NEW COLLEGE OF FLORIDA
FACULTY HANDBOOK

Office of the Provost

New College of Florida
5800 Bay Shore Road
Sarasota, Florida 34243-2109

August 2011

NEW COLLEGE FACULTY HANDBOOK

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In this document, "New College" and "the College" refer to, and are equivalent to, "New College of Florida."

PRIVACY AND RELEASE OF STUDENT INFORMATION

New College complies with the Family Educational Rights and Privacy Act of 1974 (FERPA) as amended. FERPA gives students the right to 1) inspect and review their educational records; 2) have their educational records kept private; and 3) challenge the accuracy of their educational records. (FERPA is commonly referred to as "The Buckley Amendment"). Additional information about College and University policy with respect to the privacy of student records may be obtained from the Office of the Registrar, PMD/941-487-4230. Report violations of FERPA to: FERPA, Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Ave., S.W., Washington, D.C. and/or bring actions in Florida Circuit Court for Violations of Florida Administrative Code Rule 6C4-2.001

FERPA permits release of "directory information" by the College. Directory information is defined as: student name, local and permanent addresses, telephone listing, major field of study (area of concentration), dates of attendance, enrollment status, campus box number, sponsor, degrees awarded, most recent previous educational institution attended, and other similar information. New College may disclose any of these items of information pertaining to a student or former student without prior written consent, unless notified in writing to the contrary.

CAMPUS COMMUNICATIONS

The Campus mailing address is 5800 Bay Shore Road, Sarasota, Florida 34243-2109
The Telephone Area Code is 941. Unless noted, campus extensions are 487 plus 4-digit extensions. 487-4XXX numbers are accessible from any phone; to call a campus number internally dial the 4-digit extension. For a campus directory, call Public Affairs, 4150.

All students are expected to obtain and monitor an ncf.edu E-mail account. For computer hook-ups, E-mail, and other computer services, contact the Office Manager of your Academic Division or the IT Help Desk, 4350 (http://www.ncf.edu/it).

Emergencies/Crimes

- *Fire.* If fire and/or smoke are detected, use the following guidelines:
  - Activate the nearest fire alarm pull box;
  - Evacuate the area to assure personal safety;
  - Call New College Police (4210) who will notify the Fire Department;
  - Use fire extinguisher for small fires only if the fire is not out of control. Immediate emergency action may be taken to the extent that it will not endanger life or prevent sounding the alarm. This action may include rescuing injured persons and extinguishing small fires that can be suppressed in a short (two-three minute) period. Especially important is closing the doors of unoccupied spaces to prevent the spread of fire and keeping exit corridors free of smoke and flame.

- *Bomb Threats.* Any office receiving a bomb threat should never assume the threat is a hoax. In all cases, the New College Police should be contacted immediately (4210).
- *Reporting of Crimes Against Persons.* In the event of a serious criminal act such as rape, armed robbery, or assault, contact the New College Police by calling 4210.

- *Other Emergencies.* Report any emergency in which there is immediate threat to life or property to the New College Police by calling 4210. Stay on the line until the dispatcher terminates the call. Do not hang up. For major building problems after normal work hours, such as water leaks or mechanical problems, call the New College Police dispatcher at 4210.

INFORMATION FOR FACULTY ABOUT STUDENT LIFE

Residential Life

First- and second-year students are required to live in New College residence halls. In recent years, the percentage of all students living on campus has been over 70 percent, with a goal of 80 percent planned for the future. Of those students choosing to live off campus, the majority reside in house shares and apartments near campus. Thus, New College is very much a residential college participating in the tradition whereby life outside the classroom, laboratory, and library is viewed as important to each student's education.

To support this tradition, the President has under his authority an Office of Student Affairs, described in Chapter II.

Faculty can call upon the Office of Student Affairs for assistance when they or their students want to organize co-curricular events, recreational activities, and the like. For its part, Student Affairs periodically hosts events that welcome active faculty involvement. Student Affairs publishes a *Student Handbook* that contains information for students on New College residential life, student activities and co-curricular planning, student and College judicial procedures, campus governance, cultural opportunities in the region, and the like.

The Office of Student Affairs and Dean of Students, is in HCL-001 and can be reached at 4250. A campus life coordinator, 4250, is available specifically to assist faculty and students with planning and implementing co-curricular and other events and activities.

Students at New College exercise a large measure of self-governance and participate actively in academic governance through representation in the Faculty Meeting and on the faculty's standing committees. The primary vehicle for student governance is the New College Student Alliance (NCSA), which is a constitutional, elected governing body.

Students with Personal Difficulties

New College offers students great freedom, has high expectations for their achievement, and demands an unusual level of personal responsibility on their part. In the context of these desirable challenges, students' personal, family and developmental situations and issues can pose additional challenges. Often faculty are in a position to observe that a student is experiencing personal problems, and often students consult or inform faculty about them. Occasionally, students request faculty intervention in situations extending beyond the academic. One positive response faculty can offer to students is to recommend that they consult the Counseling and Wellness Center, currently located in the West Side Student Center (4254). Faculty also can consult directly with Center professional staff for advice and guidance in working with difficult student life situations.

The Center provides a range of counseling services that include personal counseling, life planning, crisis intervention, testing and assessment, and limited psychotherapy. The Center also offers or hosts support groups and forums to provide information and assistance to students regarding personal and social issues. Consultation and counseling services are confidential and professional staff are appropriately licensed and supervised by the Director of the Center.

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CHAPTER I

INTRODUCTION

1.1 Overview of New College

New College is a small, nationally recognized, public liberal arts college offering baccalaureate education to academically talented students. It is the residential honors college of the State of Florida.

Founded in 1960 as a private, non-sectarian college, New College merged with the State University System, and became a college of the University of South Florida, a public university, in 1975. In 2001, an Act of the Florida Legislature separated New College from USF and established the College as New College of Florida, eleventh member of the State University System of Florida. The action taken was part of a major reorganization of Florida's public education, and recognized New College's significant achievements as a public honors college with a unique, national identity in its own right**.** New College is a member of the Council of Public Liberal Arts Colleges (COPLAC)**,** the American Association of Colleges and Universities (AAC&U), the Consortium for Innovative Environments in Learning (CIEL), the American Association of Higher Education (AAHE), and the American Association of State Colleges and Universities (AASCU).

1.1.1 Goals and Mission of New College

New College offers an undergraduate liberal arts education of the highest quality in the context of a small, residential public honors college with a distinctive academic program which develops the student's intellectual and personal potential as fully as possible; encourages the discovery of new knowledge and values while providing opportunities to acquire established knowledge and values; and fosters the individual's effective relationship with society.[1]

As a member of the State University System of Florida, New College of Florida, the 4-year residential liberal arts honors college of the State of Florida, preserves its distinctive mission as a residential liberal arts honors college. To maintain this mission, New College of Florida has the following goals:

- To provide a quality education to students of high ability who, because of their ability, deserve a program of study that is both demanding and stimulating.
- To engage in undergraduate educational reform by combining educational innovation with educational excellence.
- To provide programs of study that allow students to design their educational experience as much as possible in accordance with their individual interests, values, and abilities.
- To challenge undergraduates not only to master existing bodies of knowledge but also to extend the frontiers of knowledge through original research.[2]

New College pursues these goals through highly selective admissions, an individualized and intensive "academic contract" curriculum, frequent use of individual and small-group instruction, an emphasis on student/faculty collaboration, a required senior thesis, and innovative approaches to the modes of teaching and learning.

[1] As endorsed by the New College Faculty, Fall 2000.
[2] As described in Florida Statutes 1004.32.

These practices fulfill the state-mandated Academic Learning Compact of clear goals in communication skills, content knowledge, and critical and creative thinking.

In particular, the College since its inception has subscribed to and attempted to foster the following Founding Principles:

- *Each student is responsible in the last analysis for his or her education.*
- *The best education demands a joint search for learning by exciting instructors and able students.*
- *Students' progress should be based on demonstrated competence and real mastery rather than on the accumulation of credits and grades.*
- *Students should have from the outset opportunities to explore in depth areas of interest to them.*

The goals and mission of New College evolved out of intensive dialogue about higher education at the College's inception, involving administration, trustees and the charter faculty. Subsequently, the faculty developed a unique curriculum shaped by the four Founding Principles incorporating the College's broad commitment to individualism, pluralism, flexibility, freedom, and excellence.

1.2 Definition and Authority of the *Faculty Handbook*

The *New College Faculty Handbook* is an official document of the College and is an authoritative source in such matters as faculty rights and obligations; appointment, retention, promotion and tenure of the faculty; academic governance including organization of the faculty and its committees; and the structure and rules of the curriculum.

The *Faculty Handbook* is the official repository of faculty actions. The *General Catalog* derives its authority from the *Handbook* and, in the event of inconsistency between these documents, the *Handbook* prevails.

The announcements, information, policies, rules, regulations, and procedures set forth in this *Handbook* are subject to continual review and to change without notice. The New College Provost and Vice President for Academic Affairs (hereafter, Provost) is the repository of such changes conveyed by agents and agencies of the College, including the New College Board of Trustees and the Florida Board of Governors, that change, amend, repeal, or supplement the policies and procedures in this *Handbook*.

New College regular, tenure-earning or tenured faculty, unless on full-time administrative assignment, are as employees of New College of Florida, members of the bargaining unit covered by the 2008-2011 Collective Bargaining Agreement between the Board of Trustees and United Faculty of Florida (UFF). Copies of the Agreement are provided to every member of the bargaining unit.

1.2.1 Revision of the *Faculty Handbook*

At the end of each Academic Year, the Office of the Provost collects the official actions of the faculty affecting the matters contained in the *Handbook*. The Provost sees that these actions become part of the *Handbook* (see Chapter 7, Amendments).

The Provost has overall editorial responsibility for the *Handbook*, including monitoring of the *Handbook's* coordination with other College, Board of Trustees, and Florida Board of Governors, Collective Bargaining Agreement, and University System documents.

The incorporation of new faculty actions and other revisions can take the form of an insert distributed by the Office of the Provost no later than the September faculty meeting of each academic year. However, at intervals not to exceed four years, the entire *Handbook* shall be revised by the Provost, with actions and revisions to date incorporated into the text. The Provost

is responsible for bringing the revisions to the faculty or appropriate standing committees of the faculty for additional discussion and resolution as required.

Changes to the College academic program, including those matters as specified in Chapter 6, Sections 6.1-6.9, and 6.14-6.20 of the *Faculty Handbook* shall be made only in consultation with the teaching-and-research faculty of the College, which shall be given the opportunity to discuss any proposed change in a Faculty Meeting (as specified in Section 3.2 of the *Faculty Handbook*) and respond to the proposal with a yes-or-no vote prior to its adoption. Before any revisions to the current version are adopted, full consideration shall be given to the vote of the faculty.

1.2.2 Distribution of the *Faculty Handbook*

The Office of the Provost supervises distribution of the *Faculty Handbook* and revisions thereto to all faculty and professional staff of New College. Every new member of the faculty and professional staff receives a copy prior to or upon the assumption of duties. Faculty and professional staff receive a copy of the Handbook whenever a revised edition is prepared.

The *Handbook* will also be accessible at the following website: http://www.ncf.edu/academics/provosts-message/resources-for-faculty.

1.3 Accreditation of New College

New College of Florida is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award baccalaureate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of New College of Florida.

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CHAPTER II

ADMINISTRATION

2.1 Governance of New College

New College of Florida is governed by the New College of Florida Board of Trustees. In accordance with Amendment 11, the Board of Governors' Resolution of January 7, 2003, and section 1001.72 of the Florida Statues, the university boards of trustees within the State University System of Florida are comprised of six citizen members appointed by the Governor and five citizen members appointed by the Board of Governors. The Board of Governors' Resolution vests "each state university's board of trustees with the authority to govern its university, as necessary to provide proper governance and improvement of the university in accordance with law and with rules of the Board of Governors." The Chair of the Faculty and the President of the New College Student Alliance are also members of the New College Board of Trustees. The members serve staggered terms of five years. The faculty supports the concept of Shared Governance. "Shared Governance" is the participation of administrators, faculty, staff and students in the decision- and policy-making process. The purpose of shared governance is to provide avenues to College improvement and productivity through the creation of a partnership based on mutual respect and collaboration. Such shared responsibility entails working toward mutual goals established by a fully enfranchised College community and therefore collaborative participation in:

1. the identification of College priorities,
2. the development of policy,
3. defining the College's responsibility for ethical leadership,
4. enhanced community partnerships, and
5. the governance of the College as a whole.

Table 1 provides an overview of campus organization.

2.2 President

The chief executive officer of New College is the President, who reports to the Board of Trustees, and leads the College on behalf of the Board. The President serves at the pleasure of the Board of Trustees and is responsible for the operation and administration of New College in accordance with section 1001.75, Florida Statutes. The President also serves as the corporate secretary of the Board of Trustees. The President may be a member of the faculty admitted to an Academic Division following the procedures described in Chapter 4 of the Faculty Handbook, and works with the faculty through the Provost, the chairpersons of the three Divisions, and faculty committees. The President is the accountable officer for all College budgets. He or she recommends candidates for promotion and tenure to the Board of Trustees, after receiving recommendations from the Provost, through the faculty procedures described in Chapter 4 of the *Faculty Handbook*, and works with the Board of Trustees in representing the College to the wider community and in raising funds.

The Office of the President includes a Director of Public Affairs and a Special Assistant to the President. The former advises and assists the president in representing the College to the media and in internal and external communications. The latter supports the President's work with the New College Board of Trustees and assists with all aspects of the President's work, as assigned by the President. The Special Assistant is Assistant Secretary to the Board of Trustees.

The following positions of the College report to the President: Provost and Vice President for Academic Affairs, Vice President for Finance and Administration, Dean of Enrollment Services & Information Technology, Dean of Students, Director of Public Affairs, General Council, Special Assistant to the President and President & CEO, New College Foundation, Inc.

2.3 Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs (hereafter "Provost") is appointed by and reports to the President. The Provost must be a member of the faculty admitted to an Academic Division following the procedures described in Chapter 4 of the Faculty Handbook. The Provost serves as the President's liaison with the faculty in all matters pertaining to the academic program, and oversees the various offices that directly support the academic program. The Provost oversees the following units: the Academic Divisions (see 2.4); Dean of the Library and College Librarian; Environmental Studies; Institutional Research and Assessment; and the Office of Research Programs and Services.

The Environmental Studies Program, staffed by a Director, provides resources and technical support to students and faculty who undertake courses, theses, ISPs and other activities on environmental topics. The College offers an Environmental Studies area of concentration under the guidance of an Environmental Studies Steering Committee. The Environmental Studies Program began in 1972. See the General Catalog for a description of this area.

The Director of Institutional Research reports to the Provost and assists in planning, organizing, implementing, and directing institutional research programs and activities at the College. The Director is responsible for the design and execution of all facets of institutional research. The Director coordinates the maintenance of relevant databases and responds to requests from the community, and state, federal, and other external agencies for data about the institution. The Director is responsible for the maintenance and production of the New College of Florida *Fact Book*, and IPEDS and accreditation-related reporting. The Director administers on-going research, assessment, and program review activities that support informed and effective decision-making by the senior staff. In her role of data administrator, the Director works closely with College personnel in integrating and implementing SCT/Banner software systems.

The Director of the Office of Research Programs and Services researches funding sources and assists in the preparation of grant proposals in order to maximize resources for institutional and faculty initiatives in such areas as curricular innovation, international educational exchanges, faculty research and scholarship, academic program development, and infrastructure improvement. The Director works with students and their advisors to support applications for graduate fellowships and awards, and represents the College to fellowship agencies as directed by the Provost. The Director is available to provide technical support to individual faculty and faculty committees and task forces, and provides a link between pre-award and post-award functions of externally funded programs. The Director also assists students with the preparation of applications for prestigious, nationally competitive scholarships and fellowships.

2.4 The Academic Divisions

The faculty is organized into the Divisions of Humanities, Natural Sciences, and Social Sciences. There are no departments, although the faculty members within a particular discipline work closely together. The Divisions, each with a chairperson, are administrative units that deal with such matters as academic budget, office support, faculty recruitment, and faculty evaluation. As intellectual groupings, the Divisions offer interdisciplinary areas of concentration in the Humanities, Natural Sciences, and Social Sciences. They are the primary sources of general policy and operating decisions concerning the

disciplines represented in each Division; for example, in recommending priorities for new faculty positions, conducting searches for new faculty members, and arranging lectures and faculty forums. The chairs of the three academic Divisions report to the Provost.

2.5 Vice President for Finance and Administration

The Vice President for Finance and Administration reports to the president and serves as chief financial officer of the College. He or she prepares and oversees the budget and College financial transactions. The V.P. for Finance and Administration oversees the following units: Budget and Finance; Facilities Planning; Police Services; Physical Plant; New College Human Resources; the Controller; New College Purchasing; and the New College Cashier.

2.6 Jane Bancroft Cook Library

The Jane Bancroft Cook Library is a joint-use facility serving New College and USF Sarasota/ Manatee. The Dean of the Library reports to the Provost of New College and is responsible for the oversight and administration of all Cook Library services. The Dean oversees the following units: Academic Resource Center; Educational Technology Services; Language Resource Center, Writing Resource Center; and the Quantitative Resource Center. The Academic Resource Center (ARC) is a place for study and collaboration on academic projects. Located on the first floor of the Jane Bancroft Cook Library, the ARC houses Educational Technology Services, the Language Resource Center, Quantitative Resource Center, Writing Resource Center, and an open-use computer lab. Educational Technology Services provides faculty and student technology support for academic projects as well as an open-use computer lab and a media lab with video editing and scanning workstations. The Language Resource Center provides audiovisual technology and print resources to support students in the following languages: Arabic, Chinese, French, German, Hebrew, Latin, Spanish, and Russian. The Writing Resource Center provides peer support, web-based resources, and writing workshops to students requiring or interested in assistance with writing. Faculty may consult the Writing Resource Center Director concerning particular students so that coordinated programs of skill development can be formulated for these students. The Quantitative Resource Center provides tutoring and support in mathematics and statistics, as well as software such as SAS, SPSS, Excel, MatLab, and GIS

The primary goal of the Cook library facility is to provide access to collections and high quality service for all users of both New College of Florida and University of South Florida Sarasota/Manatee.

2.7 Dean of Enrollment Services & Information Technology

The Dean reports to the President and oversees three units: the Office of Admissions and Financial Aid, the Office of the Registrar, and the Office of Information Technology. The Dean is responsible for the full integration of enrollment services, which includes recruitment, candidate evaluation and selection, need- and merit-based aid programs, and maintenance and security of student records. The Dean is also responsible for the utilization of technologies to sustain and advance the College's programs for instruction, research, student services and administration.

2.8 Dean of Students

The Dean of Students reports to the President and oversees all aspects of student life including residence life and food service, student activities, diversity and gender programming, extracurricular community engagement, the campus fitness center, social discipline, the Counseling and Wellness Center, and the Office of Career Services and Off-campus Study Services. The Office of Student Affairs includes specialists in student wellness and counseling, co-curricular education, diversity and gender

programming, conference planning and event management, and residence life programming and facility management.

Articulation of their undergraduate liberal arts education with post-baccalaureate educational and career opportunities is an important challenge for students. It has implications for the College's curriculum, student academic contracts, and faculty advising. The Director of the Office of Career Services and Off-campus Study is a service of the Office of Student Affairs that offers students professional career development services, including assistance with job search strategies, graduate school application advising, career counseling, and career planning workshops. The Director maintains a career reference library and career development website, and has various computer resources to assist in identifying and assessing career opportunities. The Director also maintains a library of international and domestic off-campus study and internship opportunities that can be (when appropriate) part of academic contracts on or off campus. Many such resources also are on the Office website. The Director assists students seeking summer jobs and local short-term employment as well as with long-term career planning. Office staff support College faculty, staff, and alumni in developing strategies and programs that improve the linkage of the College's curriculum with off-campus opportunities and with post-baccalaureate education and employment.

2.9 Shared Services

Certain New College operating units under the direction of New College officers provide services to students, faculty, and/or staff of the University of South Florida at Sarasota-Manatee. Certain units of USF at Sarasota-Manatee and/or USF at Tampa provide services to students, faculty, and/or staff of New College. Services wherein a unit of one institution provides services to the other institution are termed "Shared Services." Shared services are contractual, and may change as mutually agreed and in accordance with the terms of the contracts. The Shared Services in effect at the time of publication of this *Handbook* are referenced in the Table of Organization, 2.11.

