knowledge of seminary education and of the discipline the reviewee has been appointed to teach at ESR. The purpose of the person's presence on the committee is to provide, insofar as possible, a completely impartial judgment of the data collected in the review process.

A letter of invitation should be written by the Dean to invite the additional outside member to serve on the committee, which should include an offer of appropriate compensation for the rendered services. How often and where the person would meet with the committee would be decided by the committee. At minimum, the additional person must have full and convenient access to all data and must participate in the deliberative interpretation of the data that leads the committee to its recommendations.

In addition, the committee may invite individuals such as students, members of the Board of Advisors, alumni, additional faculty members, and other appropriate consultants to assist them in their task. Before any final judgment is reached by the committee, the faculty member up for review will be invited to meet with the

committee to share in a discussion of his or her performance and future service.

The committee recommendation about a faculty member's retention is to be reported to the faculty as a whole and given in final form to the Dean. It is the Dean who is responsible for communicating this recommendation to the President and the Board of Trustees. Any of the constituent parties not satisfied with the decision may appeal to the President and/or the Earlham Board of Trustees.

Teaching faculty whose employment agreement will not be renewed for a second or third year of service will be notified no later than December 31. After the initial two-year review, when a teaching faculty appointment is discontinued for reasons other than the faculty member's own personal initiative on occasions other than regular reviews, and she/he agrees that the decision to terminate the appointment has been handled justly and has been made in the best interest of the School as judged by his or her colleagues, the School will seek to be supportive as the attempt is made to seek other employment. If a faculty member has been with the School at least three but less than seven years, she/he will be entitled to receive up to six months' salary subsidy if another position which she/he deems acceptable cannot be found for the year following the last employment agreement.

After serving more than seven years the faculty member will be entitled to receive up to one year's full salary while seeking a new position. It is understood the salary subsidy in these cases will end when a new position is secured and new employment begins. The faculty member shall be notified by Commencement that his or her appointment will be discontinued.

As a further attempt to approximate some of the safeguards to the individual faculty member in the traditional tenure system, it will be assumed that any faculty member serving the School for at least seven years who feels the decision to discontinue his or her appointment was not handled justly, even after appeal, can claim a compensation of up to six months' salary from the School-- irrespective of when she/he assumes the new position of employment.

At the initiative of a faculty member or the Dean, there may be worked out by mutual agreement part-time employment and part-time income, or/and an early retirement at age 62. By mutual agreement there also may be a change of assignment or work load with full-time salary. In this way ESR will be able to respond to a need for a change of pace or of interests on the part of a faculty member. It is assumed that faculty members will retire at age **67**. However, if the School or the individual wishes to carry a

employment agreement forward on a year-to-year basis, this may be accomplished by mutual agreement.

## PROMOTION

Decisions regarding promotion of faculty are made by the Dean of the School of Religion after consultation with the faculty, subject to the approval of the President of Earlham, and the Earlham Trustees. Advice regarding preparation for promotion will be given to faculty as part of their fifth- and twelfth-year review in preparation for the possibility of promotion after seven and fourteen years, respectively.

Promotion for teaching faculty will emphasize the holistic development of the faculty member with particular emphasis given to standards based upon the criteria of evaluation. At a minimum, promotion of rank requires a strong, affirmative outcome of the previous review process.

Additionally, the faculty member must demonstrate:

- command of methodology and content of their discipline;
- teaching competence;
- service to the mission of the school;
- continued evidence of growth in calling; and
- a record of professional development (e.g., publications, presentations, degree completions or new certifications, or leadership/service to professional organizations or boards).

# Section H: Policy and Procedures for Providing Reasonable Accommodations for Employees

Earlham aspires to be an inclusive community. Striving for inclusion of all people is based upon Earlham's educational ideals. Our vision of good education involves community members learning about other members within an everyday context that mirrors the pluralistic world around us. This ideal applies equally to students and employees of the College who may have disabilities requiring reasonable accommodations.

In pursuit of this ideal, we are also guided by federal law. Section 504 of the Rehabilitation Act of 1973 states that "no otherwise qualified individual with a disability shall, solely by reason of the disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance." Title I of the Americans with Disabilities Act of 1990 (ADA), reinforced the provisions of the Rehabilitation Act, prohibits private employers from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions and privileges of employment. To this end, Earlham College is committed to providing reasonable accommodations to qualified employees with disabilities, unless doing so would create an undue hardship to ESR.