2.10 Categories of Personnel at New College

There are four types of employees at New College: Faculty; Administrative and Professional, or "A&P"; University Support Personnel System, or "USPS" (the support staff in the divisional offices and throughout the campus; and Other Personal Services, or "OPS" (short-term, temporary staff, usually clerical but also temporary adjunct faculty). Note: Some non-faculty administrative professionals may from time to time be on Faculty employment lines for reasons having to do with the manner in which resources are allocated to the College; these personnel are not members of the New College faculty, membership in which is determined according to procedures set forth in this *Handbook.*

Insert diagram here

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CHAPTER III

THE FACULTY: DEFINITION AND ORGANIZATION

3.1 Definition

The faculty consists of all persons at the College who specifically have been given faculty status in the College through faculty appointment procedures (see Chapter 4).

3.2 Faculty Meetings

Faculty meetings are the legislative assembly of the New College faculty. The officers of the faculty are the President, the Provost, the Chairperson of the Faculty, and the Secretary of the Faculty. The election of the Chair and the Secretary of the Faculty will follow a preferential vote format, as described in Section 3.7.3 and 3.10 (Appendix 1).

The Chairperson is elected for a three year term and the Secretary is elected for a two-year term**;** the election will be conducted by the FASC during the fourth week of the Spring semester. Candidates for Chair of the Faculty (and Alternate Chair of the Faculty) must be tenured members of the faculty. The top vote getter becomes Chair of the Faculty and the second becomes the Alternate; the Alternate also serves as the second faculty representative to the Advisory Council of Faculty Senates. The Chairperson of the Faculty and the Secretary of the Faculty are exempt from serving on any other committee during the period of service as Chairperson and Secretary of the Faculty. The Chairperson of the Faculty is the designated Faculty Trustee, a voting member of the New College of Florida Board of Trustees.

The faculty meets regularly on the second Wednesday of each month during the academic year. Special meetings may also be called and regular meetings canceled by the Chairperson of the Faculty as determined by the Chairperson of the Faculty in consultation with the Provost. The Secretary of the Faculty tape-records the meetings and produces the minutes, which must include at a minimum a record of attendance, a copy of the agenda, brief summaries of announcements and reports, and the text of all motions discussed at the meeting. The Secretary of the Faculty distributes the handouts for faculty meetings and retains a copy for the official files. The Secretary of the Faculty records the text of all motions passed by the Faculty. The Secretary of the Faculty is responsible for providing all the aforementioned materials to the Provost's Office, where the permanent, official file is maintained. The Office of the Provost makes the official files available to the faculty upon request, and assists in conducting research regarding the files.

The Chairperson of the Faculty presides at faculty meetings; when the Chairperson of the Faculty is unable to be present, the Alternate Chair of the Faculty presides. Meetings are conducted according to Robert's *Rules of Order*. The Chair of the Faculty also serves as the Chairperson for Committee of the Whole (COW) meeting (see section 3.3). Five students are invited to faculty meetings with voting privileges. These are the President of the New College Student Alliance, one of the Division Representatives from each Division, and one additional student to be selected by student procedures. The President of the New College Student Alliance shall be responsible for informing the Chairperson of the Faculty and the Office of the Provost of the names of the voting student members of the faculty meetings. For certain types of business, consonant with state regulations, the faculty may enter into executive session (e.g., degree granting meetings); otherwise, faculty meetings are open to all members of the New College community who wish to attend.

3.3 Summer Committee Activity: The Committee of the Whole

In general, faculty committee activity ceases during the summer months when the College is not in regular session. There are, however, two exceptions:

1. The Student Academic Status Committee, with substitute membership as needed, reviews the records of students for the previous year. This committee may meet frequently during the first half of the summer.
2. All faculty who are available during the summer constitute the Committee of the Whole (COW). If the current Chairperson of the Faculty cannot serve as COW chairperson, the faculty shall elect a COW chairperson at its final meeting of the academic year. The Committee of the Whole is empowered to act for the faculty on matters that may arise between graduation in May and faculty orientation in August. Meetings will normally take place on Wednesdays with notification one week in advance; prior notice of motions shall also be made one week before the meeting.

3.4 Academic Administrative Council

Membership: The Provost, the Chairperson of the Faculty and the Chairs of the Academic Divisions serve on the Academic Administrative Council. The Provost chairs the council meetings.

Charge:

1. Oversees the administration of the academic program and the relationship of the academic program to its support groups. Significant changes in policy, programs, rules, and procedures are to be made only after consultation with the faculty.
2. Serves as the administrative liaison between the academic program and the academic support groups. To this end, the Academic Administrative Council will meet once a month with the Dean of Enrollment Services & Information Technology, Dean of the Library, and Dean of Students, to discuss administrative issues regarding the ongoing relationship of the academic program and the academic support groups. A student representative is normally invited to these meetings. The Academic Administrative Council will meet other weeks to consider issues of common concern in the administration of divisional business.
3. Addresses matters relating to Admissions and Financial Aid by:
   a. Gathering and communicating faculty views and information concerning admission and financial aid policies and procedures;
   b. Reviewing admissions and financial aid programs and assisting as appropriate in carrying out these programs;
   c. Serving as an appeals court for matters pertaining to admissions and financial aid.
4. Addresses matters pertaining to Library Services by:
   a. Developing and communicating faculty views and information concerning library procedures and policies;
   b. Representing the faculty in the development of plans for new library facilities;
   c. Undertaking as necessary an assessment of library services, reviewing library operations and communicating the results to the faculty and the Dean of the Library;
   d. Representing the faculty and New College on the Joint Library Committee.

5. Addresses matters pertaining to Student Life by:
   a. Representing the faculty in all of those matters concerning residential life that affect New College students' educational environment.
6. Addresses matters pertaining to physical space and facilities planning by:
   a. Working with the President and the Vice-President of Finance and Administration on all questions involving the use of campus space and facilities planning;
   b. Monitoring, reviewing and making recommendations on reassignments of space and generally to assist in short-range planning;
   c. Participating and making recommendations on all revisions of the Master Plan and all long-range planning, particularly the siting and character of new buildings;
   d. Representing the faculty and New College on the Joint Facilities and Campus Planning Committee.
7. Represents the faculty in the Joint Computer Services Committee and other Joint College-USF at Sarasota-Manatee Committees not explicitly mentioned in the charge.
8. Conducts assessments as necessary of the offices that provide support functions, including but not limited to the Writing Resource Center, Quantitative Resource Center, Educational Technology Services, Campus Computing, and Career Services.
9. Monitors the College's adherence to the College's affirmative action plan as it pertains to Faculty hires.
10. The Academic Administrative Council may form Ad Hoc Committees to handle short-term special issues regarding these (and other) areas. (See section 3.5.5)
11. Coordinates and administers the activities associated with external scholarships, fellowships, and honors, including where appropriate conducting student interviews, normally done through an Ad Hoc Committee.
12. The Provost is responsible for coordinating and supervising the work of the Academic Administrative Council and reports regularly to the faculty on the work of the Council.
13. The Academic Administrative Council makes the Agenda and Minutes of the meetings available to the Faculty upon request.

3.5 Faculty Committees

The present faculty committee structure is a result of a reorganization approved by the faculty in 2005. The faculty recognizes five types of committees requiring faculty participation, plus faculty membership on student-organized committees.

1. **Standing Committees:** Continuing faculty committees, reporting to and representing the faculty as per their charge and following the general procedures established below (3.6). There are five such committees: Educational Policy Committee, Faculty Appointments and Status Committee, Student Academic Status Committee, Institutional Review Board, and the Provost's Advisory Committee. Members of the PAC and EPC are elected. Each division, through established procedures, appoints members to the FASC, IRB, and SASC. Members are expected to serve on these committees for two-year staggered terms, with the exception of the IRB where members are appointed for three-year staggered terms.
2. **Joint College-USF at Sarasota-Manatee Committees:** Continuing committees which serve in a consultative relationship with campus administrators, bringing administrator concerns to the faculties and bringing faculty concerns to an administrator. The Chairs of Academic Divisions represent the faculty in such committees. Additionally, student representatives from New College are chosen through student-determined procedures. Representation from New College must sustain agreed-upon proportion in relation to representation from USF at Sarasota-Manatee. Major recommendations to an administrator should normally be approved

by the faculties before being finalized. The New College component of the committees may meet separately for concerns exclusively applicable to the College. These include: the Standing Inter-Institutional Library Committee (SILC).

3. **Academic Program Committees:** Continuing committees set up to coordinate interdisciplinary academic programs. The chairpersons of the Divisions normally will appoint members annually. There are two such committees: the Environmental Studies Steering Committee and the International Studies Committee.
4. **Administrative Search Committees:** Each Division selects its faculty representatives for administrative search committees, with equal representation among the Divisions.
5. **Ad Hoc Committees:** Temporary committees created for specific short-term projects or tasks, appointed by the President, by the Provost, by the Academic Administrative Council, by a Standing or Joint Committee of the Faculty, or by vote of the faculty at a faculty meeting. Such ad hoc committees would expire at the end of the academic year unless specifically reconstituted. The charge, composition, length of existence, and reporting mechanism of an ad hoc committee are to be specified and announced when the committee is established. Student representation is included when appropriate. Ad hoc committees may be formed during the course of the academic year in response to unforeseen circumstances. Ideally, however, the need for specific ad hoc committees will be established at the beginning of each academic year so that faculty can make the appropriate plans.
6. Note: Any faculty members serving on committees formed by the student government will be elected by the faculty following normal election procedures, upon request by the students (for example, the Capital Improvement Trust Committee).

3.6 The Standing and Academic Program Committees of the Faculty

3.6.1 Educational Policy Committee (EPC)

Membership: Six faculty, two from each Division; three student members, to be chosen by student-determined procedures. Elections for the faculty representatives are conducted by the FASC during the seventh week of the Spring semester, after the election of the PAC. (Section 3.7.3). Faculty are not required to stand for election to the EPC. Faculty representatives are elected for staggered terms by the entire voting faculty. EPC members serve two-year terms but are not eligible for successive terms. Service on the EPC excuses faculty members from standing for election to the PAC during the time of service on the EPC. The Provost is an ex-officio, non-voting member. The Provost is responsible for ensuring that matters appropriate to the EPC, in its function as the College-wide committee charged with matters pertaining to the academic program (curriculum, policy, and personnel), are brought to that committee for deliberation and presentation to the faculty.

Charge:

1. To consider all matters affecting the academic program (curriculum, policy, and personnel) and to make reports and recommendations concerning policy <u>and programs</u> to the faculty. This includes such matters as long-range academic program planning; growth (faculty line allocations [4.2] and student enrollment); admission and financial aid policies and procedures; educational policy; special programs, such as those for first-year seminars and cross- or multi-disciplinary courses; summer school programs and activities; off-campus study; advising; student academic status criteria; and other relevant areas as they become apparent.
2. To serve as a forum for faculty and student discussion of all matters affecting the academic program (curriculum, policy, and personnel);
3. To act for the faculty, upon divisional recommendation, in the recruitment and hiring of regular faculty (see sections 4.1.1 and 5.2.2).

3.6.2 Faculty Appointments and Status Committee (FASC)

Membership: Three faculty members, one from each Division, appointed by the Divisions as the need to fill committee positions arises. The Provost and the Division Chairs are ex-officio, non-voting members attending meetings only as required. Faculty appointments to the FASC are made by the eighth week of classes of the Spring semester or no later than the April Division meeting.

Voting: Only faculty members vote on item (1) in the charge; all members participate in committee activities when deemed appropriate by the faculty members on the committee.

Charge:

1. To recommend action to the faculty in the following areas:
   a. Faculty rules and regulations;
   b. Matters affecting faculty welfare and morale.
2. To conduct elections (see 3.7.3), for the:
   a. Chair and Secretary of the Faculty (during the fourth week of the Spring semester) (see 3.2);
   b. PAC (during the fifth week of the Spring semester, after the elections for Chair and Secretary of the Faculty, but before the EPC) (see 3.6.4); and
   c. EPC during the seventh week of the Spring semester, after the election of the PAC) (See 3.6.1).
3. To carry out the New College faculty evaluation of the Provost and the President.
   a. Around the middle of the spring semester, the Committee circulates secure online questionnaires to the entire faculty, including the voting student representatives to the faculty meeting. The questionnaires are to serve for evaluating the Provost and the President. The questionnaires will include several questions concerning the Provost's and the President's leadership, commitment, openness, administrative accessibility and competence and other aspects of their performance. The questions will call for narrative answers. The questionnaires will be brief, and space will be provided for faculty members to provide additional comments as well as answers to direct questions. The completed questionnaires may be signed or returned anonymously, and will be returned to the FASC via the online survey service.
   b. After the deadline for the receipt of questionnaires, the FASC chair, in consultation with the entire committee, will review the responses and develop written summaries of them, which will include a statement of the number of responses received. The Provost's summary will be forwarded to the President, as the faculty's evaluation of the Provost. The President's summary will be forwarded to the Chair of the Board of Trustees as the faculty's evaluation of the President. Both will be accorded the same treatment with regard to privacy as are other evaluations at the College.

3.6.3 Student Academic Status Committee (SASC)

Membership: Three faculty members (excluding the divisional chairs), one from each Division determined by automatic rotation according to the order in a divisional list of faculty available to serve in the SASC; two students from different Divisions (in their areas of concentration) chosen by student procedures. SASC members serve two-year terms but are not eligible for successive terms. A faculty member is expected to serve in the SASC unless he or she has served on either the PAC or the SASC in the previous three years. Service for three or more full semesters in the SASC makes the faculty member exempt from service in that committee the following two years. Faculty members who have been elected or appointed for service as Chair or Secretary of

the Faculty, to the PAC, the EPC, the FASC or the IRB, are exempt from serving on the SASC during the period of their service in those positions. The Division Chairs manage the lists of available faculty and supervise the procedures in their divisions. Selection procedures and exemptions are described in Section 3.7.3.

Charge:

1. To act for the faculty, on all individual matters as opposed to general policy, on questions regarding the academic status of students (see Chapter 6);
2. To suggest to the Educational Policy Committee desirable policy changes based upon the SASC's accumulated experience.

3.6.4 Provost's Advisory Committee (PAC)

Membership: Six tenured faculty (excluding divisional chairpersons and full-time administrators): two members from each Division, elected for staggered terms by the entire voting faculty. (See Section 3.7.3). PAC members serve two-year terms but are not eligible for successive terms. A faculty member must stand for election to the PAC, unless at the time of election he or she has served on either the PAC or the SASC in the current year or previous two years. Service for one or two full semesters (e.g., as an alternate) makes the faculty member exempt from standing for election at the end of that academic year. Service for three or more full semesters make the faculty member exempt from standing for election at the end of that academic year and the following two years. Faculty who have served on either the PAC or the SASC are eligible to stand for election to the PAC beginning in the first year after completing a term on the PAC or the SASC if they notify the *FASC* of their wish to stand. The Chairperson of the Faculty and the Secretary of the Faculty are exempt from serving on the PAC during the period of service as Chairperson and Secretary of the Faculty.

PAC elections are conducted by the FASC during the fifth week of the Spring Semester. December 12, 2007. A faculty is exempt from standing for election to the PAC if, at the time of the election, he or she has already been approved for leave and/or assigned research amounting to the entirety of the upcoming academic year. Tenured faculty who will be on leave for less than the entire upcoming academic year must stand for election to the PAC, but will be replaced by the elected alternate for the period of the leave. Subject to conditions specified above, a tenured faculty member must stand for this election.

Definition: For purposes of election to the PAC, a faculty member is considered "tenured" when his or her application for tenure has been approved by New College and forwarded to the New College Board of Trustees. If the faculty member's application for tenure is subsequently denied by the New College Board of Trustees, the faculty member is no longer considered "tenured" for purposes of election to the PAC. If such denial occurs before the PAC election, the faculty member is not eligible to stand for election. If such denial occurs after the PAC election, and if the faculty member has been elected as a member (or an alternate) to the PAC, an election will be held to fill that faculty member's position on the PAC.

Voting: In elections to the PAC, each eligible voter must vote for at most one candidate from each Division. A vote for none or more than one in any given Division counts as an abstention for that Division.

Charge: The functions of the PAC, which are primarily concerned with retention, promotion, and tenure, are described in detail in Chapter 4. A summary of its activities is presented below.

1. Divisional ballots on retention, promotion, and tenure are tallied by the PAC.
2. If a faculty member receives a negative retention vote in his or her third year, then the PAC participates (makes a recommendation to the Provost). (See "Retention" section, Chapter 4.3.)
3. Any individual recommended for promotion must be considered by the PAC, which forwards its recommendation to the Provost.
4. The PAC considers all candidates for tenure and forwards its recommendation to the Provost.
5. The PAC meets with faculty members holding tenure-earning appointments at the end of the second and fourth tenure-earning years of service to review their performance. A PAC review of a retention, tenure, or promotion vote in the same year will serve as a substitute for this review. Tenured Associate Professors are reviewed at seven-year intervals after tenure is granted. If a tenured faculty member is considered for promotion, the calendar for the seven-year review is reset to seven years after the most recent consideration for Promotion**.**
6. Tenured Full Professors, having passed the tenure and promotion levels, are reviewed not by the PAC but by a committee consisting of the Chairs of the three Divisions. The purpose of the seven-year review is to provide a thoughtful peer assessment of the performance of a tenured faculty member. The review does not result in a positive or negative conclusion, but a listing of strengths and weaknesses of the faculty member**.**

3.6.5 Institutional Review Board

Membership: The Institutional Review Board (IRB) is made up of five members. The Committee shall include three members able to evaluate research with human subjects, one nonscientist, and one member of the campus or local community. Three faculty members, one from each Division, shall be appointed by each Division according to the procedures outlined in Section 3.7.3 of the *Handbook*. The Provost, in consultation with the members of the IRB and ORPS, shall appoint the two additional members. Faculty members appointed to the IRB are expected to serve a three-year period. Service on the IRB excuses faculty members from standing for election to the PAC during the time of service in the IRB.

Charge: The primary mission of the New College IRB is to safeguard the rights and welfare of human participants in research conducted by New College of Florida faculty, students, and staff. The rights of human participants are to be safeguarded before, during, and after their involvement in any research study.

The IRB will implement policies and procedures to ensure that research involving human subjects adheres to the guidelines specified by the Department of Health and Human Services policy on Protection of Human Subjects (Title 45 CFR 46). The IRB also will enforce an ethical code of conduct based on the “Belmont report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research.”

Responsibilities of the IRB include, but are not limited to:

1. Review, approve, require modifications to, or disapprove proposed study protocols and consent forms for research involving human subjects. Notify researchers as appropriate of its decisions;
2. ensure that researchers and IRB members have completed recommended federal training modules;
3. monitor the progress of ongoing research at intervals appropriate to the degree of risk, but not less than once each year;
4. carefully document all IRB meetings, actions, and communication.

3.6.6 International Studies Committee

Membership: The Committee consists of the Director of International Studies and four other faculty members, one from the Foreign Languages and Literatures, one from the Social Sciences, and two at-large members. The Director of International Studies is appointed by the Provost after consultation with ISC, normally for a term of at least two and no more than three years. The Director may be reappointed, but should not serve more than six consecutive years. The person filling this position should be a tenured faculty member teaching in one of the fields related to International Studies and should have served at least two of the previous five years on the ISC at the time of appointment. Other committee members are appointed by the Division Chairs annually with the consent of their Divisions. At-large committee members are appointed after consultation with the Director of International Studies. Preference for the first at-large member goes to the Division of Natural Sciences. If that Division does not have staff with international interests available to serve on the ISC, the other two Divisions should share the slots. Three student members are elected by the student body from among active participants in the curriculum or internationalization efforts in the New College community. These student members have voting privileges. Ex-Officio members are the Director of the Office of Career Services and Off-campus Study and Director of Research Programs/Services.

Charge:

1) The ISC

- **a) Promotes and coordinates the internationalization of the New College program and community**
- **b) Oversees the International and Area Studies AOC**
- **c) Advises students in the AOC**
- **d) Promotes engagement with the local community on international issues**
- **e) Reports regularly to the faculty**

2) The Director of International Studies

- **a) Executes the policies and programs approved by the ISC.**
- **b) Takes the lead in working with the College administration, EPC, and external organizations on curricular and community programs**
- **c) Takes the lead in working with the College administration and the New College Foundation on funding and fundraising priorities of the ISC (Sept 2010)**

3.6.7 Environmental Studies Steering Committee

Membership: The Division Chairs, with the consent of their Divisions, annually each appoint one member of their Division to serve as a divisional representative to the New College Environmental Studies Program.

These three divisional representatives serve, together with the faculty and administrative director(s) of the Environmental Studies Program, as members of the Environmental Studies Steering Committee; one position will also be created for student participation on the Committee whenever not prohibited by state or college regulations.

Charge:

1. The Environmental Studies Steering Committee has responsibility to provide guidance for the academic aspects of the program, specifically, to:
   a. define, in consultation with the Provost, the aim and scope of the program;
   b. discuss and propose requirements for graduation for an area of concentration in Environmental Studies
   c. propose and review environmental studies curriculum;
   d. review and screen faculty and courses for the program;
   e. advise the director(s) concerning expenditure of funds for student research support and for educational equipment.
2. Divisional representatives act as liaisons to their respective Divisions, and accept responsibility to teach one course per year or to enlist some other Division member to do so; such courses include application and approaches of disciplines of their Division to environmental matters.
3. Divisional representatives prepare, prior to each semester, a list of courses relevant to Environmental Studies to be offered by members of their Division. Divisional representatives should also encourage their fellow Division members to offer courses of interest to environmental studies students (these courses may sometimes be one module in length). The Environmental Studies Steering Committee should then issue, prior to each semester, a list of courses of special interest to environmental studies students.
4. The Environmental Studies Steering Committee includes, as part of the requirements for an area of concentration in Environmental Studies, a requirement that each student take an Environmental Studies course in each academic Division and that each student choose at least one faculty member from the Environmental Studies Steering Committee to serve on his/her Baccalaureate Committee.
5. The ESP director(s), subject to the availability of external funding designated for use in the Environmental Studies Program, may propose for each semester no more than three adjunct faculty to teach Environmental Studies. These proposed faculty must submit a course syllabus and meet with the Environmental Studies Steering Committee before being recommended to an appropriate Division for adjunct faculty status in that Division with responsibilities to teach and evaluate the specifically approved courses. A Divisional recommendation to appoint an adjunct is forwarded to the Provost for final approval.
6. The Environmental Studies Steering Committee report regularly to the faculty, as would any other faculty committee.

3.7 General Committee Procedures

3.7.1 Committee Reports

In addition to presenting any recommendations for faculty action, committee chairpersons may report on committee activities at the regular faculty meetings. When appropriate, written reports pertaining to specific issues may also be distributed to the faculty in written form or through the New College Website (under Faculty Committees).

3.7.2 Prior Notice Rule

All motions to be brought before the faculty shall be brought to the attention of all those eligible to vote by a written memorandum not less than 48 hours before the meeting at which said business is to be considered. These written recommendations should be accompanied by relevant background information, a rationale for the action, and a discussion of its implications.

3.7.3 Committee Election Procedures

1. For all committees except the PAC, the SASC, and the EPC, faculty representatives of each Division shall be appointed by the Division. Such appointments will occur as the need to fill committee positions arises. If there were need for an election, the election shall be by majority vote of the members voting. The Divisional appointments for the IRB and the FASC are made by the eighth week of the Spring semester, or no later than the April Division meetings.
2. Elections for PAC, Chair of the Faculty, Alternate Chair of the Faculty, Secretary of the Faculty, and EPC shall follow preferential vote format, following the rules outlined in Appendix 1 (3.10).
3. Service on the SASC is determined by automatic rotation according to the order in a divisional list of available faculty to serve in the SASC.
   Tenured faculty members are included in the list of available faculty IF they are not in service or have not been elected or appointed for service as Chair or Secretary of the Faculty, to the PAC, the SASC, the EPC, the FASC or the IRB.
   Tenure-track faculty members are included in the list of available faculty in their second year at NCF (as they are not expected to serve before their third year) IF they are not in service or have not been elected or appointed for service as Secretary of the Faculty, to the EPC, the FASC or the IRB.
   A faculty member on assignment as Chair or Secretary of the Faculty, and in the PAC, the SASC, the EPC, the FASC or the IRB, is taken off the list during the time of her/his service, and is returned to the bottom of the list after his/her service is completed, in the following order (from farthest away to closest to immediate service): PAC, SASC, Chair of Faculty, Secretary of Faculty, EPC, IRB/FASC. Faculty who have completed service in the PAC or the SASC are not expected to serve in the SASC before a period of three years after the end of their prior service in the PAC or SASC. The Division Chairs manage the lists of available faculty and supervise the procedures in their Divisions. A faculty member is exempt from standing for election to the PAC if, at the time of the election, he or she has served on either the PAC or the SASC in the current year or previous two years. A faculty member is exempt from standing for election to the PAC, if at the time of the election, he or she is in the EPC, the IRB, or is a Division Chair in the current year. A faculty member is exempt from standing for election to the PAC if, at the time of the election, he or she has already been approved for leave and/or assigned research amounting to the entirety of the upcoming academic year.
4. Limitations:
   a. with the exception of the PAC, no member shall serve on more than one standing committee to which he or she is elected;
   b. PAC members may serve on only one additional committee to which they are elected;
   c. with the exception of Ad Hoc Committees, no faculty member serving on more than one committee shall be chairperson of any committee.

3.8 Faculty and Student Representatives to New College Foundation Board of Trustees' Meetings

All members of the Educational Policy Committee, the chairpersons of the standing faculty committees, and three student representatives (chosen from the current voting representatives at faculty meetings) traditionally have been invited to attend meetings of the New College Foundation. The usual procedure is for the faculty representatives to sit with the appropriate Foundation trustee committees and in non-executive sessions of the general meetings.

3.9 Status and Election of Divisional Chairpersons

Chairs are full-time faculty with a half-time administrative appointment. The term of office for a chair is three years. No one may serve as Division Chair for more than two terms in succession. The chair participates in short- and long-range planning for the Division and the college, including academic matters, building planning and renovation, budget, equipment needs, and faculty and staff needs. The chair represents the Division to the Provost and others, and participates in other activities concerning the Division.

The chair provides information and advice to faculty concerning their work, and, after reviewing their Annual Activities Report submitted in May, discusses their job performance with them individually. The Chair writes Assignment of Duties Letters and Annual Letters of Evaluation, and provides the required comments on candidates for promotion and tenure. He or she provides information to the Provost for use in determining merit and discretionary salary increases. The chair writes annual performance evaluations for divisional USPS personnel for whom he or she is the supervisor. The chair administers the Division budget, divisional decisions on personnel, and other divisional business.

In early April of the third year of a chairperson's term, a list of faculty members willing to serve as divisional chairperson will be drawn up. Secret balloting of the regular divisional faculty will be conducted at a meeting of the divisional faculty and will continue until someone receives a majority of the Division (not a majority of those present). First-year faculty may abstain from voting, but if so, will not vote on any ballot. The results of each ballot will be made known to the Division and the final results will also be made known to the Provost. If the individual selected by this procedure is not satisfactory to the Provost, the Division will continue to vote on the remaining candidates until the Division and the Provost reach agreement.

By May 15 every year, each faculty member will submit a report to the Division chairperson on his or her own performance for the year, according to the criteria adopted by the faculty. This report will serve as the basis for the discussion with the Division Chairperson. Following that discussion, the Division chairperson will file an annual letter of evaluation. If this letter is not acceptable to the faculty member in question, he or she is entitled to submit a formal rejoinder.

The Provost writes an annual performance evaluation for each of the Division Chairs. In carrying out this responsibility, the Provost takes into consideration the views of the faculty members in the appropriate division. The Provost works with the college's legal counsel to construct an appropriate evaluation mechanism, which is approved by the faculty prior to implementation.

3.10 Appendix 1: Preferential Voting Rules

If there is a single nominee for an office, the faculty will be asked to cast an approval ballot for that person. Approval shall be attained with a majority approval vote of the members voting.

If there are at most two nominees for an office, election shall be by majority vote of the members voting. If there are more than two nominees for an office, the election shall be conducted on the basis of a preferential voting system.

On the preferential ballot—for each office to be filled—the voter is asked to indicate the order in which s/he prefers all the candidates, placing the numeral 1 beside her/his first preference, the numeral 2 beside her/his second preference, and so on for every possible choice.

Faculty need not rank all candidates; s/he may assign ranks to just one or to as many candidates as s/he likes. However, such a course is discouraged. The vote will always stay with the highest-ranking candidate until or unless that person is eliminated in a series of rounds as described below.

In counting the votes for a given office or question, the ballots are arranged in piles according to the indicated first preferences—one pile for each candidate. Votes that do not follow instructions are disqualified.

The number of ballots in each pile is then recorded for the tellers' report. These piles remain identified with the names of the same candidates throughout the counting procedure until all but one are eliminated as described below. If more than half of the ballots show one candidate indicated as first choice, that choice has a majority in the ordinary sense and the candidate is elected or the proposition is decided upon. But if there is no such majority, candidates are eliminated one by one, beginning with the least popular, until one prevails, as follows: The ballots in the thinnest pile—that is, those containing the name designated as first choice by the fewest number of voters—are redistributed into the other piles according to the names marked as second choice on these ballots. The number of ballots in each remaining pile after this distribution is again recorded. If more than half of the ballots are now in one pile, that candidate is elected or decided upon. If not, the next least popular candidate is similarly eliminated, by taking the thinnest remaining pile and redistributing its ballots according to their second choices into the other piles, except that, if the name eliminated in the last distribution is indicated as second choice on a ballot, that ballot is placed according to its third choice. Again the number of ballots in each existing pile is recorded, and, if necessary, the process is repeated—by redistributing each time the ballots in the thinnest remaining pile, according to the marked second choice or most-preferred choice among those not yet eliminated—until one pile contains more than half of the ballots, the result being thereby determined. The tellers' report consists of a table listing all candidates, with the number of ballots that were in each pile after each successive distribution.

If a ballot having one or more names not marked with any numeral comes up for placement at any stage of the counting and all of its marked names have been eliminated, it should not be placed in any pile, but should be set aside. If at any point two or more candidates are tied for the least popular position, the ballots in their piles are redistributed in a single step, all of the tied names being treated as eliminated. In the event of a tie in the winning position—which would imply that the elimination process is continued until the ballots are reduced to two or more equal piles—the election should be resolved in favor of the candidate that was strongest in terms of first choices (by referring to the record of the first distribution).

When electing a member and an alternate, the alternate will be the second to last remaining candidate in the process. The same procedure is followed when two or more members must be elected.

The preferential voting and counting rules stated above are based on those described in Robert's Rules of Order, Newly Revised, 10th edition, 2000, Section 45 (Voting Procedure), but they have been modified to fit the needs of New College of Florida.

CHAPTER IV

THE FACULTY:
APPOINTMENT, LINE ALLOCATION, RETENTION, PROMOTION, AND TENURE

4.1 Appointments

4.1.1 Regular, Visiting, and Emeritus Appointment

In addition to classification by rank (i.e., instructor, lecturer, assistant professor, associate professor, professor), faculty appointments are also distinguishable as regular, visiting, or emeritus. Regular appointments are defined as: tenured, tenure earning, *including shared-line appointments*, and those made on a continuing basis, as indicated in the letter of appointment**.** Regular appointments are renewable by means of the faculty procedures with respect to retention, promotion, and tenure. Visiting appointments, also classified by the ranks mentioned above, may either be for one or two semesters, or for one module. Instructors hired on a continuing basis without a terminal degree should be considered as regular faculty for purposes of retention and review procedures, except that years of service prior to obtaining the terminal degree will not be counted towards tenure.

The initial appointment process for regular faculty begins with a recommendation, based on a majority vote from the appropriate Divisional regular faculty and student representatives, to the Educational Policy Committee. After it has considered the candidate, the EPC votes whether to recommend his or her appointment to the Provost. Such a recommendation requires a positive vote from at least two-thirds of the faculty representatives to that Committee. (See also 5.2.2. For visiting appointments, see 5.2.3. For adjunct appointments, see 4.1.3 and 5.2.4).

The precise terms and conditions of appointment are stated in writing, and are in the hands of both the appointee and the College before the appointment begins.

A specific statement of duties, obligations, and eligibilities accompanies an offer of a visiting appointment. A visiting faculty member whose appointment is for a full academic year is eligible, in addition to offering courses for transcript credit, (a) to sponsor Independent Study Projects; (b) to sponsor student contracts; to sponsor senior projects and theses; (d) to serve on baccalaureate committees; (e) to sign area-of-concentration forms; (f) to be appointed to and serve as a non-voting member on Academic Program Committees and Ad Hoc committees; (g) to be an active, but non-voting, participant in divisional and faculty meetings. None of these eligibilities (a) through (f) extends to visiting faculty members whose appointments are for less than one year. Visiting faculty members are not eligible to vote on personnel matters, nor in campus-wide elections, and they shall not be assigned student advisees.

Emeritus status is awarded in recognition of a distinguished career at New College, as evidenced by significant contributions in the areas of teaching, scholarship and service to the College, the profession and beyond, as well as a commitment of active participation as a member of the academic community. Any faculty member holding an appointment in the associate or full professor ranks may be nominated to be considered for emeritus status normally within the three years of official date of retirement. Only those who have been regular faculty members at New College for at least five years immediately prior to retirement are eligible for this status. An eligible member may be proposed as a candidate for such consideration to her/his corresponding Division by any regular member of the faculty. A vote within the appropriate division will be considered positive if three-fourths of the votes of regular faculty of the Division are positive. Faculty who started their regular appointments during the candidate's last year of service or after her/his retirement may abstain from voting on this matter and their abstentions

will not count as negative votes. In the case of a positive divisional vote, the Division Chairperson presents the nomination to the Provost who, in consultation with the PAC, will evaluate the merits of the nominee and will make a recommendation to the President either to confer or deny the honorary title. In the case of a negative divisional vote, the Division Chairperson informs the Provost of the Division's decision. In either case, if the Provost does not concur with the Division's vote, she/he will ask the PAC to initiate a review of the case. At least five votes are necessary in the PAC to recommend overriding the divisional vote. Any faculty member (whether an associate or full professor) who receives emeritus status will receive the official title of Professor Emeritus/a. Faculty who have been officially awarded the honorary title of Emeritus/a are entitled to the following amenities: the use of New College stationery and a divisional mailbox for correspondence associated with their professional activities; a College email account; status as a nonvoting member of the faculty; borrowing privileges at the Jane Cook Library; a New College I.D.; and free parking. Depending on availability and needs, Emeriti/ae professors will be given access to laboratory and/or office space. Professors Emeriti/ae may sponsor tutorials, theses, ISPs, and serve on Baccalaureate Committees. Any course or courses they plan to offer must be arranged by discussion with colleagues in their relevant discipline(s) and approved by the appropriate Division.

The Faculty of New College hold that tenured faculty are full-time faculty**,** *which includes those faculty sharing a full-time line.* Any faculty member who wishes to assume part-time status must resign tenure. Please see Section 4.9 ("Extension of Service Beyond Retirement") regarding post-retirement service.

4.1.1.1 Shared Appointments

Shared-appointment faculty position: A shared faculty position is defined as two persons appointed to share a single regular faculty tenure-earning/tenured line in one discipline. Each contract will cover an agreed-upon percentage of one full-time tenure line, normally 50%-50%, such that the percentages add up to 100% (one full-time tenure line); barring exceptional circumstances, the proportions will remain stable over time. (Proportions cannot change without approval of the divisional Chair and the Provost.) Courses will include an equitable division of lower- and upper-division courses and fall and spring teaching. Service and advising duties will be shared equitably based on the expectations for one FTE.

Hiring: (Sharing a line currently filled by one individual): On the rare occasion where a current faculty member requests sharing his/her current position with another person, the college must certify that: (1) The person's credentials and knowledge are suitable for the current position, and (2) the person is a strong candidate for tenure and promotion at New College within the framework and timeline established in the Faculty Handbook. This vetting requires a ¾ positive vote by the division as well as positive findings from both the Provost and the President. If successful, the college will then follow the standard job offering process, including negotiating base salary pay.

New Hires (Hiring two people to share one line): If a pair applies for a shared appointment, each applicant will be evaluated individually as to her/his fit for the advertised position and suitability as a candidate for tenure and promotion at New College within the framework and timeline established in the Faculty Handbook. They should be considered qualified to share a position only if both are individually qualified for the advertised position.

Salary: The actual annual salary that each faculty member receives will be his or her base salary multiplied by the appropriate percentage of the position that each faculty member covers (normally 50% each). The base salaries of the faculty members shall be

determined individually at time of hiring by rank, years of service, and other appropriate comparative measures as used for all other regular (full-time) faculty. Any across-the-board increases will be applied to each salary proportionately, and any discretionary increase will be applied individually to each salary.

Medical and health benefits: Both faculty members should receive medical and health benefits.

Retirement benefits: Retirement contributions will follow the normal procedures and will be based on the base salary of each individual and their respective percentage of the FTE.

Fringe benefits: Shared-appointment faculty members shall be eligible for faculty enrichment programs (conference travel, summer support, etc.).

Service: Service responsibilities should be in proportion to respective assignments equivalent to the total amount expected of 1 FTE faculty member. The shared-appointment faculty cannot be members of the same committee simultaneously. If one member has earned an exemption from a specific service (e.g., PAC membership), then the other will share that exemption.

Facilities: Computer support, secretarial support, access to library and information services, and access to divisional resources will be comparable as for other regular faculty members. Shared-appointment faculty members shall be provided with available office space, supplies, and equipment; shared-appointment faculty members may be required to share office and lab space.

Tenure: In annual evaluations, merit salary reviews, and tenure and promotion reviews, the work of each is assessed separately with reference to the individual's portion of the position and with reference to the usual standards of kinds and quality of work. Annual evaluations and pre-tenure reviews of each individual occur on the same schedule as for other faculty.

Voting: Each faculty member has full participatory rights in faculty and division meetings, except that they will share one ballot in any instance where paper ballots are distributed (this includes, but is not limited to, votes on tenure and promotion).

Assigned research leave: Each shared-appointment faculty member is eligible for Assigned Research Leave. Leave time accrues as with regular faculty members but at the prorated FTE; for example, every 6 years a faculty member is eligible for Assigned Research Leave at his or her prorated FTE salary. Both individuals need not apply for such leave in the same year. The salary received by either individual during the leave will be based on that individual's share of the position's salary. There is no presumption that one faculty member will take over the full appointment whenever the other is on leave.

Unpaid leave: Shared-appointment faculty members are eligible for unpaid leave under the same regulations applied to regular faculty members. If one member of the shared appointment takes unpaid leave, the other faculty member will normally take over the full appointment (1 FTE) for the period of that unpaid leave.

Departure of one faculty member: If one member of the shared appointment leaves, the other faculty member, if tenured, will normally take over the full appointment (1 FTE).

If not tenured, the college may declare the entire position open or elect to keep the untenured faculty member.

Overload teaching: Each individual is eligible for overload assignments in a comparable way to other tenure-line faculty and will be similarly compensated. Additional teaching will be considered an overload when the total of assignments for the shared position is greater than 1 FTE. Any percentage-based compensation will be calculated on the faculty member's base salary.

4.1.2 Research Scholar Appointments

The Provost may appoint for a limited period of time up to three years a non-affiliated academic as Research Scholar, upon nomination by a majority vote of the appropriate Divisional regular faculty and student representatives. Such a person should have credentials comparable to those of regular faculty members. Such an appointment would entitle the person to use the college library, use New College stationery, receive mail, and enjoy other amenities, but would not entitle him or her to receive compensation.