1. Who is Considered Disabled under these Laws?

   The ADA defines an individual with a disability as a person who (1) has a physical or mental impairment that substantially limits one or more of the major life activities of that person, (2) has a record of such an impairment, or (3) is regarded as having such an impairment. Major life activities include, but are not limited to, caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working.

2. What is Reasonable Accommodation?

   "Reasonable accommodation" is the term used by the ADA and the Rehabilitation Act for modifications made to an environment which eliminate or decrease, to a reasonable degree, barriers which an employee might encounter due to his or her disability. "Reasonable accommodation" may in

certain circumstances include modifying existing facilities, acquiring or modifying equipment used to perform the job, modifying work schedules or reassignment to a comparable vacant position that, ideally, offers comparable salary.

However, an employer is not required to make an accommodation if it would impose an "undue hardship" on the operation of the employer's business. The EEOC defines undue hardship as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.

Reasonable accommodations related to the "benefits and privileges" of employment may include accommodations that are necessary to provide individuals with disabilities access to facilities or portions of facilities to which all employees are granted access (e.g., employee break rooms and cafeterias), access to information communicated in the workplace, and the opportunity to participate in employer-sponsored training and social events.

3. College Commitment and Support

   a. Commitment
      ESR is committed to providing equality of opportunity to qualified individuals with disabilities through a supportive work environment. Human Resources, in conjunction where appropriate with supervisors, and employees work together in partnership to determine employees' needs and attempt to see that those needs are met.

4. Procedural Guidelines

   a. Communication
      ESR expects employees to take an active role in communicating their need for accommodations. Therefore, employees seeking accommodations should inform Human Resources of their needs as soon as possible after hiring. If the need for accommodations or changes in accommodations arises after employment, notification of such should be in a timely manner to allow for sufficient time to make any necessary arrangements.

   b. Medical Documentation
      The request for an accommodation may require employees to provide

medical documentation from an appropriately licensed medical or vocational professional. The accommodation request (and any medical documentation) must be submitted to the Dean for review when an accommodation is sought. For sake of consistency, the Dean shall consult with the Director of Human Resources for information regarding both ESR policy and relevant federal law. The documentation will be reviewed, and the employee will be notified once that process is completed. The documentation will be maintained in the Human Resources Office, separate from other personnel records.

A memo prepared by the Dean, documenting the approved accommodation, will be retained in the Human Resources Office, in a separate confidential file with a copy to the employee. Likewise, any medical information necessary for determining reasonable accommodation will be maintained in that same separate confidential file. In the event that a request for accommodation is denied, a memo explaining that decision will be kept in that confidential file, with a copy to the employee. Any appeal of this decision will be decided by the President. The appeal to the President must be submitted in writing, within 30 calendar days of the date of the denial (the date of the memo explaining the decision).

The initial accommodations recommended for an employee may be modified as directed by a change in the employee's need, the nature of work requirements, or available technology. It is the employee's responsibility to request the modification and to provide support for said change. Additional documentation may or may not be required at ESR's discretion.

c. Confidentiality and Information Release
ESR is committed to ensuring that all disability information regarding an employee is maintained as confidential as required or permitted by law. Training necessary for supervisors to implement this commitment will be provided by ESR. In most instances, ESR will not inform other employees as to the nature of the person's disability except as deemed necessary by a senior staff member within applicable law. ESR officials will generally be informed on a need-to-know basis as to what accommodations are necessary or appropriate to meet the person's needs.

d.Creating a Climate of Inclusiveness

In order to promote a climate of inclusiveness with regard to disabilities, ESR will utilize Earlham sponsored workshops, share informational material, and/or provide other opportunities for dialogue among community members aimed at developing better understanding of differences in ability and fostering greater appreciation of how such differences enrich the community.