4.1.3 Adjunct Faculty Appointments

From time to time, as deemed appropriate to provide for the teaching of specific courses or other group studies that meet specific curricular needs, the College appoints adjunct faculty. In general, the College does not rely heavily on adjunct appointments. An adjunct faculty member's letter of appointment specifies the course(s) and/or other endeavor(s) to be taught. An adjunct appointment letter is for one semester or less or one January Interterm. Adjunct faculty teach only the activity or activities specified in the appointment letter and do not (unless specified in the letter) offer tutorials, independent reading projects, or the like. Adjunct faculty do not vote in divisional or faculty meetings. They do not sponsor contracts or senior theses/projects. They do not serve on baccalaureate committees except as the third or fourth member when specified in the appointment letter. All such appointments need to be approved by a Division vote. Because adjuncts are employed for highly specific purposes, such as for the teaching of one course that complements the regular offerings of the faculty, their credentials, while generally of the same level as the regular faculty's, may be highly specific to the subject matter in question. Thus, while a Juris Doctor or a Master of Public Administration might not qualify as appropriate terminal degrees for regular faculty positions at New College, they may be appropriate for an adjunct appointment. (See also 5.2.4)

4.1.3.1 Policy on Evaluation of Adjunct and Non-Tenure Faculty

Evaluation of adjunct faculty and other out-of-unit non-tenure-track instructors of record: The teaching of each adjunct faculty member and each non-tenure track out-of-unit instructor of record will be evaluated in writing by the appropriate Division Chair according to the schedule in the table below.

Term of Engagement of Adjunct Faculty Member	**Due Date for Evaluation**
Fall semester or one mod course in fall semester	**End of fourth week of spring semester**
January ISP	**End of fourth week of spring semester**
Spring semester of one mod course in spring semester	**One month after last day of classes of spring semester**
Full academic year	**One month after last day of classes of spring semester**
Summer ISP	**End of fourth week of classes of fall semester**

While adjunct appointments are made only for a single semester, an evaluation needs to be made only annually in cases in which a fall-semester adjunct is re-engaged for the spring semester.

In doing an evaluation, the Division Chair will take into account student evaluations of teaching, course syllabi, and other evidence that the Chair considers relevant. The Chair will discuss the evaluation with the faculty member, and where appropriate, discuss ways to improve his/her teaching effectiveness and course goals. This discussion may take place face-to-face, on the telephone or through e-mail. The faculty member should sign the evaluation, indicating that s/he has read it, and may, if desired, append his/her own comments. The evaluation (with any appended comments) will be entered into the faculty member's permanent file. (Nov 2010)

4.1.4 Recurring Non-tenure earning Appointments

The College on rare occasions may make recurring non-tenure earning appointments. This may occur when (a) the teaching demands on an existing discipline exceed the capacity of the tenured and tenure-earning faculty in that discipline and (b) an additional tenure track position not yet been assigned to that discipline. Such faculty will work under full-time contract, with duties that are limited to classroom teaching and closely related activities such as lab supervision. The qualifications for such positions are the same as those of adjunct faculty (see 4.1.3). Such faculty may sponsor tutorials, but they may not sponsor contracts. They may serve on baccalaureate committees as the third or fourth committee member, but they may not sponsor senior theses/projects. Such faculty may not serve on standing faculty committees. Annual evaluation of such faculty is made by the Division Chair, in consultation with the tenured and tenure-earning faculty in the discipline. Appointments are made for one year on the initiative of the discipline and with the approval of the Division, and are renewable for up to three years. Thereafter, the faculty member occupying the position may be reappointed for one additional three-year cycle, upon the recommendation of the Division Chair, the tenured and tenure-earning faculty in the discipline, and a positive vote from his or her Division (see 4.3.1 for Retention: General Procedures).

4.2 Line Allocation

In cases of resignation, retirement, or death, a faculty member is normally replaced by a new hire with comparable expertise in the same discipline. The Division Chair consults faculty in the discipline and the Division to determine whether there is a compelling reason not to allocate the line to the same discipline. If the Division recommends that the line be retained in the same discipline, the Division Chair presents the Provost with a rationale for the recommendation. Copies of this rationale are distributed to the full faculty for their information. If the Division recommends not to replace the vacated line, then the line is reallocated in accordance with the College's priorities as determined by the procedures outlined below, with preference given to existing priorities within the relevant Division.

Every three years, or as directed by the Provost, the Office of the Provost coordinates a College-wide discussion to establish priorities for the allocation of new lines for faculty and academic support staff. The discussion begins at the divisional level, where the Division Chairs lead a discussion that emphasizes College-wide interests and needs for new areas to be added or enhanced. These discussions are open to representatives of current interdisciplinary and interdivisional areas. The following questions should be addressed in these divisional discussions:

What are the current most pressing needs for additional faculty lines? What is the rationale for each? In what ways would these lines contribute to our ability to achieve the best balance between breadth and depth in our curriculum in light of our mission as a liberal arts college?

Important factors considered in these discussions should include: data collected from peer and competitor institutions; student interest, including inquiries from potential applicants as well as enrollment patterns; balance and equity among existing disciplines and Divisions; balance and equity in faculty work load; opportunities for interdisciplinary or cooperative appointments with other Divisions; need for greater diversity among faculty; and need for adequate academic support staff. Information from external consultants can also be considered in the discussions. The Office of the Provost is responsible for the collection and dissemination of internal and external data.

The results of the Divisional discussions are reported to and discussed by the full faculty at a faculty meeting. Further discussions of priorities for line allocations then take place among the EPC, Division Chairs and the Provost. As part of these discussions, the Division Chairs and the EPC, together with the Provost, arrange meetings with representatives from current and potential interdisciplinary and interdivisional areas. The Chairs, the EPC, the Provost, and the President then prepare a statement of priorities that is discussed by the faculty before being finalized.

Final authority for the allocation of all faculty lines rests with the President, who makes decisions in consultation with members of the faculty, and specifically with the EPC, the Division Chairs, and the Provost. The President works with the New College Board of Trustees to ensure that, to the extent possible, endowed positions are coordinated with College-wide priorities for new lines.

4.3 Retention

1. General Procedures
   A regular faculty member's retention is voted upon by his or her Division in February of the third tenure-earning year of service, or in the fourth continuous year in a regular appointment, whichever comes first. The faculty member will be asked to provide to the Division, and the Division asked to review, the personnel record [for contents see Section 4.10]. Regular, tenured, and tenure-track faculty members who have completed their first year of employment in a tenure-track position are eligible to vote. Faculty members on assigned research leave or other leave of any form in the semester in which the vote is conducted may abstain selectively in the voting for retention. An abstention by any other eligible voter is counted as a negative vote. Regular part-time faculty members vote only on their own retention. Ballots shall be composed to require an assessment of quality in the areas of teaching, scholarship and service, as well as a composite assessment of the three areas.
2. A Positive Divisional Vote for Retention
   A positive vote in favor of retention requires at least a three-quarters majority, in whole numbers. A faculty member receiving a positive divisional vote shall be retained for three more years. (The faculty member would normally stand for tenure in his or her sixth tenure-

earning year. The provisions of this paragraph are not intended to supersede in any way established procedures connected with the granting or denial of tenure.)

3. A Negative Divisional Vote for Retention
   The case of a faculty member who does not receive a positive (three-quarters majority) vote from the Division is reviewed by the PAC. The PAC recommends either retention or non-retention to the Provost. In such cases, at least five votes in favor of retention are required in the PAC in order to override the divisional vote and recommend retention. Otherwise, the PAC will recommend non-retention to the Provost.

   a. If the PAC upholds the Division vote and recommends non-retention, and the Provost agrees, the Provost forwards a recommendation of non-retention to the President. A detailed memorandum accompanies the Provost's recommendation to the President, and is shared with the faculty member, the PAC, and the appropriate Division Chair. If the President agrees with the Provost's recommendation, the Provost notifies the faculty member that the fourth year's appointment will be the final one. The President may overturn the Provost's recommendation only under extraordinary circumstances; those circumstances must be detailed in a written memorandum to the Provost, which is shared with the faculty member, the PAC and the appropriate Division Chair. In such a case, the faculty member will be retained for three more years.
   b. If the PAC upholds the Division vote and recommends non-retention, and the Provost disagrees, the Provost forwards a recommendation of retention to the President. The Provost may disagree with the PAC recommendation for non-retention only under extraordinary circumstances; those circumstances must be detailed in a written memorandum to the PAC, which is shared with the faculty member and the appropriate Division Chair, who will inform the Division of those circumstances. If the President agrees with the Provost's recommendation, the Provost notifies the faculty member that he/she will be retained for three more years. The President may disagree with the Provost's recommendation and reinstate the PAC's recommendation of non-retention; in such a case, the President notifies the faculty member that the fourth's year appointment will be the final one. The President will state the reasons for overturning the Provost's recommendation of retention in a written memorandum to the Provost, which is shared with the faculty member, the PAC and the appropriate Division Chair.
   c. If the PAC overrides the divisional vote and recommends retention, and the Provost agrees, the Provost notifies the faculty member that he/she will be retained for three more years. The Provost will explain the reasons for overriding the divisional vote in a detailed memorandum to the appropriate Division Chair, who will inform the Division of those reasons.
   d. If the PAC overrides the divisional vote for non-retention and recommends retention, and the Provost disagrees, the Provost forwards a recommendation of non-retention to the President. A detailed memorandum accompanies the Provost's recommendation to the President, and is shared with the candidate, the PAC, and the appropriate Division Chair. If the President agrees with the Provost's recommendation, the Provost notifies the faculty member that the fourth year's appointment will be the final one. The President may overturn the Provost's recommendation only under extraordinary circumstances; those circumstances must be detailed in a written memorandum to the Provost, which is shared with the faculty member, the PAC and the appropriate Division Chair. In such a case, the President notifies the faculty member that he/she will be retained for three moreyears. (A faculty member who is retained would normally stand for tenure in his or her sixth tenure-earning year. The provisions of this section are not intended to supersede in any way established procedures connected with the granting or denial of tenure.)

4. Other Procedures

The divisional vote on retention is tallied by the PAC, in accordance with Section 3.6.4. The Chair of the PAC informs the Divisional Chair of the results of retention ballots conducted in his or her Division. The Divisional Chair then informs the individual faculty member of the results of his or her retention ballot. The Division Chair is also responsible for informing the Division, in a timely manner, of the outcome of the divisional retention vote. (The report of the actual numerical results is at the discretion of the Division Chair.) The Chair of the PAC also informs the Provost of the results of retention ballots in all Divisions. The Chair of the PAC likewise informs both the individual faculty member and the appropriate Division Chair of any recommendation it makes to the Provost regarding the faculty member's retention or non-retention. The Chair of the PAC is also responsible for informing the Faculty as a whole of any such recommendations. In addition, the Provost shall announce to the Faculty as a whole any recommendation he/she makes in a 3rd-year retention case.

4.4 Promotion

In early May the Provost notifies all regular faculty members holding the rank of Assistant or Associate Professor that they are eligible to be considered for promotion, and that if they wish to be considered for promotion, they should inform the Provost and the Division Chair, in writing, before the end of the second week in August, submitting names and addresses of possible references at that time. The Provost notifies the PAC by the fourth week in August which faculty members will appear on their respective divisional promotion ballots. Letters soliciting outside references will be sent out no later than the end of the first week of classes. (Note: Faculty members who elect to have their names appear on the divisional promotion ballot are responsible for seeing that their evaluation file [see Section 4.10] is up-to-date and contains all relevant material, including outside letters of reference.) The divisional vote on promotion will be conducted in November, but at least one month after the end of the first module. Regular, tenured, and tenure-track faculty members who have completed their first year of employment in a tenure-track position are eligible to vote. Faculty members on assigned research leave or other leave of any form in the semester in which the vote is conducted may abstain selectively in the voting for promotion. An abstention by any other eligible voter is counted as a negative vote. A majority of at least two-thirds, in whole number, constitutes a positive divisional recommendation for promotion. (Note: "A majority of at least two-thirds, in whole number," means that all fractions are rounded up to the nearest whole number in determining the required number of positive votes; for example, if there were fourteen eligible votes, ten positive votes would be needed to constitute "at least a two-thirds majority, in whole number," despite the fact that 2/3 of 14 equals 9.3333. Nine votes would not be sufficient, since 9/14 equals .643, which is less than two-thirds.) The same provision regarding abstention specified (above) for retention voting applies to voting for promotion.

A divisional recommendation for promotion is a recommendation to the PAC, which, in turn, recommends, positively or negatively, to the Provost. (See Table 3, Section 4.11.) If the faculty member fails to receive the necessary two-thirds majority of the divisional vote, he or she can either withdraw the request for promotion or have the request reviewed by the PAC. The PAC then recommends, positively or negatively, to the Provost. In such a case, at least five positive votes for promotion are required in the PAC in order to constitute a positive recommendation to the Provost. The Provost makes a recommendation to the President. A detailed memorandum accompanies the Provost's recommendation to the President. The Provost shares this memorandum with the candidate and the PAC. The President may overturn the Provost's promotion recommendation only under extraordinary circumstances; those circumstances must be detailed in a written memorandum to the Provost, who shares it with the candidate and the PAC. The final decision rests with the President.

Promotion to the rank of associate professor normally, though not necessarily, also confers tenure. Promotion to the rank of professor confers tenure. Initial appointments at either of these two ranks normally requires a year or two of teaching at New College before tenure is conferred. . **A minimum of 5 years at rank will normally be required to achieve and collect a strong file for promotion to full Professor. (May 2011)**

4.5 Tenure Procedure

In May the Provost notifies all non-tenured faculty members who will be in their sixth full year of eligibility toward tenure the following September that they are required to be considered for tenure, and that they will be considered unless they notify the Provost in writing by the second week in August of their intention not to be considered for tenure. The Provost then notifies the PAC by the fourth week in August which faculty members will appear on their respective divisional tenure ballots. Candidates for tenure should submit references and prepare their files as specified above in Section 4.4, "Promotion".

Prior service, up to a maximum of three years at other institutions, may be counted toward eligibility for tenure consideration at New College. A recommendation regarding the amount of prior service to be thus credited is made by the Faculty Appointment and Status Committee as part of its initial appointment recommendation to the Provost, and the amount of time that will be taken into account is specified in the initial letter of appointment. The mandatory tenure ballot for persons whose first appointment at New College is at the rank of associate professor or professor comes in the third year of service at New College. [Editor's Note (7/31/00): The Florida Administrative Code specifies the maximum number of years to be applied as credit: two years at the assistant professor level, three years at the associate professor level, and four years at the full professor level.]

The names of untenured faculty members do not normally appear on a tenure ballot prior to the mandatory year of eligibility just specified. However, a faculty member's name may be included on the tenure ballot in an earlier year at his or her own request. Absence of a three-fourths vote by a Division is construed as a negative divisional recommendation for earlier consideration for tenure, but it does not preclude consideration of the case by the PAC.

Members of the faculty holding administrative positions are eligible for tenure in their capacity as regular faculty members. Tenured status does not apply to administrative positions.

The divisional voting on tenure conducted by the PAC takes place in November. Prior to that vote, the divisional members of the PAC call a meeting of the divisional faculty to discuss the tenure candidacy or candidacies in the Division. The candidate or candidates do not attend this meeting, and no minutes of it are recorded.

Regular, tenured, and tenure-track faculty members who have completed their first year of employment in a tenure-track position are eligible to vote. Faculty members on assigned research leave or other leave of any form in the semester in which the vote is conducted may abstain selectively in the voting for retention. An abstention by any other eligible voter is counted as a negative vote.

A recommendation for tenure by the Division requires at least a three-fourths majority, in whole number.

The same provision for abstention specified (above) for retention and promotion voting applies to voting on tenure.

A divisional recommendation for tenure is a recommendation to the PAC, which, in turn, recommends, positively or negatively, to the Provost. (See *Table 3*, Section 4.11.)

The divisional vote, the PAC vote, and the divisional chair's recommendation are reported separately to the Provost, as well as to the candidate. At the time it announces its recommendation with regard to a tenured candidacy, the PAC makes public an inventory of the types of documents it took into account in its deliberation.

The Provost makes a recommendation to the President, who subsequently makes a recommendation to the Board of Trustees. A detailed memorandum accompanies the Provost's recommendation to the President. The Provost shares this memorandum with the candidate and the PAC. The President may overturn the Provost's tenure recommendation only under extraordinary circumstances; those circumstances must be detailed in a written memorandum to the Provost, who shares it with the candidate and the PAC. The final decision rests with the Board of Trustees.

4.6 Criteria for Retention, Promotion, and Tenure

In general, teaching of the highest quality, a coherent and substantive program of scholarly research or creative activity, and regular service are required for retention, promotion, and tenure. In the case of promotion to full Professor, candidates must be excellent teachers; in addition, they must have a coherent record of scholarly research/creative accomplishments and demonstrate meaningful service to New College. Promotion always requires external peer-review of the candidate's scholarly and/or artistic work in accordance with common academic practice.

Promotion from Assistant to Associate Professor is a recognition of achievement and the promise of further growth and contributions in Teaching, Scholarship and Creative Work, and Service to the institution, profession, and community. Promotion to the rank of Associate Professor assumes a commitment on the part of both the candidate and the institution to their mutual benefit and recognizes the expectation of an ongoing and fruitful academic career at the New College.

Promotion from Associate to full Professor recognizes, beyond the promise of future achievements, a record of committed contribution and leadership in Teaching, Scholarship and Creative work, and Service. Promotion to full Professor marks a progression in the candidate's role at the institution in these areas and carries with it the expectation of further and more significant impact. It is not a reward solely for strong scholarly or creative output, although it is not awarded without scholarship or creative work beyond what was accomplished at promotion to Associate Professor. A minimum of 5 years at rank will normally be required to achieve and collect a strong file for promotion to full Professor (see 4.10 for guidance on the materials that must be included in the file).

In considering promotion to full Professor, NCF is aware that faculty members' contributions will vary over time and from one faculty member to another. Thus, in our deliberations on promotion, we reflect on the benefits to the College of a range of attributes and accomplishments. Given the primary mission of the College, candidates for promotion to full Professor must be strong teachers. The committee will also expect strong work across scholarship or creative work and service. In rare cases, truly extraordinary contributions to at least one of the three areas may merit special recognition. (May 2011)

4.6.1 Teaching Effectiveness

Teaching of the highest quality is given top priority at New College in any assessment of a faculty member's overall performance.

1. All teachers are expected to be:
   a. Academically demanding in their classes and tutorials, as well as in whatever Independent Study Projects, Independent Term Projects, or Senior Projects they may sponsor.
   b. Fully prepared, well organized, informative and intellectually stimulating in their teaching.

c. Open to trying new teaching techniques.
d. Most conscientious and speedy in their evaluations and discussions of assigned student work during the term.
e. Prompt in their official evaluations of student work at the end of the term;
f. Willing, outside of class, to discuss the special academic interests and problems which students may want to discuss with them.
g. Accessible, helpful, and responsible academic advisors to their advisees.

2. Methods of Evaluation:

Evidence for teaching will include both quantitative and qualitative information for the period under review. Quantitative data will include the numbers of students enrolled in regular courses, tutorials, and ISPs; sponsorship of student contracts; and thesis sponsorship and service on baccalaureate committees. Qualitative material will include course syllabi, student course evaluations, narrative evaluations of students, contracts, and contract certifications, as well as letters from students, alumnae/i, and colleagues, and other materials listed below (May 2011):

a. Student evaluations—by both current and previously enrolled students.
b. Peer evaluations; Administrative evaluations.
c. Course materials such as syllabi **(see Appendix 3 – Apr 2011); Other material may be included at the candidate's discretion. (May 2011)**
d. Contracts, contract certifications, and course evaluations (to be provided in a convenient form by the Registrar's Office).

The numbering of the above criteria and methods of evaluation does not fix the order of their relative importance.

Teaching Expectations for Promotion to full Professor

Excellent teaching performance remains the highest priority among the criteria for promotion to full Professor. A candidate for promotion is expected to demonstrate continued excellence in classroom teaching, with particular attention to his/her maturation as a teacher and responsiveness to the needs of students and colleagues.

The committee will also evaluate candidates' records based on the following criteria:

Curricular innovation or development: The candidate may provide evidence of the development of new courses and/or or new pedagogies, including the integration of innovative research, new technologies, and/or the promotion of core skills such as writing. S/he may also demonstrate leadership in the development of disciplinary and interdisciplinary programs and College-wide curricular initiatives.
Strong mentorship: A candidate may provide evidence of effective academic and pre-professional advising. This may include regular student advising, the assistance of students with particular needs or goals, and extracurricular student support—e.g. through students'

participation in conferences and exhibitions, publication in journals, and strong postgraduate performance. (May 2011)

4.6.2 Scholarly and Professional Activities

Scholarship and Professional Activities. To assure scholarly growth, faculty are under special obligation to improve their mastery of their disciplines and to keep up with new trends and developments in their fields. It is understood that faculty should incorporate their new findings in their teaching as appropriate. The purpose of scholarly or creative activity at New College is to make a substantive contribution to the body of knowledge and understanding in one's field. For tenure to be granted, a faculty member is expected to establish an original, coherent, and meaningful program of research/creative activity that adds substantively to the body of knowledge or practice within that field.

Evaluation of scholarly and professional contributions should take into account the following. This list is not exclusive.

1. Published Work
   - Publication of books (monographs, edited volumes, textbooks, etc.)
   - Publication of articles in refereed journals
   - Invited articles in journals or anthologies and chapters in edited volumes
   - Pedagogical publications (peer-reviewed or not, print or new media, monograph or collaborative, etc.)
   - Editions or translations (of primary texts or resources, etc.)
   - Technical reports
   - Publication in non-refereed journals
   - Book reviews of scholarly or professional works in professional publications
   - Publication of creative works such as novels, short stories, poetry, dramatic works, musical compositions, etc.
   - Criticism of creative work
   - Citation of candidate's work as it pertains to the work's significance to the field

2. Presentations and Lectures
   - Campus lectures, performances or art exhibitions
   - Refereed or invited papers and posters presented at professional meetings
   - Participation in professional seminars or symposia
   - Attendance at professional meetings and official duties in professional organizations
   - Invited lectures or presentations at other institutions
   - Public research presentations for a general audience

3. Performances and Public Exhibitions
   - Professional performances in the performing arts
   - Exhibition of works of art such as paintings, drawings, sculpture, etc. in juried shows or selective galleries

4. Professional Activities Demanding Expertise
   - Pursuit, receipt, and fulfillment of grants, scholarships, and fellowships
   - Service as a referee on grants, books, and articles
   - Service for professional conferences (reviewing proposals, hosting and organizing, etc.)

5. Professional Development
   - Development of new areas or levels of academic competence
   - Continuing education through workshops and short courses

The ordering of the above activities does not fix the order of their relative importance. Electronic and online publications will be treated, in accordance with the conventions of the field, as equivalent to similar types of print editions or sited exhibitions/performances.

Guidelines in Assessing Significance: The peer review process is the best means of judging significance and contribution of the candidate's scholarly/professional work. A strong tenure and/or promotion file will in most cases include some peer-reviewed or juried work. The quality of refereed journals and presses by which the candidates' work is published may be considered. Objective peer review of the candidate's work by scholars external to the College is required. In addition, evaluative review by the candidate's Division Chair and Provost is required. The contribution of a candidate for tenure must be judged against the national standards in the discipline, focusing on the significance of the work and the quality of the contribution made, rather than on the quantity of publications, performances, or exhibitions.

Scholarship or Creative Work Expectations for Promotion to Full Professor

Because of New College's emphasis on student research and independent work, it is important that faculty be active scholars or artists who themselves produce high quality work, characterized by insightful formulation of questions, thoughtful design of inquiry, and strong analysis, or by original contributions to the creative arts. However, the unique aspects of our educational program create major demands on faculty time, and we do not therefore expect the quantity of research or artistic production that might be appropriate at a research university. We embrace a broad understanding of scholarly work that recognizes a variety of intellectual engagements that have positive impacts on the intellectual life and mission of the College.

At tenure we ask for evidence of ability to design and complete scholarly or creative work that moves beyond the dissertation or work offered for terminal degrees in the creative arts. We also require evidence of the promise of a continuing research or creative trajectory. At the time of promotion to Professor, we look for evidence of continuing scholarly growth in developing other significant research or creative work, and the impact of such work on both the field to which it belongs and the College.

The impact of a candidate's work on the field to which it belongs may be demonstrated through publication and presentations at conferences or other professional venues, such as exhibits and performances. In addition to peer-reviewed scholarship or creative work, wider recognition of a candidate's work may be demonstrated by citations of the candidate's work by other scholars, reviews of the candidate's published work, invited lectures or contributions to edited volumes, leadership roles in professional organizations, grants and awards, collaborative projects across institutions, engagement as a peer reviewer, and the scholarly or artistic success of the students the candidate trains. The impact of the candidate's scholarship on the College's intellectual life can be demonstrated through a variety of initiatives, such as the construction and maintenance of high quality laboratories, studios, and work spaces; the development and support of working groups and active seminars; and the scholarly achievements of the students with whom the candidate works. (May 2011)

4.6.3 Service

Service must also be considered in evaluating all faculty. **Types of service include:**

1. **Public service that extends professional or discipline-related contributions to the community; the State, including public schools; and the national and international community. This public service includes contributions to scholarly and professional organizations and governmental boards, agencies, and commissions that are beneficial to such groups and individuals.**
2. **Participation in the governance processes of the institution through significant service on committees, beyond that associated with the expected responsibility to participate in the governance of the institution through participation in regular divisional or College meetings.**
3. **Other assigned College duties, such as advising, counseling, supervision of interns, and academic administration, or as described in a Position Description, if any, of the position held by the employee. (from New College UFF Collective Bargaining Agreement, Article 10.4).**

Service Expectations for Promotion to full Professor

A successful promotion candidate is expected to demonstrate the ability to contribute to the division and college in meaningful ways through past service and the promise of future leadership. Candidates for promotion to full Professor are expected to document both "citizenship" (regular attendance and engagement at faculty and division meetings, participation in regular committee service, and participation in disciplinary or curricular reporting, maintenance, and development, etc.) and institutional leadership. Such leadership should be evidenced by documenting one's role in activities that have had a substantial impact on the college. Similar leadership in one's profession beyond the college or to the local or national or international community is also highly valued, but does not completely replace the expectation of significant contributions to the college for promotion.

Any leadership position on a college committee should be documented in the Promotion application along with a brief list of accomplishments in that position. Significant impacts resulting from other service roles should also be documented.

Service to the scholarly community—such as serving in elected or voluntary office in professional organizations, planning professional meetings, etc.—is valued, and such contributions should be considered as part of the promotion review. Contributions to the local community should also be considered, particularly if the service makes use of the professional expertise of the faculty member or engages the college more powerfully in the local community. Similarly, service that engages the candidate and by association the college at the state, national, or international level should also be considered.
Service that is particularly demanding is a sign of institutional leadership beyond good citizenship; such service should be strongly considered in evaluating the application for promotion. Examples of such service roles include serving as Chair of a Division, Chair of the Faculty, or Chair or regular member on committees that make key decisions about the fate of the college. In such cases, the candidate should list his or her accomplishments in these activities and their impacts; the importance of this service for the health of the institution should be valued in the review process. In assessing the file, the reviewers should seek to balance the demands for both scholarship and institutional service with the needs of a small institution for faculty governance. (May 2011)

4.6.4 General Conditions of Tenure

The appointment of a tenured faculty member is not terminated except for adequate cause. "Adequate cause" is defined as follows:

1. neglect of duty and responsibilities that impairs the performance of a faculty member's normal and expected services to New College;
2. failure without justifiable cause to perform the terms of employment, or willful violation of the rules and regulations of the College;
3. physical, mental, or professional incompetence or failure or inability to discharge assigned duties effectively;
4. conduct, professional or personal, involving moral turpitude;
5. violation of the ethics of the academic profession;
6. actions that impair, interfere with, or obstruct, or aid, abet, or incite the impairment, interference or obstruction of the orderly conduct of the processes and function of New College.

4.7 Policy on Assigned Research

The Faculty of New College concur with the following ideas expressed in the Faculty Assignment of Duties letter:

Our primary responsibility is to teach courses, seminars, and tutorials and supervise independent study projects and senior theses in our respective fields.

To assure scholarly growth, we are under special obligation to improve our mastery of our disciplines and to keep up with new trends and developments in our fields. It is understood that we should incorporate our new findings in our teaching as appropriate. Original scholarly research, contributions to learned journals, creative works in print, performance, or display, and presenting papers at professional meetings are among the most visible means of demonstrating such scholarly growth the faculty.

To accomplish these aims, New College should ideally follow the generally accepted academic custom on sabbaticals; upon completion of 6 years of full-time service, faculty members should receive a one-semester sabbatical with full pay. Funds for replacing faculty members on sabbaticals should be provided. Current economic conditions prevent the implementation of a fully funded sabbatical program at New College. Since the faculty consider time away from regular teaching duties an absolute necessity for all faculty members, the College has instituted a program of assigned research, to be sustained by limited funding for adjunct replacements and by mutual cooperation among the faculty.

Upon completion of six years of full-time service, all regular faculty members are eligible to apply for a full-time research assignment for one semester. Alternatively, upon completion of three years of full-time service, a faculty member may apply for a full-time research assignment for one module. Arrangements for a half-time research assignment may be possible in exceptional circumstances. Faculty hired without tenure in a regular, tenure-earning appointment who have successfully completed the 3rd year retention ballot may apply for one semester of assigned research. For these faculty, the period of assigned research would normally be held in the fall term following the third-year ballot. Eligibility for assigned research is calculated from the end of the last period of assigned research or from the date of hire, whichever is most recent. In cases where faculty choose to postpone application for assigned research, credit for years of service may be carried over into the next period of eligibility. In the case of faculty hired with credit toward tenure, eligibility for assigned research should be clarified as part of the letter of appointment.

To receive this assignment, eligible faculty must have a research project acceptable to the divisional faculty (submitted in writing and approved by the Division in the academic year preceding the research assignment) and must agree to report the results of the research assignment back to the Division in a timely manner. The proposal must be approved by a majority of the regular divisional faculty. The proposal should include a description of the project(s) to be undertaken and the expected outcomes; a

rationale for the timing of the request, including an indication of which semester or module is more desirable; and an explanation of how the advising duties, sponsorships of senior theses, and other tasks of the faculty member on assigned research will be accommodated. The expectations for the period of assigned research should be clearly written into the faculty member's Assignment of Duties letter. At the conclusion of the period of assigned research, the faculty member should submit a written report to the Division; s/he may also choose to make a presentation at a divisional Forum or offer a talk for the Faculty Lecture Series.

Faculty on research assignment are released from responsibility for sponsoring Independent Study Projects. This exemption applies to one ISP period for every full semester of research assignment. Faculty on research assignment are exempt from committee service for the semester or module of research assignment, but they are expected to resume such duties at the end of their research assignment. Faculty who have requested and been approved for a term (or module) of assigned research are required to stand for election to the PAC and the SASC if they are eligible.

Normally, only one person from each discipline will have a research assignment in any given academic year. Leaves without pay (with or without outside grants) and visiting appointments at other institutions are encouraged, provided that they receive the required approvals and that replacements are made without serious hardship to the academic program. Funds permitting, courses normally taught by the faculty member with a research assignment will be taught by full- or part-time replacements. If funds are not available, courses in the Division will be rearranged as needed to accommodate student interests. Finding replacements for colleagues on assigned research or leave without pay is the task of the Division. The faculty member in question must give adequate notice and assist the Division in securing a suitable replacement.

4.8 Alternative Assignment of Duties

New College is committed to academic excellence. Although in general faculty on full-time teaching assignments best achieve this, there are circumstances in which alternative assignments are necessary or appropriate. Assignment of duties for faculty serving as Division Chairs (see Status and Election of Divisional Chairpersons, 3.9) recognize the need for part-time administrative service, while assigned research leaves (see Policy on Assigned Research, 4.7) recognize the need for faculty release from teaching in order to devote their full attention to research. Beyond circumstances addressed by these two forms of alternative assignment, there are other circumstances in which an alternative assignment of duties may be in the best interest of the institution. These circumstances include, but are not limited to, the receipt of a major research grant or an opportunity for service to national scholarly organizations. To pursue such opportunities without taking a leave of absence, faculty may petition the College for a temporary alternative assignment. Normally, such assignments will not exceed one year.

The appropriate steps for requesting an alternative assignment are:

1. Application letter that includes:
   - 1.a. Written rationale for the need of alternative assignment.
   - 1.b. Explanation of disciplinary plans for replacement or assumption of duties and for supervising student theses.
2. A majority vote by the Division, which serves as a recommendation to the Provost.
3. Provost's decision based on 1 and 2 above.

If the alternative assignment of duties concerns a faculty member's receipt of a major award (e.g., a Fulbright or similar award that enhances the college's reputation), the following guidelines (rather than the steps outlined above for most alternative assignments) apply.

1. **At the first indication that the faculty member's application may be seriously considered for the award (i.e., additional interest in the application beyond its initial acceptance), the faculty member will notify his/her discipline, Division Chair, and the**

Provost that s/he may receive an award that will require him/her to be away from campus for a semester or longer. An internal approval process involving the Division Chair and the Provost will then be initiated. Approval should not be contingent on accumulated research credit and should not require the faculty member to use his/her research credit to accept the award.

2. **If the faculty member receives the award, s/he will not be required to use his/her research credit to fulfill the opportunities afforded by the award, although s/he will not earn research credit during the award period.**
3. **Faculty stipends associated with the award will be considered salary, and New College will top off the stipend amount to bring it to the level of the faculty member's normal base salary or take similar appropriate actions (e.g., accept the stipend to offset the faculty member's absence and provide the faculty member with his/her full salary and benefits) as well as helping the faculty member maintain benefits at their normal level. The amount to be topped off should not normally be more than half of the faculty member's salary. Faculty cannot receive greater than their 1.0 FTE salaries during the award period, however, they may receive appropriate compensation to offset travel, insurance, and living expenses related to activities related to the award.**
4. **There should be an interval of at least 4 years between the completion of an award period and the approval of a second award. Leaves associated with awards should not normally be longer than one academic year. (May 2011)**

4.8.1a Uncompensated Leaves

The faculty bodies (Divisions, PAC and Provost) will normally not recommend uncompensated leave for a period of more than one full year, nor more than a total of one year of uncompensated leave within every five years. The appropriate steps for requesting uncompensated leave are:

1. Approval of the discipline including:
   a. Acceptance of plans for replacement or assumption of duties, and of
   b. plans for supervising student theses.
2. A majority-vote approval from the Division. The Division will then send the request to PAC.
3. The PAC must have at least four positive votes to approve the request.
4. The leave must have the Provost's approval.
5. The leave must be approved by the President.

4.8.1b Flex Time

Flex time is the ability to take a temporary reduction of one course per semester for a temporary .25 reduction in FTE. In no circumstances can a faculty member be forced to take flex time.

Flex time should only be granted in specific circumstances, which must be specified in the application letter. Flex time of more than one period consisting of either one semester or two consecutive semesters in a six year period will normally not be granted, though exceptional consideration will be given to members who are elected to public office. Flex time is not to be used on a permanent basis during an individual's employment.

The appropriate steps for requesting flex time are:

1. Application letter that includes:
   1.a. Written rationale for the need of flex time.

1.b. Explanation of disciplinary plans for replacement or assumption of duties and for supervising student theses.
2. A vote by the Division, which serves as a recommendation to the Provost.
3. Provost's decision based on 1 and 2 above.

4.9 Extension of Service Beyond Retirement

Retired faculty are entitled to the following amenities: Retired employee identification card, listing in the college directory, placement on designated college mailing lists, use of New College stationery, divisional mailbox and New College e-mail account, borrowing privileges at the Jane Cook library, and free parking. Depending on availability and needs, the College is encouraged to grant retired faculty access to laboratory and/or office space. Any teaching done by tenured, retired faculty members must be approved in the appropriate Division. Any compensation for teaching of classes will be on an OPS basis arranged with the Division Chair on a term-by-term basis.

4.10 Personnel Records

In order to maximize the amount of information available, and thus broaden the bases for decisions on retention, promotion, and tenure, each Division maintains personnel records (i.e., records of service and achievement) of each faculty member in that Division. However, the compilation and updating of this record is primarily the responsibility of the individual faculty member. The evaluation file includes materials as described below.

Evaluation File Content for Candidates under Consideration for Promotion:

1. Documentation for each category under evaluation (Teaching, Scholarship, and Service) must be provided for a) no fewer than the previous seven years (or if not employed seven years, since hire), regardless of when the last PAC review occurred for candidates for promotion to Full Professor, or b) since hire for candidates for tenure and promotion.
2. Candidates who wish to provide evaluation materials going back further in time are free to do so if they consider it relevant to their current evaluation, but no candidate will be penalized for not including such information.
3. The General Information section of the personnel file should be included in the evaluation file in its entirety.

The General Information Section of the personnel file consists of:

- A current vita.
- Copies of faculty year-end activity reports or FAAR forms written annually (to contain: an updated list of courses and tutorials taught, Independent Study Projects supervised, senior theses supervised, contract advisees, baccalaureate committees served on [with student and AOC], faculty committees served on, and scholarly activities).
- A copy of the initial appointment letter.
- Assignment of duties letters for each semester.
  For Tenure applicants – include faculty assignment of duties letter for *all* of your tenure-earning years.
  For Promotion applicants – include faculty assignment of duties letter for the entire period *since original appointment or since last NCF promotion.*
  Also, include explanatory narrative (from Division Chair if such a letter exists) if the assignment of duties letters reflect extraordinary or unusual circumstances or assignments.
- Annual letters of evaluation from the Division Chair.

- Copies of PAC reviews.
- Copies of letters to the PAC from faculty colleagues, students, and alumni and any letters from external reviewers from previous reviews.
- Statement(s) of review by candidate: Any written response or comments the faculty member wishes to provide with regard to any item in the file.
- Tenure and Promotion packet, if one exists.

The Evaluation Section of the personnel file includes:

- Student evaluations of the candidate's teaching.
- Syllabi **(see Appendix 3)** and course descriptions. **(Apr 2011)**
- Contracts, contract certifications, and course evaluations (to be provided in a convenient form by the Registrar's Office).
- Copies of papers and publications clearly identified as in draft, in press, or published including printouts of any web-based publications.
- Current Letters from external reviewers assessing the candidate's scholarship and creative work (for candidates for tenure and/or promotion only).
- Information about community service not otherwise reported.
- Any other materials relevant to teaching, scholarship and service that the faculty member may deem appropriate, such as letters from students, colleagues or administrators.
- Statement(s) of review by candidate: Any written response or comments the faculty member wishes to provide with regard to any item in the file.

4.11 The Faculty Evaluation Process in General

1. At the beginning of each semester, the Division Chairperson provides each faculty member with a written statement specifying his or her assigned duties for that term.
2. Beginning in the fall of each year, the PAC shall conduct a divisional ballot on each tenured faculty member who is subject to PAC review during that academic year. Tenured Full Professors, having passed the tenure and promotion levels, are reviewed not by the PAC but by a committee consisting of the Chairs of the three Divisions. The tenured faculty member will be asked to provide to the Division, and the Division members will be asked to review, a file with the same contents as the PAC uses in its review (for contents see Section 4.10). The purpose of the ballot is to indicate to the faculty member and to the PAC whether his or her colleagues believe he or she is fulfilling the conditions of tenure. All these provisions shall also apply to faculty members holding the rank of Distinguished Lecturer. An abstention by a faculty member not on leave or not in his or her first year at New College shall be counted as a negative vote (see Section 4.3, Part 1).

   All ballots for third year, promotion, tenure, or tenured faculty shall be composed to require an assessment of quality, in the areas of teaching, scholarship and service, as well as a composite assessment of the three areas. See sample ballots in Section 4.14.

   The PAC shall tally all ballots and the results shall be communicated in a timely manner to the individuals whose names appear on the ballots and to their divisional chairpersons.

   When a tenured faculty member is promoted or reviewed for promotion, his or her seven-year review clock starts anew at the year in which the promotion decision is made.
3. During the last two weeks of a semester (or of a module, for modular courses), the Provost's Office distributes to each faculty member a packet of evaluation forms for each of the courses and tutorials offered that term. These are distributed to the students, who complete them during that week. They are collected and sent to the Provost, without the faculty members seeing them first. After the Provost and the Division Chairperson have had an opportunity to

examine these student evaluations, the faculty member receives a copy of them—for his or her information and edification.

4. At the end of each academic year, the Division Chairperson writes an evaluation of each faculty member in the Division and places it in the personnel record. Faculty members receive a copy of this evaluation, and they may place a written response to it in the personnel record if they wish to.
5. At the end of a faculty member's second year, and again at the end of his or her fourth year, the PAC conducts a review of his or her performance—a review based on letters from colleagues and students solicited expressly for this review, and on the material in the personnel record. After examining and discussing this material as a committee, the PAC meets with the faculty member under review to report and discuss with him or her what it has found in the record, to present an overall evaluation, and to give advice where advice would seem to be helpful and in order. A written summary of this review is placed in the personnel record. The faculty member receives a copy of it, and may place in the record a response to it if he or she wishes to. In conducting these second- and fourth-year reviews, the PAC basically follows the criteria stated in the section on Criteria for Retention, Promotion and Tenure (above).