# Section I: Classroom Management Policy

Educational opportunities represent both privilege and responsibility, each of which requires attention as multiple interests are balanced in the delivery of Earlham School of Religion's graduate educational programs. Within the context of higher education, the institution's mission, and the Quaker values that guide the school's sense of good order, ESR affirms the following:

**Discipline**

1. Professors are hired as qualified teachers in their areas of specialty and within the theological curriculum as directed by the Dean and faculty. Utilizing the Master Syllabi and program objectives, the instructor has the authority to determine content, teaching methods and classroom activities.
2. In the event that classroom conflict or inappropriate behavior threatens the learning environment, a faculty member has the authority to excuse students for the day.
3. After conversation with the Dean and student, the faculty member may choose to dismiss a student from class if that seems prudent to the faculty member.
4. When the dismissal is from a course required for graduation, the institution bears responsibility for providing an alternative opportunity for the course. If the course is not available from another instructor within the seminary partnership, another faculty member will oversee an independent study, with consultative support from the faculty member who dismissed the student.
5. In those cases, the refunds of tuition will be based on the same schedule as the drop/add schedules within the academic year.

**Scheduling**

1. When planning the beginning and conclusion of classes, faculty members will respect the parameters of the academic calendar and curriculum.
2. The registrar schedules class meeting times and locations, seeking to balance multiple considerations. Though it may not always be feasible, faculty requests for particular times and venues will be accommodated when possible and appropriate.
3. After the first day of class, faculty may change class meeting times if it is agreeable to all enrolled students and the Academic Services Office is notified of the change.

4. After the first day of class, faculty may migrate to unused classroom space if they desire a different teaching environment. The Academic Services Office must be notified of the change.

# Part IV: Earlham Administrative Procedures

**Clerical Note on Administrative Procedures:**
These procedures are current only as of October 2020. Consult with Earlham College administration for current procedures.

The following administrative practices and procedures are administered by individual offices. These practices and procedures are currently in effect but subject to change at the sole discretion of Earlham.

1. Alcoholic Beverages: The possession or use of alcoholic beverages is not permitted in campus buildings or on campus.

2. Athletic Event Passes: Employees are provided with passes for themselves and their guests to regular season athletic contests. Admission fees may be charged for special games and for tournaments. For more information, please contact the Athletic Office on the second floor of the Athletics and Wellness Center.

3. Bookstore Discounts: The Bookstore provides an employee discount. Please present your Earlham identification card at the time of your purchase. The discount may not apply to special items or sales items. The Bookstore is located in Runyan Center.

4. Campus Events: There are a variety of many fine educational, cultural and recreational activities that occur regularly on the Earlham campus. Throughout the year, there are numerous evening and weekend events that are open for attendance and employees, along with family and friends, are encouraged to participate. Many, but not all, events are free. For some events with limited seating, employees may be limited to receiving and/or paying for one ticket for themselves and one for a guest.

   In addition, other Earlham events occur during normal working hours. Earlham employees are encouraged to attend such events, recognizing that such attendance should not be to the detriment of their tasks on campus and with the explicit approval of their supervisor.

   College Convocations: All College offices are expected to close during official College Convocations and all employees are encouraged to attend.

These procedures are current only as of October 2020. Consult with Earlham College administration for current procedures.

5. Campus Post Office: The campus operates a branch U.S. Postal Service office in the basement of Runyan Center. It operates during normal Earlham office hours. Each employee is assigned a P.O. Drawer number (sometimes shared with an entire office or department) to which campus notices are sent. Individuals must pay for postage for personal mail. Employees may not use the College postal meter for personal use without reimbursing the college at the time the mail is sent.

6. Childcare: Earlham provides space and utilities in two campus buildings for parent co-operatives that provide childcare services for pre-nursery and nursery-aged children. For information about whom to contact, call the Business Office.

7. Catering and Meals on Campus: Earlham employment agreements with an outside vendor who has an exclusive employment agreement to provide all meals and food served on the Earlham College campus. If you wish to host an event with food on campus, please contact the Food Service
8. Note: ESR is not exclusively bound by this employment agreement. It may use other caterers.

9. Credit Cards: Earlham provides credit cards for those employees who travel frequently on Earlham business. Earlham credit cards may not be used for any personal purchases or charges.

10. Dining on Campus: Earlham provides meals that are available to employees and visitors. Tickets for the Dining Hall may be purchased at a discount at Runyan Desk. The Runyan Center Coffee Shop provides food on a cash basis.

11. Facilities Use: Use of Earlham facilities and buildings by employees is governed by a Facilities Use Policy. There are charges for some spaces and charges for set-up and clean-up. Contact Runyan Desk and/or the Events Coordinator for reservations and more detailed information.

12. Identification Cards: All full-time Earlham employees are provided with Earlham identification cards at the time of their first employment. Cards are obtained from the Security Office. These cards are required for admittance to several campus buildings, including the Athletics and Wellness Center and Residence Halls and are required to authorize a variety of transactions on campus, e.g. library book check- outs.

13. Inclement Weather Days: On days when the College and/or ESR are declared to be closed due to inclement weather, full-time and part-time employees are paid for their regularly scheduled hours at their regular hourly wage rate. Closings are announced using the Earlham Emergency Network by the Business Office or the Dean of ESR. Individual supervisors may not dismiss employees nor authorize pay for hours not worked unless the College and/or ESR has been declared closed.

14. Keys and Authorized Areas: In general, employees are not permitted to be in secured areas of the campus outside of their own work area, unless authorized by their supervisor or an officer of the College or ESR. With few exceptions (for example, 3rd shift security officers, area directors), employees are not permitted to spend the night on campus without written permission from their immediate supervisor or an officer of the College. The only blanket exception to this policy is a College event that is open to the entire Earlham community.

15. Keys are issued by the Security Office and must be authorized by each employee's supervisor. There is a significant fine for lost keys. All keys must be returned at the end of employment.

16. Library Borrowing: You may borrow materials from the Earlham Libraries. An Earlham identification card is required. There is a charge for some services, including overdue materials. Library hours are posted and are reduced on holidays and during academic breaks. The Wildman Science Library is located in Noyes Hall between Stanley and Dennis Halls.

17. Parking: All Earlham employees are required to obtain and display parking tags for their vehicles in order to park in campus lots. There is no charge for the parking tags. Except for medical personnel and area directors, there are no reserved parking spaces on campus. Employees are not permitted to use spaces on campus that are designated for short-term visitor parking during normal working hours. There are fines imposed for illegal and/or improper parking. Contact the Security Office for parking tags and additional information.

18. Personal Property and Belongings: The Earlham insurance does **not** cover the personal property, including computers, books, clothing, etc. of its students, visitors or employees. If employees have property in their offices on campus or take personal property with them while traveling on Earlham business,

then each employee should make certain that their own personal home or renter insurance covers them adequately in case of loss.

19. Personnel Records: The official repository for Personnel Records, including materials relating employment agreement renewals, initial hires and official correspondence are as follows: For College teaching and administrative faculty, in the President's Office; for staff employees, in the Business Office; for ESR teaching and administrative faculty, in the Dean's Office. Financial records relating to fringe benefits and payroll are kept in the Earlham Payroll Office.

20. Pets on Campus: The only animals permitted in campus buildings are service animals whose presence is necessary to assist individuals with disabilities.

21. Relatives: Earlham believes that it is in everyone's best interests that closely related individuals not be placed in the position of making personnel decisions involving each other. Relatives, as defined below, should not be hired, transferred or promoted into positions that report, directly or indirectly, to another relative.

    Relatives are spouses, fathers, mothers, sisters, brothers, children, step-relatives, aunts, uncles, first cousins, nieces, nephews, grandchildren, grandparents, and direct in-laws.

    Because conveners in academic departments and programs do not normally make personnel decisions about faculty colleagues, this statement does not apply to teaching faculty nor to those who share appointments.

22. Rental Housing: Earlham owns a number of rental apartments and rental houses in the vicinity of the College. Priority is given to Earlham employees. Leases are for a minimum of 12 months and normally run from July 1 to June 30. Tenants pay for most utilities, except water. House renters are expected to provide their own snow removal and lawn care. Employees are encouraged to use payroll deduction to pay rent. Contact the Campus Services Office in the basement of Carpenter Hall for more information.

23. Smoking on Campus: Smoking is not allowed on campus, including private offices.

24. Vehicles: Earlham vehicles are only for official Earlham business. Personal

use of college vehicles by employees is not allowed. If you use your personal automobile for Earlham business, then the primary insurance coverage is by the employee's insurer, not the Earlham insurance. Personal coverage must be sufficient to at least meet requirements of law. If you rent a vehicle for Earlham business, then decline the leaser's insurance coverage as the Earlham insurer will provide liability and collision coverage.

25. Wellness Center: Full-time Earlham employees may use the Wellness Center by presenting their identification cards. There are additional fees for instruction, classes and the use of some facilities within the Wellness Center. You may purchase identification cards for your spouse and dependent children by applying at the Wellness Office. There is a fee for the initial identification card and for lost cards.