4.12 Summary of the Retention, Promotion, Tenure Process

Every faculty member receives an annual letter of evaluation from the relevant divisional chair. The divisional votes on promotion and tenure are held in November.

Second Year: The PAC conducts the second-year review.

Third Year: In February the Division votes on retention. (See sections 4.1 and 4.3) If the vote is positive (at least three-quarters), the faculty member is retained for at least three more years. If the vote is negative (less than three-quarters), the PAC conducts a review and either recommends non-retention to the Provost or overrides the divisional vote. Five PAC votes are required to override the divisional recommendation. If the PAC recommends non-retention, and the Provost and President concur, the fourth year is the final year.

Fourth Year: The PAC conducts the fourth-year review.

Sixth Year: In May of the fifth tenure-earning year the Provost sends notice of tenure consideration, with the option to refrain from standing for tenure. In November the Division votes on tenure (unless there is a withdrawal from consideration) and on promotion. If the divisional vote on tenure is negative (less than three-fourths) the PAC receives a negative recommendation from the Division and must cast at least five votes for tenure in order to produce a positive (composite) recommendation to the Provost. Likewise, if the PAC receives a positive recommendation from the Division, it must cast at least three votes against tenure in order to produce a negative recommendation to the Provost. If the Provost's recommendation on tenure is negative, and President concurs, the seventh year is the final year.

Table 2

TIMETABLE FOR TENURE AND PROMOTION PROCESS (To guide planning only; not the authoritative statement of or substitute for dates, criteria, procedures, and regulations governing tenure and promotion. Portions of timetable may be affected by actions of the New College Board of Trustees and the Florida Board of Education and are subject to change accordingly.)

MAY Early May	Provost notifies candidate of eligibility and requests notice of deferral or intent to stand for tenure/promotion.
AUGUST By 2nd week	Candidate gives Division Chair minimum of 5 outside referee names; guidelines for referee selection are in the New College Tenure and Promotion Packet.
By Fri., 1st week of Fall Semester classes	Division Chair writes to at least 3 referees and candidate's graduates requesting evaluation letters. The Chair will notify candidate upon receipt of external evaluators' letters.
Last week	Provost notifies PAC of faculty who intend to stand for promotion or tenure.
SEPTEMBER Weeks 1 & 2	Provost and Chair notify candidate in writing of candidate responsibility to update personnel record and of rebuttal rights. Chair informs candidate, Division faculty, and Division Office Managers of candidate's intent.
OCTOBER 1st week	PAC chair sends memo to faculty and students requesting signed evaluation letters re candidate. These are sent to the PAC Chair.
2nd week	Division Chair requests from candidate: 1) all publications or representations of creative work, 2) all student evaluations, 3) other materials relevant to tenure and promotion file held in the Division until after Division balloting.
3rd week	Candidate and Division Chair ensure file is assembled for Division faculty review. PAC Chair places Provost's file on candidate in secured area of Division Office with the Division file.
4th week	All materials should be in candidate file by end of week. Candidate can continue to insert rebuttals into the file.
NOVEMBER 1st& 2nd weeks	File is reviewed by candidate, who places in the file a rebuttal to any file materials. At start of 2nd week, file becomes available to Division members.
Balloting Week 3rd week	A discussion of the candidacy is held within the candidate's Division. Balloting begins on Monday and ends 5 p.m. on Monday of week 4. The portion of candidate files concerning ***class enrollments and student records*** are held in Registrar's Office, but all faculty should be advised that these records are part of the Tenure and Promotion Packet.
4th week	PAC tabulates the divisional votes and informs candidate of the results in writing. PAC gets file from the Division and places it into the PAC secured reading room. PAC begins discussion of the candidate. Concurrently, Division Chair uses the file to complete Chair's portion of the Tenure and Promotion Packet, which is communicated to the candidate.
DECEMBER **JANUARY**	PAC completes its review of the candidate and votes. PAC conveys voting result to candidate and the Provost in writing. PAC completes its portion of the Tenure and Promotion Packet and so notifies candidate. PAC Chair advises candidate of rebuttal rights. Candidate prepares rebuttal (as appropriate). PAC forwards candidate's Tenure and Promotion Packet with rebuttals to Provost. Provost completes Tenure and Promotion Packet. Candidate reviews Packet, makes final rebuttals. Provost makes recommendation to President, who transmits all materials to the New College Board of Trustees. SCHEDULE WITHIN THESE MONTHS MAY VARY IN ACCORDANCE WITH BOARD OF TRUSTEE ACTIONS.

Table 3

WEIGHTING PROCEDURE FOR MAKING COMPOSITE RECOMMENDATIONS FOR PROMOTION AND TENURE

Divisional Recommendation	PAC Vote Yes	PAC Vote No	Composite Recommendation
No +	0	6	= No
	1	5	
	2	4	
	3	3	
	4	2	
No +	5	1	= Yes
	6	0	
Yes +	0	6	= No
	1	5	
	2	4	
Yes +	3	3	= No (Tenure) = Yes (Promotion)
Yes +	4	2	= Yes
	5	1	
	6	0	

4.13 Statement on Criteria and Procedures for Awarding Merit Salary Increases

Since New College is a small honors college with rigorous retention, promotion, and tenure procedures and that stresses excellence in teaching, and since it seeks to maintain a strong collegial tradition, we believe that most faculty should receive regular merit increases, and that available funds should be spread as broadly as possible, while still recognizing major events such as a major contribution to one's academic discipline, or introduction of an innovative course. New College should receive an equitable share of merit and discretionary funds from the State, and these funds should then be distributed according to the College's traditional criteria and procedures, the final decision resting with the Provost, in consultation with the President.

In general we believe that the criteria for awarding merit increases should be the same as those established for retention, promotion and tenure, as described in the *New College Faculty Handbook*.

It is also recognized that divisional chairpersons should review the salary history over the last five years and consider the possibility of cumulative merit for consistently strong teaching, scholarship and service, when making their recommendations. In so far as possible, the monetary differences among the academic ranks should be preserved. (Editor's Note: See 4.13 *Appendix 2* for details on the awarding of Merit Pay.)

Procedures

In the spring, the chairperson of each Division will review all relevant material concerning faculty members within the Division, including assignment of duties letters, student evaluations, peer evaluations (retention votes, PAC reviews), self-evaluation-activities lists, past administrative evaluations and, if needed, copies of publications and course syllabi. It is understood that, in making these reviews, the chairperson will consider performance beyond assigned duties and service to the public schools.

Then the chairperson will confer with each faculty member to discuss the faculty member's strengths and weaknesses and to solicit any other relevant information.

The chairperson will then send his or her recommendations to the Provost and send the annual letter of evaluation to each faculty member, explaining the chairperson's action.

The Provost will review the data in the personnel file and the salary history and, considering the recommendation of the division chairperson and the limitations of the budget, in consultation with the President, will make the final decision concerning each faculty member's case.

4.14 *Appendix 1:* Example Ballots

Sample Third-year Retention Ballot

The third-year retention ballot is due in your divisional office by [TIME, DAY, DATE]. Please use the usual double envelope system; ask your divisional office or divisional PAC representative if you have a question about the procedure.

A positive recommendation by the Division on third-year retention is a three-quarters positive vote, as calculated with the rules given in Section 4.3.

Quoting from Section 4.3: "Regular, tenured and tenure-track faculty members who have completed their first year of employment in a tenure-track position are eligible to vote. Faculty members on assigned research leave or other leave of any form in the semester in which the vote is conducted may abstain selectively in the voting for retention. An abstention by any other eligible voter is counted as a negative vote." The PAC has reviewed the list of [DIVISION] Faculty and determined who may abstain without penalty. Those eligible abstainers are asked to mark the inner envelope with "ABSTAIN" if they are abstaining on this ballot.

This ballot requires an assessment of quality in the areas of teaching, scholarship, and service, as reflected in Sections 4.6.1 - 4.6.3, as well as a composite assessment of the three areas in the form of a yes/no vote. Please consult the faculty member's file in the divisional office.

Under the categories "Teaching," "Scholarship," and "Service" you are asked to evaluate whether or not the faculty member is meeting the expectations of a faculty member at New College. Under the category "Composite" you are asked to vote on whether or not the faculty member should be retained.

THIRD-YEAR RETENTION BALLOT

Faculty Member	Teaching		Scholarship		Service		Composite	
	Yes	No	Yes	No	Yes	No	Yes	No
[NAME]								

Sample Tenure and Promotion Ballot

The tenure & promotion ballot is due in your divisional office by [TIME, DAY, DATE]. Please use the usual double envelope system; ask your divisional office or divisional PAC representative if you have a question about the procedure.

"A recommendation for tenure by the Division requires at least a three-fourths majority, in whole number. Regular, tenured or tenure-track faculty members who have completed their first year of employment in a tenure-track position are eligible to vote." (*Faculty Handbook* Section 4.5) A positive recommendation by the Division for promotion is a two-thirds positive vote in whole number (see *Faculty Handbook* Section 4.4).

Quoting from Section 4.5: "Faculty members on assigned research or other leave of any form in the semester in which the vote is conducted may abstain selectively in the voting. An abstention by any other eligible voter is counted as a negative vote." The PAC has reviewed the list of [DIVISION] Faculty and determined who may abstain without penalty. Those eligible abstainers are asked to mark the inner envelope with "ABSTAIN" if they are abstaining on this ballot.

This ballot requires an assessment of quality in areas of teaching, scholarship, and service, as reflected in Sections 4.6.1 - 4.6.3, as well as a composite assessment of the three areas in the form of a yes/no vote. Please consult the faculty member's file in the divisional office.

Faculty member	***Years at New College**	***Years of Eligibility for Tenure**
[Name]	[#]	[#]

Teaching		**Scholarship**		**Service**		**Tenure Composite**		**Promotion Composite**	
Yes	No	Yes	No	Yes	No	Yes	No	Yes	No

*As of [DATE]

Sample Promotion Ballot

The promotion ballot is due in your divisional office by [TIME, DAY, DATE]. Please use the usual double envelope system; ask your divisional office or divisional PAC representative if you have a question about the procedure.

A positive recommendation by the Division for promotion is a two-thirds positive vote in whole number (see Faculty Handbook section 4.4).

Quoting from Section 4.4: "Faculty members on assigned research or other leave of any form in the semester in which the vote is conducted may abstain selectively in the voting. An abstention by any other eligible voter is counted as a negative vote." The PAC has reviewed the list of [DIVISION] Faculty and determined who may abstain without penalty. Those eligible abstainers are asked to mark the inner envelope with "ABSTAIN" if they are abstaining on this ballot.

This ballot requires an assessment of quality in the areas of teaching, scholarship, and service, as reflected in Sections 4.6.1 - 4.6.3, as well as a composite assessment of the three areas in the form of a yes/no vote. Please consult the faculty member's file in the divisional office.

Faculty member	***Years at New College**	**Year of Promotion to Associate Professor**
[Name]	[#]	[#]

Teaching		Scholarship		Service		Promotion Composite	
Yes	No	Yes	No	Yes	No	Yes	No

*As of [DATE]

Sample Tenured Faculty Review Ballot

The tenured faculty review ballot is due in your divisional office by [TIME, DAY, DATE]. Please use the usual double envelope system; ask your divisional office or divisional PAC representative if you have a question about the procedure.

Quoting Section 4.11: "Beginning in the fall of each year, the PAC shall conduct a divisional ballot on each tenured faculty member who is subject to PAC review during that academic year. Tenured Full Professors, having passed the tenure and promotion levels, are reviewed not by the PAC but by a committee consisting of the Chairs of the three Divisions. The tenured faculty member will be asked to provide to the Division, and the Division members will be asked to review, a file with the same contents as the PAC uses in its review (for contents see Section 4.10). The purpose of the ballot is to indicate to the faculty member and to the PAC whether his or her colleagues believe he or she is fulfilling the conditions of tenure. All these provisions shall also apply to faculty members holding the rank of Distinguished Lecturer. An abstention by a faculty member not on leave or not in his or her first year at New College shall be counted as a negative vote (see Section 4.3, Part 1)."

Quoting from the Section 4.3: "Faculty members on assigned research or other leave of any form in the semester in which the vote is conducted may abstain selectively in the voting. An abstention by any other eligible voter is counted as a negative vote." The PAC has reviewed the list of [DIVISION] Faculty and determined who may abstain without penalty. Those eligible abstainers are asked to mark the inner envelope with "ABSTAIN" if they are abstaining on this ballot.

This ballot requires an assessment of quality in the areas of teaching, scholarship, and service, as reflected in Sections 4.6.1 - 4.6.3, as well as a composite assessment of the three areas in the form of a yes/no vote. Please consult the faculty member's file in the divisional office.

TENURED FACULTY REVIEW BALLOT

Faculty Member	**Teaching**		**Scholarship**		**Service**		**Composite**	
	Yes	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**
[NAME]								

***Appendix 2:* Allocation of Merit Pay Increases**

In 1998-99, the New College Faculty approved the following plan for the distribution of Merit Pay for New College Faculty:

The first step in the process will be that the three divisional chairs rank all faculty in their respective units who received satisfactory evaluations for the previous academic year on a three-point scale in terms of teaching, scholarship, and community service. The rankings are then to be weighted so that teaching is weighted the highest, scholarship next, and community service last in order to obtain a cumulative ranking in the Division.

Putting aside the out-of-unit faculty who receive a fixed increase, the next step is to divide all the faculty into two groups: meritorious and most meritorious. Eighty-five percent of the salary pool will be distributed among all the faculty who have achieved at least the meritorious group on an equal percentage basis, i.e., each faculty member will receive a percentage increase equal to 85% of the percentage of the salary pool increase, with a guarantee that each faculty member who received a satisfactory evaluation for the previous year will receive at least the minimum mandated raise. As the third step, 15% of the salary pool will be divided up equally in dollar amounts among the members of the most meritorious group. This group will consist of less than one-third of the faculty.

Appendix 3: **Guidelines for Course Syllabi**

For every regularly scheduled course the instructor must provide a syllabus that includes course requirements and contact information. This material must be made available during the first week of class in print and/or online. Each instructor is free to construct a syllabus as s/he sees appropriate and to update or modify it over the course of the term as necessary, with appropriate notice and accommodations.

Syllabus materials typically include:

- **The course title**
- **The instructor's name**
- **The instructor's office hours and location**
- **The instructor's contact information (e.g., an e-mail address or office telephone number)**
- **A brief description of course objectives**
- **Course evaluation criteria**
- **A topical course outline**
- **The dates of major written assignments and scheduled exams (This does not preclude giving quizzes or additional exams.)**
- **The titles of any required textbooks**
- **Any course-specific policies (e.g., regarding electronic devices or food)**

The following statements refer to published New College policies. Inclusion of any or all of these statements (or their equivalents) is at the discretion of the instructor.

- **A student claiming a need for special accommodations because of a disability must work with the Counseling and Wellness Center, which will establish the need for specific accommodations and communicate them to the instructor.**
- **Any suspected instance of plagiarism will be handled in accordance with the College's policy on academic dishonesty.**
- **No student shall be compelled to attend class or sit for an examination at a day or time when s/he would normally be engaged in a religious observance or on a day or time prohibited by his or her religious belief. Students are expected to notify their instructors if they intend to be absent for a class or announced examination, in accordance with this policy, prior to the scheduled meeting. (Apr 2011)**

Appendix 4: **Statement of Intent – Ad Hoc Committee on Promotion**

It is proposed to adopt the model of tiered Associate Professor outlined below, designating three tiers within the rank, the second and third of which are associated with a 3% base salary increase each. The relevant details should be included in the appropriate documents, such as the Faculty Handbook, the Collective Bargaining Agreement, or wherever else is determined to be appropriate. We also urge the Collective Bargaining team and the relevant Administration to attend to the will of the faculty in implementing and incorporating this change in other relevant governing documents.

GOAL: Provide a real reward for exemplary contributions at the Associate Professor level that is distinct from standing for promotion to full Professor.

MECHANICS

•On the occasion of the regular 7-year review, tenured Associate Professors would be automatically considered for promotion to Tier II or Tier III/Associate Professor. Promotion to the next tier includes a 3% increase in salary at each step (this is in addition to any regularly bargained CBA salary increases). An Associate Professor at his or her first 7-year review, for example, might be recommended and receive the promotion to Tier II, including 3% addition to his or her base salary. If that candidate did not stand for promotion to full Professor, at the next 7-year review, the candidate would automatically be considered for promotion to Tier III, with an additional 3% addition to base salary if successful. However, to achieve the full 9% associated with promotion to full Professor, the candidate would have to stand for and earn promotion to full Professor.

•The PAC review should indicate whether the candidate is recommended for promotion to the next tier of Associate Professor based upon the file including the Divisional vote.

•The Chair and the Provost, based upon the file and the PAC recommendation, will make the final determination (as they do in other kinds of promotion). [President? BOT? Can we avoid?]

•We recommend that Associate Professors who had 7-year reviews within the last 5 years have the option of submitting their review file to the Provost for consideration for a Tier II salary increase. We counted only 5 people in this situation, and some of them may come up for promotion next year. All other Associate Professors will come up for a 7-year review or promotion in the next 2 years.

CHAPTER V

FACULTY AND A&P EMPLOYMENT: RECRUITMENT; POLICIES GOVERNING EMPLOYEE CONDUCT

5.1 Introduction

This chapter describes the goals and procedures that inform the College's search for appropriately qualified faculty and other professional staff (Section 5.2).

This chapter also selectively incorporates policies of the State of Florida concerning professional employment. Additional policies, procedures and employment resources affecting New College of Florida faculty will be found in the Agreement between the Board of Trustees and the United Faculty of Florida. This chapter does *not* include all policies applicable to New College of Florida faculty under the terms of their employment.

5.2 Recruitment of Faculty and Other Professional Staff

New College of Florida is committed to open, competitive, national searches for all regular tenure-earning faculty positions and for all regular executive-level professional positions. New College of Florida participates in the College's affirmative action programs and adheres to affirmative action guidelines.

Faculty and professional staff positions must be advertised nationally; this requirement is satisfied by posting the vacancy to the NCF website. Such positions may also be advertised in *The Chronicle of Higher Education* and other national and international periodicals and fora as are appropriate to the position in question. When feasible, timely, and appropriate, a representative of the College may interview candidates at professional meetings off the campus. College procedures designed to insure a wide canvas that reaches minority faculty and professional communities are followed. Results of searches are monitored and evaluated following College procedures to insure that goals for affirmative action, competitiveness and fairness are met. Each search adheres to a search closing date. Responsibility for carrying out each faculty search in a proper manner rests with the appropriate Division Chairperson and with the chairperson of the specific search committee.

New College of Florida is committed to the principles of Equal Educational and Employment Opportunities without regard to race, color, marital status, sex, religion, national origin, handicap, age, sexual orientation, gender identity and gender expression as provided by law and in accordance with the College's respect for personal dignity. The College is also committed to the employment and advancement of qualified disabled and other veterans. These principles are applied in the conduct of College programs and activities, personnel and student actions, and the provision of facilities and services.

Unlawful discrimination is unacceptable conduct that will not be tolerated at the College. It shall be prohibited for any administrator, supervisor, or other faculty or staff member to discriminate or to take any retaliatory action against an individual who, in good faith, has opposed an alleged unlawful practice or has made a charge, testified, assisted, or participated in any manner in an investigation or proceeding, under the provisions of applicable law. Any faculty or staff member who believes that he or she has not been treated in accordance with the College's Equal Education and Employment Opportunity Policy may file a complaint with the Director of Human Resources, New College of Florida.

A document outlining hiring policy and procedures is available on the Human Resources web site (http://www.ncf.edu/humanresources).

5.2.1 Equity

The Florida Board of Governors is committed to taking the steps necessary to ensure equality of employment opportunities in the State University System. Such steps are outlined in each institution's Equity Plan. In turn, each institution is responsible for issuing an annual report on the status of the plan. Human Resources at New College of Florida provides leadership and coordinates equal opportunity through programs that facilitate and encourage the employment of women, minorities, handicapped, disabled and other veterans throughout the State University System. The Office of the President monitors the College's compliance with the New College of Florida Equity Plan.

5.2.2 The Search Procedure: Regular Full-time Faculty

Once a determination is made by the Provost in consultation with the faculty and as authorized by the President to fill a regular faculty position in a designated discipline, the Chair of the academic Division in question will constitute a search committee. Special procedures and requirements pertaining to constitution of the search committee apply in the case of professorships under the Eminent Scholar Program and other such programs as defined by the Florida Board of Governors. The Division Chair will designate a committee chair and the committee will conduct a national search following the principles and procedures set forth in Sections 5.2 and 5.2.1, in compliance with public meeting requirements, and following appropriate search guidelines as specified by Human Resources and the Office of the Provost. This search will entail the soliciting and review of candidate applications and the selection of a limited number of candidates for possible telephone interview and, in consultation with the Chair and such others as may be necessary, campus interviews. A member or members of the committee may conduct preliminary interviews at national or regional professional meetings.

Preliminary off-campus and campus interviews may occur throughout the search process. Campus interviews are arranged to insure the candidate's contact with faculty, the Educational Policy Committee, and students. Student contact has proven particularly important not only in evaluating candidates, but in recruiting candidates the College desires to hire, since the quality and commitment of the College's students set it apart from many other institutions. Arrangements should be made, time permitting, for the candidate to tour the area. By custom, a candidate presents a forum based on her or his scholarship, which is widely announced and open to all members of the campus community. This custom does not preclude alternative or additional activities that would assist the committee in its evaluation of candidates.

The search committee upon completion of interviews makes a recommendation to the Chair and Division faculty, which acts on the recommendation and conveys its collective decision to the EPC and to the Provost. The Division faculty may choose to recommend one name, multiple names in rank order, or multiple names unranked. The EPC considers the recommendation and acts upon it in accordance with Section 3.6.1.and 4.1.1. If a candidate or candidates are forwarded to the Provost, the Provost acts on the recommendation by accepting or rejecting the recommendation, selecting a finalist if necessary. The Provost then forwards the recommendation to the President for approval. The academic Division takes action to assure recruitment procedures conform to Equal Opportunity policies in coordination with Human Resources prior to making an offer of appointment to the candidate. Upon approval of the President, the Chair of the Division makes an offer to the candidate. If the Provost or the President rejects the Division's recommendation, the Division faculty convenes and makes another recommendation or if no suitable candidates have been identified takes steps to initiate a new search. If the candidate rejects an offer and no other candidates have been recommended, a new search must be constituted.

5.2.3 The Search Committee Procedure: Non-regular Full- and Part-time Faculty

Visiting faculty are appointed for a maximum of one year to replace faculty on leave of absence or to fill positions that have been vacated at such time of year as to preclude a search that meets the demands set forth in 5.2. Procedures in general follow those described in Section 5.2.2 and 4.1.1, except that the Divisional recommendation is forwarded directly to the Provost. Search procedures may be confined to a more limited canvas and more limited pool of phone, off-campus and campus interviewees. The College takes care to inform prospective visiting faculty that the position is not tenure earning and conveys no prospect of employment with the College beyond the period specified in the appointment.

5.2.4 The Search Committee Procedure: Adjunct Faculty

Adjunct faculty are appointed for a maximum of one semester as specified in Section 4.1.3. Because of the highly restricted nature of these appointments, a systematic canvas is not generally necessary. Adjuncts generally are drawn from the region's academic and professional communities (for example, from appropriately qualified alumni, sometimes under the Alumnae/i Association's Alumnae/i Fellow Program). Faculty concerned with the subject area in question conduct the canvas and make a recommendation to the appropriate Division. When the Division approves a candidate, based on a majority vote from the appropriate Divisional regular faculty and student representatives, a recommendation is forwarded to the Provost, who can accept or reject the appointment. (See also 4.1.3)

5.3 Academic Freedom and Responsibility

It is the policy of the Board and the UFF to maintain and encourage full academic freedom. Academic freedom and responsibility are essential to the full development of a true university and apply to teaching, research/creative activities, and assigned service. An employee engaged in such activities shall be free to cultivate a spirit of inquiry and scholarly criticism and to examine ideas in an atmosphere of freedom and confidence.

Consistent with the exercise of academic responsibility, employees shall have freedom to present and discuss their own academic subjects, frankly and forthrightly, without fear of censorship, and to select instructional materials and evaluate student work in accordance with College and Board policies. Objective and skillful exposition of such subject matter, including the acknowledgment of a variety of scholarly opinions, is the duty of every such employee. Employees shall also be free to engage in scholarly and creative activity and publish the results in a manner consistent with their professional obligations.

Academic freedom is accompanied by the corresponding responsibility to:

1. Be forthright and honest in the pursuit and communication of scientific and scholarly knowledge.
2. Respect students, staff, and colleagues as individuals; treat them in a collegial manner; and avoid any exploitation of such persons for private advantage.
3. Respect the integrity of the evaluation process with regard to students, staff, and colleagues, so that it reflects their true merit.
4. Refrain from stating that one is an institutional representative unless specifically authorized as such. Employees are encouraged to be sensitive to the potential for personal statements to be misunderstood as the policy of the College, and should state explicitly that they are not representing New College of Florida when the possibility of such misunderstanding seems significant.

5. Contribute to the effective functioning of the College in fulfilling its educational mission.

5.4 Selected Policies and Resources Affecting Faculty and A&P Employment

Please note: New College of Florida follows College policies found in proposed rule Chapter 6C11-8, Florida Administrative Code; Florida Board of Governors rules prescribing State University System General Personnel Policy found in Chapter 6C-5, Florida Administrative Code; including the state and federal laws, rules and internal management memoranda informing administrators of the procedures and guidelines for implementing Chapter 6C-5 incorporated by reference in Chapter 6C-5; the New College of Florida Employee Handbook; other applicable College policies and procedures; and appropriate collective bargaining agreements.

While every effort is made to update policies and information in Section 5.4, Section 5.4 of the *New College of Florida Faculty Handbook* is not the authoritative source on all New College of Florida employment policies. The reader should consult those laws, rules, and policies. This disclaimer applies only to Section 5.4 of the *Handbook*.

The following laws, rules, and policies are summarized below for the convenience of the reader. When applicable, specific Florida Statutes or sections of the Florida Administrative Code are cited.

Americans with Disabilities (ADA) Policy

It is the policy of the New College of Florida to comply fully with the requirements of the Americans with Disabilities Act of 1990, 42 U.S.C. 12101, and all other Federal and State laws and regulations prohibiting discrimination on the basis of disability or handicap.

In order to comply with section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, New College of Florida strives to afford people with disabilities equal opportunity and full participation in all aspects of College life. To that end, it is the policy of New College of Florida to provide equal employment and admission opportunity for, and to make reasonable accommodation to employ and admit the disabled, and assist disabled students in independent living and self-sufficiency as required by law. Unlawful discrimination based on disability is unacceptable conduct that will not be tolerated at the College. The President of New College of Florida or his designee is responsible for coordinating compliance with these policies. The Student Disability Services Program operates out of the Counseling and Wellness Center and arranges accommodations for, determines the disability status of, and, in conjunction with staff and faculty, identifies success strategies for disabled students. The Student Disability Coordinator can be reached at 487-4254 (4254).

Success strategies and accommodations include but are not limited to, extended time on examinations, alternate formats for printed materials, and the services of interpreters. Students with disabilities are invited to identify themselves as having a disability and are responsible for providing appropriate documentation of their disabilities. Once a student is approved for services, he or she will be provided with ways to access accommodations. An informational letter will be prepared for each of the student's professors. The student is then responsible for following up with the faculty. Faculty cooperation is vital to institutional compliance with the Americans with Disabilities Act of 1990. Information received is confidential. Student rights and responsibilities are explained and students are expected to act accordingly. For more details related to the rights of faculty and students requiring accommodation, please refer to the *NCF Employee Handbook*, Appendix 5, pp. 86-88.

Alcoholic Beverages

The use of alcoholic beverages by faculty or staff is at all times subject to the federal, state, and local laws, rules, regulations, and ordinances, and New College of Florida's policies relating to alcoholic beverages.

Computing Resources

Because of its highly individualized curriculum, New College of Florida places emphasis on equipping each faculty member with desktop hardware, software, and linkages to mainframes and communication services as appropriate to the individual's needs. In this context, the College makes equipping new faculty with computing resources appropriate to their needs its highest priority. Once new faculty needs are addressed, ongoing faculty needs are assessed on an annual basis within each academic Division, with priorities assigned by the Division faculty through divisional governance mechanisms. In the event that the Division's requirements exceed College and College resources**,** the Provost will, in consultation with the Division Chairs, establish priorities for acquisition of equipment.

Students have access to a campus-operated, open-use computer facility. In addition, students equip and maintain, with funds generated through student fees, open-use computer facilities available 24-hours. New College of Florida provides students with instruction in linking privately owned PCs to the Internet and other resources. For more general information about students' and employee's rights and responsibilities in regard to computer and email usage, please refer to the *NCF Employee Handbook*, pp. 23.

Code of Ethics

As public employees of the State of Florida, all faculty and staff are bound to observe the highest standards of ethics in all official acts. Ethical standards are established by the Code of Ethics of the State of Florida, Ch. 112, Part III, Florida Statutes and advisory opinions issued by the Commission on Ethics. Topics addressed include doing business with one's agency, conflicting employment or contractual relationships, misuse of public position, acceptance of gifts or unauthorized compensation and financial disclosure regulations.

While the Commission has jurisdiction to enforce the Code of Ethics, most ethical violations are also disciplinary offenses. For example, the College's definition of misconduct includes the misuse of documents, unauthorized solicitation of funds, and corrupt use of one's College position to obtain special benefit or privilege. Violation of rules regarding employment of relatives, outside activity reporting, and public office campaigns could lead to discipline for ethical misconduct as well.

Computing Software—Use of

Computing software may be used only in accordance with the terms of the applicable license agreement. Unauthorized or illegal distribution, copying, or use of computing software is prohibited.

Dogs on Campus

Except for Seeing Eye dogs or service dogs, dogs are not permitted in patio areas adjacent to swim facilities, in recreational facilities such as racquetball and tennis courts, or in food or dormitory facilities, or in the library.

In all other parts of the campus where dogs may be permitted, such animals must be kept securely tied by a line or leash not to exceed ten (10) feet in length. Dogs are not permitted to run at large on any streets, unimproved lots or premises within the boundaries of the New College of Florida campus and should not be tethered and left unattended. Owners are responsible for cleaning up after their dogs. Owners who violate these policies will no longer be permitted to bring dogs on campus.

Disciplinary Actions

Discipline and misconduct policies for faculty and A&P staff are contained in proposed rule 6C-11-8.001, Florida Administrative Code; the New College of Florida Employee Handbook (pp. 29-32); and applicable collective bargaining agreements, copies of which may be obtained from Human Resources (PMC, 487-4757).

Drug Free Workplace

The unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited in and on property owned or controlled by New College of Florida. No faculty or staff member is to report to work while under the influence of illegal drugs. Violation of these policies will be reason for evaluation/treatment for a drug use disorder or for disciplinary action up to and including termination in accordance with applicable collective bargaining agreements, policies, and procedures. The College will discipline any faculty or staff member who is convicted of any criminal drug statute in the workplace or require the faculty or staff member's satisfactory participation in a drug abuse or rehabilitation program. For a more detailed account of the Drug and Alcohol-Free Workplace Policy, please see the *NCF Employee Handbook*, Appendix 3, pp. 72-74.

Dual Employment and Compensation

Dual employment and compensation refers to the secondary employment and compensation of an individual already primarily employed with State government when the secondary employment results in one or more of the following situations:

1. Employment in excess of one full-time equivalent established position.
2. Compensation simultaneously from any appropriation other than appropriations for salaries.
3. Compensation by more than one State agency simultaneously.

Faculty or staff may not begin their secondary employment or be compensated for such employment until the request for dual employment has been approved. For more detailed guidelines, please refer to the *NCF Employee Handbook*, pp. 15-16.

Elected Public Office

Any faculty or staff member who intends to seek election to and hold public office shall notify, in writing, the President or President's designee of his or her intention. If the President or President's designee determines that the candidacy will interfere with the full discharge of the faculty or staff member's duties, the faculty or staff member shall be informed in writing that he or she will be required to take a leave of absence or submit a resignation if he or she chooses to pursue the candidacy.

Employment of Relatives (Nepotism)

An employee may not employ a related person (husband, wife, parent, child, brother, sister; spouse of a child, brother or sister; or parent, child, brother, or sister of spouse) where the employee participates in making recommendations or decisions specifically affecting the appointment, retention, tenure, work assignments, evaluation, promotion, demotion, or salary of the related person. For more detailed guidelines, please refer to the *NCF Employee Handbook*, pg. 10.

Equal Opportunity

See Section 5.2 above, or refer the *NCF Employee Handbook*, p. 4.

Fingerprinting and Criminal Records Check

The College requires, as a condition of employment, fingerprinting and a criminal records check of faculty and staff whose duties and responsibilities permit access to controlled substances, include handling of cash and checks, include direct patient/client care, or otherwise justify criminal records checks in accordance with Florida Statutes. Criminal records checks include reports from the Florida Department of Law Enforcement and the Federal Bureau of Investigation. They are based on fingerprints or reports from local law enforcement agencies according to name and social security number and include an individual's arrests, convictions, and penalties or sentences. The totality of circumstances is considered. Unless required by law, related to the subject position, or the falsification of the application, a criminal record does not necessarily preclude employment. For more details related to this policy, please see the *NCF Employee Handbook*, pp. 6-9.

HIV/AIDS Policy

The College offers students infected with Human Immunodeficiency Virus (HIV) or who have been diagnosed with Acquired Immune Deficiency Syndrome (AIDS) the same opportunities and benefits offered other students. This includes access to educational programs, counseling, health insurance, housing, employment opportunities, transportation, health care and financial assistance.

It is the policy of the State University System (SUS) to balance the education and employment rights of students and university employees with HIV with the rights of infected students and College employees. In the belief that education will prevent the spread of HIV and help the public respond in a reasoned manner, the College is committed to providing the college community with education on the nature and transmission of the disease and the rights of individuals infected with HIV. New College of Florida is committed to respecting the rights of the individual to confidentiality, as well as to the individual's welfare, and to the welfare of the New College community. For additional information, contact the Counseling and Wellness Center, West Side Student Center (4254).

Inventions and Works

The College has adopted a Statement of Policy regarding the ownership and disposition of inventions and works made by College employees and other persons who engage in College-supported effort. This Statement of Policy is intended to accomplish the following:

1. Provide an environment that will encourage innovation, research, and the creation of inventions and works and provide appropriate incentive and support to inventors and authors in connection with the development and commercial application of inventions and works.
2. Provide for the determination of the relationship between College interests and individual interests in inventions and works according to fair and uniform guidelines and procedures that implement the terms of Sections 1004.23 and 1004.22, Florida Statutes and New College of Florida rules 6C11-8.011 (FAC); and Article 18 of the Collective Bargaining Agreement between NCBOT and New College UFF.
3. Provide for the development, protection, and utilization of inventions and works to serve the public interest.

Key Control

A person issued a key to be used on the New College of Florida campus is responsible to his/her department head for the security and proper use of each key as follows:

1. Safeguarding and using the key to access assigned areas for official College business only.
2. Not loaning a key to any other person.
3. Preventing the duplication of any key assigned to him/her.
4. Locking doors, files, cabinets, etc., for which a key is issued.
5. Reporting to the New College of Florida Police any condition that may jeopardize New College of Florida campus property or personnel.
6. Assuming responsibility for the conduct of any person the key holder allows to enter a building or facility, as the result of his/her possession of a New College of Florida campus key.
7. Immediately notifying the New College of Florida Police and the department head when a key is lost or stolen.
8. Returning keys to the department head when it is no longer needed.
9. Agreeing that he/she understands his/her personnel record will not be cleared when terminating, transferring, or going on leave until his/her key record is cleared.

Violations of this policy through negligent or intelligent behavior will result in appropriate disciplinary action and/or a $50 fine. Illegal use of New College of Florida campus keys may lead to a criminal investigation and eventual criminal charges.

Mail

Campus mail services are to be used only for official College business.

Misconduct

All New College of Florida employees are subject to disciplinary action, up to and including termination, for on-the-job or job-related misconduct. Misconduct includes but is not limited to willful neglect of duty, violation of leave policies, horseplay, falsification of records, violation of alcoholic beverage policy, illegal possession or use of drugs, research fraud, unlawful discrimination, or harassment. Articles of the Collective Bargaining Agreement between NCBOT and New College UFF and applicable rules and policies provide additional information concerning misconduct and disciplinary action, as does the *NCF Employee Handbook*, pp. 29-32.

Misconduct in Research

New College of Florida expects that all research conducted by its faculty, students, or other associates will comply with generally accepted ethical and legal standards for research. Research misconduct is defined as: fabrication or falsification of data, plagiarism, or other practices that seriously deviate from commonly accepted practices in proposing, carrying out, or reporting research. Research misconduct does not include honest error or honest differences in interpretations or judgments of data.

Any person who has reason to believe that an individual has engaged in an act of research misconduct at the College should report that act to the appropriate Division Chair, who will conduct a preliminary and informal inquiry to determine whether an investigation is warranted.

Outside Activity

Outside activities are any uncompensated or compensated activities which are not part of an employee's assigned duties and for which the college has provided no compensation. When an outside activity interferes with the satisfactory performance of assigned duties, employees are responsible for resolving the interference working in conjunction with their superiors and other college officials. An employee engaging in any outside activity shall not use the facilities, equipment or services of the College in connection with such outside activity without prior approval of the President.

An employee who proposes to engage in any outside activity which the employee should reasonably conclude may create a conflict of interest, or in any outside compensated professional activity, shall report to their supervisor, in writing, the details of such proposed activity prior to engaging therein. This report shall include, where applicable, the name of the employer or other recipient of services; the funding source; the location where such activity shall be performed; the nature and extent of the activity; and any intended use of college facilities, equipment, or services. A new report shall be submitted for outside activity previously reported at the beginning of each academic year for outside activity of a continuing nature; and at such time as there is a significant change in an activity (nature, extent, funding, etc.). The reporting provisions of this section shall not apply to activities performed and completed during a period in which the employee has no appointment with New College. For more details related to this policy, see *NCF Employee Handbook*, pp. 15-16.

Personnel Files

All faculty and staff have the right, and are encouraged, to review the entire contents of their official personnel files maintained by the College in Human Resources and the personnel evaluation files maintained in the Office of the Provost for faculty. Working personnel files also exist and are maintained in the Divisions. Faculty and staff wishing to review their files may do so during normal working hours by appointment. As custodian of these records, the College limits access to evaluative documents by persons other than the faculty or staff member and appropriate College officials, to the extent allowed by law. A person designated by the employee, with written authorization, may also examine the file. Non-evaluative employee records are open to public inspection and copying under Florida's Public Records Act. For additional details, see the Collective Bargaining Agreement., Article 11; and the *NCF Employee Handbook*, p. 12-15.

Photo Identification Cards

Photo identification cards are available to all permanent faculty and staff. Contact the New College Registrar's Office (487-4320) for information on securing a Photo ID Card. For additional details, see the *NCF Employee Handbook*, Appendix 4, pp. 75-76.

Property—Off Campus Use

When College property is to be removed from campus for some official purpose, a request for "Off Campus Equipment Use Permit" must be approved by the appropriate Division Chair or supervisor. The equipment must be decaled before it is taken off campus. Ask your supervisor for additional information.

Public Records

Because New College of Florida is a state agency, the Florida Public Records Act governs maintenance and accessibility of all documents, books, photos, sound recordings, and other material made or received in the course of official College business. The College's Public Records Law Compliance Policy and Procedure provides that all public records in College custody shall be open for inspection by any person, at reasonable times and under reasonable conditions, and that College custodians of public records shall furnish copies of public records upon payment of a reasonable charge for the cost of duplication and labor. It is also the policy of the College that confidentiality be maintained for confidential records pursuant to law and that the exemptions from the Public Records Act's inspection and copying requirements be recognized. When a staff member receives a request to inspect or copy a College record, New College of Florida's General Counsel should be contacted to determine whether the requested record is public or confidential.

Religious Observance

In accordance with Florida Statutes 1006.53, and FAC Rule 6C-6.0015 the College has established a policy regarding religious observance.

All students, faculty and staff have a right to expect that the College will reasonably accommodate their religious observances, practices and beliefs. No student shall be compelled to attend class or sit for an examination at a day or time when he or she would normally be engaged in a religious observance or on a day or time prohibited by his or her religious belief. Students are expected to notify their instructors in advance of any meeting they will miss in accordance with this policy. Students are expected to notify their instructors if they intend to be absent for a class or announced examination, in accordance with this policy, prior to the scheduled meeting. Any student who believes he or she has been treated unfairly with regard to the above may seek review of a complaint through established College grievance procedures.

Reprisals Policy

New College of Florida recognizes the right of its employees to voice concerns on campus issues or issues of personal concern to them. The College respects the right of its employees to participate in the grievance processes available to them and will not take any negative, retaliatory, or reprisal action as a result of an employee electing to lodge a grievance, appeal, or claim, whether filed before a campus body or office or before an external regulatory board or commission. An employee who believes that adverse actions may have been taken against them because they participated in lodging a grievance, appeal, or claim against the College or one of its employees should file a written statement of their complaint with the Director, Human Resources (PMC, 487-4757).

Research Grants

The Office of Research Programs and Services (ORPS) identifies funding sources and assists researchers, both faculty and students, with grant proposals and submissions. The Director of ORPS submits proposals to funding agencies on behalf of the researcher and accepts grant offers on behalf of the

institution. While primarily a service unit, ORPS ensures that all grant funded research activity is conducted in a legally compliant environment by encouraging researchers to maintain good stewardship of grant funds from cradle to grave. In addition to proper grant management, ORPS tracks a variety of data to promote and acknowledge the research activity conducted by faculty and students. The New College of Florida Institutional Review Board, charged with reviewing all research involving human subjects, conducts business through this office. The Director serves as the Human Protections Administrator and is the point of contact for faculty and students seeking IRB approval for their research protocols. The ORPS works directly with students applying for graduate fellowships requiring an institutional nomination, and prestigious, nationally competitive scholarships. The ORPS is also the point of contact for students applying for internally funded grant awards, such as the New College Foundation Research and Travel Grants.

Resignations

It is expected that College faculty or staff who resign from their position provide sufficient written notification to their supervisor specifying their last date of employment with the College. When possible, A&P and non-unit faculty are to provide a minimum of three months written notice, while in-unit faculty have the professional obligation to provide at least one full semester's notice. This includes resignations in conjunction with retirement.

Right-to-Know

The Florida Right-to-Know Law requires the College to inform all faculty and staff of the toxic substances to which they are exposed in the workplace and provide training in safe-handling practices and emergency procedures. Current faculty and staff are to be trained annually, and new faculty and staff are to be trained within thirty days of employment. If a faculty or staff member requests information on a particular chemical, the supervisor is to provide the information within five days. The office of the Vice President for Finance and Administration (COH 108, 4444) can provide additional information regarding the Right-to-Know Law.

Sexual Battery

Sexual battery is a felony in the state of Florida and is a violation of College policy that is subject to disciplinary action under applicable College rules and collective bargaining agreements. It is the intent of the College to create and maintain an environment that is safe from sexual battery.
The Victim's Advocate (who can be contacted at the Counseling and Wellness Center, West Side Student Center, 4254) will assist New College of Florida students or faculty who are victims of actual or threatened violence including assault, battery, sexual battery, and attempted sexual battery.

Sexual Harassment

New College of Florida strives for a study and work environment for students, faculty and staff that is free from sexual harassment. Sexual harassment is prohibited at New College of Florida, and behavior that constitutes sexual harassment is unacceptable.

Definition. Sexual harassment is defined as:

1. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when:
    a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or educational experience.
    b. Submission to or rejection of such conduct by an individual is used as the basis for employment or educational decisions affecting such individual; or
    c. such conduct is sufficiently severe and pervasive so as to alter the conditions of, or have the purpose or effect of substantially interfering with, an individual's work or academic performance by creating an intimidating, hostile, or offensive working or educational environment.

d. Any conduct or activity which creates an adverse impact on an individual's ability to acquire or retain a benefit of employment (including hiring, promotion, salary increases, disciplinary actions or any other terms and conditions of employment), which acts to limit a student's access to, participation in or benefit from an educational program, or which creates a hostile or abusive employment or educational environment.

2. Sexual harassment does not include verbal expression or written material that is relevant and appropriately related to the subject matter of a course/curriculum or to an employee's duties. This policy is not intended to abridge academic freedom or the college's educational mission.

Prohibited Conduct. The following actions are prohibited:

1. Sexual harassment by or between any faculty member, staff member or student, including individuals of the same sex.
2. Sexual harassment by any faculty member, staff member or student against any individual who is not a faculty member, staff member or student while assigned to duties or academic programs of the College regardless of their work location.
3. Sexual harassment by any vendor or individual external to the College against any faculty member, staff member or student during the transaction of business with the College.
4. Retaliation by any faculty member, staff member or student against any individual who, in good faith, has made any allegation of sexual harassment, or who has testified, assisted, or participated in any way in any investigation, proceeding, or hearing conducted under this policy or any federal or state law.
5. Knowingly making false accusations or allegations of sexual harassment, or making false statements in any inquiry or investigation of alleged sexual harassment.

Examples of Prohibited Conduct. Examples of prohibited conduct include, but are not limited to:

1. Displaying or telling of sexually oriented jokes, statements, photographs, drawings, computer images, web sites, videos, slides, graphics, calendars, cartoons, e-mails or other communications.
2. Making sexually explicit or suggestive gestures or sounds.
3. Making actual or implied promises of an employment or educational opportunity or benefit in exchange for sexual activity.
4. Making actual or implied threats to impede or interfere with employment or educational opportunities or benefits for failing to agree to or engage in sexual activity.
5. Inappropriate and unwelcome sexual touching, including but not limited to: patting, fondling, pinching, attempted or actual kissing.
6. Requesting or coercing sexual intercourse or sexual favors, or attempting to or actually engaging in a sexual assault.
7. Continuing to ask someone for a date after being told "no."
8. Continuing any of the conduct listed in the above examples after being told or being otherwise made aware that the conduct is unwelcome.

Prohibited conduct does not include verbal expression or written material that is relevant and appropriately related to the subject matter of a College course/curriculum or to an employee's duties.

Consensual Amorous or Sexual Relationships.

New College of Florida strives to create and maintain a professional, collegial environment for work and study. Professional and collegial relationships are based on mutual respect and trust. When persons in positions of unequal power engage in amorous or sexual relationships they should be aware that they may be at risk of being accused of sexual

harassment, either during the relationship or after the relationship ends, or being accused of having a conflict of interest. For additional information concerning conflicts of interest please refer to Ch. 112, Part III, Florida Statutes, the applicable collective bargaining agreement, and State of Florida Board of Governors and College rules.

The College recognizes that consensual, amorous or sexual relationships between two people of unequal position or power (e.g., between a supervising staff member and a subordinate staff member, faculty member and student, or staff member and student) may become exploitative or lead to charges of sexual harassment. Accordingly, the College encourages its staff, faculty and students to refrain from such relationships.

Reporting Sexual Harassment. If you believe you are being sexually harassed:

1. If possible, tell the person whose actions you find offensive that you want the behavior to stop and/or that the behavior or conduct is unwelcome, and/or,
2. tell your supervisor or the head of the department in which you are enrolled or employed, or the supervisor/department head's supervisor of the offensive behavior, and/or,
3. contact the President of New College or his/her designee, (941) 487-4100.

Procedures for Internal Handling of Complaints or Allegations of Sexual Harassment.

1. Authority to Investigate. The President or his/her designee is responsible for investigating complaints or allegations of sexual harassment.
2. Filing of Complaints. The following persons may file complaints or allegations of sexual harassment:
   a. Any person protected under section (3) who believes that he/she has been sexually harassed.
   b. On behalf of any person protected under section (3), any person having knowledge of instances of sexual harassment of such protected person by any student, faculty or staff member, or vendor, or individual external to the College during the transaction of business with the College.
   c. Any faculty or staff member, who is in a supervisory position, and who is aware of possible instances of sexual harassment by any student, faculty or staff member.

3. Mandatory Reporting of Alleged Sexual Harassment. Faculty and staff members who are in supervisory positions are required to promptly report verbally or in writing allegations of sexual harassment to the President or his designee. For purposes of this section, a faculty or staff member is deemed to be in a “supervisory position” if:

   a. he/she supervises one or more other staff members; or
   b. with respect to students, he/she qualifies under (7) (c) 1 or supervises or teaches the student who is complaining about alleged sexual harassment.

4. Review of Complaints of Alleged Sexual Harassment. Complaints of alleged sexual harassment shall be reviewed by the President or his designee to determine if an investigation is required. If the President or his designee determines to conduct an investigation, the complaint shall be investigated and resolved in accordance with appropriate procedures.
5. Time Deadline for Filing Complaint of Alleged Sexual Harassment. A written complaint must be filed with the President or his designee within ninety (90) days of the alleged incident of sexual harassment. The President or his designee shall render a decision sixty (60) days thereafter. The President’s or his designee’s decision shall constitute agency action for purposes of further proceedings under Chapter 120, Florida Statutes.

Procedures External to New College of Florida. Complaints of alleged sexual harassment my also be filed with the following external agencies:

1. U.S. Equal Employment Opportunity Commission, Tampa, (813) 228-2310, TDD (813) 228-2003
2. U.S. Department of Education, Office for Civil Rights, Atlanta, (404) 562-6358, TDY (404) 562-6454.
3. Office of Federal Contracts Compliance Programs, Orlando, (407) 648-6181.
   Florida Commission on Human Relations, Tallahassee, 1(800) 342-8170, TDD (904) 488-8696.

For more details of the policies against harassment at the College, please refer to the *NCF Employee Handbook*, Appendix 1, and pp. 63-67.

Smoking

Florida Statutes prohibit the smoking of tobacco products in all public places and public meetings. No smoking areas include: all College buildings on the New College of Florida Campus, including elevators, restrooms, clinic waiting rooms, classrooms, library reading rooms, auditoriums, and all other public areas not designated by sign as permitted smoking areas. For more details in regard to this policy, please refer to the *NCF Employee Handbook*, pp. 28-29.

Space

If you need space for an activity or meeting, a master calendar of space assignments can be browsed on line at http://131.247.152.26/VirtualEMS/BrowseEvents.aspx. Faculty and staff can contact the reservation agent, jthomas@ncf.edu, to establish an EMS account or ask an office manager or administrative assistant to place a request. Once your account is established, you can request space for meetings and events. The actual reservation for the room will only be placed if the room request is approved by the reservation agent. Use of general meeting/event space is on a first-come, first-served basis. Faculty, staff, students, student government, divisions and departments have priority over student organizations, alumni, employee groups, and other NCF or USF S-M-affiliated groups. Third priority goes to outside non-profits followed by outside for-profit groups.

Telephone Use

College telephones are to be used for College business only, with incidental and nominal personal use for local calls that do not interfere with full performance of job duties. Long distance personal calls are not to be charged to the College under any circumstances. Employees may be required to reimburse New College for any charges resulting from personal use of the telephone.

Unemployment Compensation

Employees who are laid off or terminated through no fault of their own may be entitled to unemployment compensation benefits under Florida law. An employee who is laid off or terminated should contact his/her nearest Jobs Etc. office to ascertain his or her rights.

Use of College Name and Symbols

The use of New College of Florida's name or symbols is not allowed for commercial or other advertising or promotional materials where such use implies the College's endorsement unless approved by the New College of Florida Board of Trustees.

Use of Human Subjects in Research

New College of Florida is guided by the ethical principles concerning human involvement in research as subjects set forth in the report of the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, entitled: *Ethical Principles and Guidelines for the Protection of Human Subjects in Research (The Belmont Report).* No human subject research may be initiated and no ongoing human subject research may continue in the absence of approval by the

Institutional Review Board (IRB) designated to oversee human research at New College of Florida. Complete guidelines can be obtained from the Office of Research Programs and Services, under the Office of the Provost, or at www.ncf.edu/ORPS/.

5.5 Staff Benefits

Regular faculty members of New College of Florida are entitled to many benefits. Some are in the form of traditional benefits such as insurance, retirement, and sick leave. This section briefly describes *selected* benefits from among the benefit areas listed below. For full information on all the areas, contact the Benefits Coordinator in Human Resources, PMC, 487-4503, or refer to the *NCF Employee Handbook*, pp. 38-62.

Leaves of Absence and Holidays

Faculty members, with their department's and supervisors' permission, are entitled to leaves of absence for illness, parental leave, assigned research, sabbaticals and professional development leave. They may also be granted leave with or without pay under other circumstances. While the following is a summary of those leave benefits, more details may be found in Chapter 6C-5, Florida Administrative Code, System-wide Personnel Matters; and any applicable collective bargaining agreement.

General: Each employee should determine and strictly comply with departmental procedures for reporting illness, tardiness, and leave requests.

Holidays: All regular employees enjoy fourteen paid holidays: New Year's Day, Martin Luther King Jr. Day (3rd Monday in January), Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving, day after Thanksgiving, Christmas Day, and four days, with a possibility of a fifth day, of Winter Break scheduled by the College President.

The College is closed on these holidays. The College recognizes that in exceptional circumstances a faculty member may hold classes on an official holiday in order to fulfill the education purpose of the course. However, examinations or other testing should not be given in a class scheduled on a holiday. Classes not held because of a holiday shall not be rescheduled.

Record Keeping: Forms are available from your supervisor or departmental leave coordinator to maintain leave and attendance records. Leave is earned at the end of each biweekly pay period and must be earned before it may be used, with limited exception requiring approval of the appropriate vice president. Prior to taking leave, you need your supervisors' approval in writing. All employees complete and submit a leave record at the end of each pay period to his/her supervisor. Maintenance of leave records is very important, as documented leave balances must be available in order to assure payment of accrued balances upon termination or retirement.

Sick Leave: Sick Leave is accrued by all regular employees. Use must be approved by an employee's supervisor prior to leave. Sick leave can also be used to continue full pay status if you are injured on the job or to provide full pay before the disability plan goes into force. Sick leave can be used for personal illness, injury, disability, or exposure to a contagious disease or for personal appointment with a doctor, dentist, or other recognized medical practitioner. Under certain circumstances, sick leave may also be used for absences resulting from illness, injury, or disability of a member of the immediate family. Immediate family is defined as the grandparents, parents, brothers, sisters, children, and grandchildren of both the employee and his/her spouse.

Full-time employees earn sick leave at the rate of four hours biweekly. Part-time employees earn sick leave in an amount proportionate to the percent of their appointment. There is no limit to the number of hours of sick leave an employee may accrue. For more details in regard to this policy, please refer to the *NCF Employee Handbook*, pg.49.

Transfer and Payment of Leave: The applicable provisions of the Personnel Rules allow for transfer and lump-sum payment of accrued annual and sick leave under certain circumstances. For more details, please refer to the *NCF Employee Handbook*, pp. 46-69.

Family and Medical Leave Act (FMLA) Leave

a. The FMLA (The Family and Medical Leave Act of 1993 (FMLA) (Pub.L. 103-3; 29 U.S.C. sec. 2601; 29 CFR 825) The Family and Medical Leave Act of 1993 (FMLA) (Pub.L. 103-3; 29 U.S.C. sec. 2601; 29 CFR 825) for the Federal law providing eligible employees a benefit of up to four hundred and eighty (480) hours of leave without pay for qualified family or medical reasons during a one-year period. This Act entitles the employee to take leave without pay; where the College policies permit, employees may use accrued leave with pay during any qualifying family or medical leave. The failure to list, define, or specify any particular provision or portion of the FMLA in this Agreement shall in no way constitute a waiver of any of the rights or benefits conferred to the employer or the employee through the FMLA.

In relation to the Family Medical leave Act, the College shall implement such the Act in accordance with the procedures contained in The New College of Florida Employee Handbook.

Pay Periods, Payroll Deductions

All College employees are paid biweekly. Each two-week pay period begins on a Sunday and ends on a Saturday. Faculty and staff normally receive their paychecks on the Friday following the end of each pay period. Each paycheck reflects compensation for work performed, leave with pay, or paid holidays observed.

Payroll deductions may be made for Federal income tax, social security contributions, insurance premiums, tax-sheltered annuity contributions, credit union deductions, and other authorized payroll deductions. These deductions are itemized on the statement that accompanies each paycheck. The State Comptroller requires employees to have their pay deposited directly into an account at their financial institution by electronic fund transfer. A direct deposit authorization form should be completed and forwarded directly to Human Resources. For more details related to this policy, please see the *NCF Employee Handbook*, pp. 21-22.

Savings Bonds

Employees may purchase U.S. Savings Bonds through payroll deduction.

Workers' Compensation

All faculty and staff are covered by Workers' Compensation benefits as required by law. With certain exceptions, faculty or staff who sustain a job-related injury or illness are eligible to receive necessary medical care at no cost to him/her. Faculty and staff are also eligible to receive two-thirds of their salary from Workers' Compensation, to be supplemented with leave use, if the injury or illness results in the authorized absence from work in excess of forty work hours. Additionally, disability leave with full pay for the first forty work hours of authorized absence is available. Job-related death is also compensable under the Workers' Compensation Act. For more details in regard to these policies, please refer to the *NCF Employee Handbook*, p. 45.

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CHAPTER VI

THE EDUCATIONAL PROGRAM

6.1 Preamble

Each student's academic program is primarily an agreement between the student and the faculty sponsor. The following guidelines ought to be understood within the context of that agreement and the professional judgment of the faculty sponsor.

6.2 Program Requirements

The New College program is described in the General Catalog which is available online (http://www.ncf.edu). Faculty and students should become familiar with this guide; it contains a full treatment of the contract system and educational program.

1. Seven satisfactory semester contracts
2. Three satisfactory Independent Study Projects (ISPs)
3. **The satisfactory completion of 31 units (a unit being equivalent to a full semester course or an ISP**
4. The satisfactory completion of the Liberal Arts Curriculum requirements, including: study in a broad range of subjects; basic proficiency in information technology, mathematics, and English language; and advanced proficiency in written and oral English language.
5. A satisfactory Senior Project or Thesis, accepted in final form by Library staff;
6. A satisfactory Baccalaureate Examination (usually in the form of an oral defense of the senior project).

With the exception of some portions of the **fourth** requirement, each of these requirements involves written evaluation; specific procedures are described in the sections below. **(Mar 2011)**

6.2.1 The Liberal Arts Curriculum

The Liberal Arts Curriculum (LAC) requires students to study a broad range of subjects, demonstrate basic proficiency in information technology, mathematics, and English language; and demonstrate advanced proficiency in written and oral English language.

Eight Liberal Arts Courses

Students must complete at least eight courses in the Liberal Arts Curriculum of the College, including one of these courses from each of the three Divisions (Humanities, Social Sciences, and Natural Sciences).

A liberal arts education at New College should develop one's intellectual and personal potential as fully as possible, and as a result instill interest in diverse academic disciplines and inspire a regard for views different from one's own. Courses that satisfy this LAC breadth requirement

typically introduce a discipline, a field of study, a region, a time period, or a body of literature; have no pre-requisites; and are taught regularly by a faculty member in his or her area of expertise. LAC courses are identified in each semester class schedule and posted in the year's *Liberal Arts Curriculum Guidelines*.

In addition, each year's Liberal Arts Curriculum Guidelines defines alternate methods of fulfilling these breadth requirements. These methods include appropriate courses taken at another college and achievement of certain scores on specific subject exams via Advanced Placement, the International Baccalaureate Programme, the Advanced International Certificate of Education, and the College Level Examination Program. (Please note, however, that while exam scores may be used to satisfy some LAC breadth requirements, exam scores cannot be counted toward transfer credit hour equivalents or contract certification.)

6.2.1.1 Liberal Arts Curriculum (LAC) Course Selection Procedure

A liberal arts education at New College should develop a student's intellectual and personal potential as fully as possible, and as a result instill interest in diverse academic disciplines and inspire a regard for views different from one's own. Courses that satisfy the LAC requirement should introduce a discipline, a field of study, a region, a time period, or a body of literature; have no pre-requisites; and be taught regularly by a faculty member in his/her area of expertise. In addition to completing the online evaluation form in accordance with Section 6.5.1 (Evaluations), faculty members teaching LAC courses are expected to complete an LAC-Course Student Outcome Assessment Form on a random sampling of no more than 20 students.

Students choose LAC-designated courses they will take to satisfy the LAC requirement in consultation with their contract sponsor.

The following procedure will be used for determining the LAC designation:

1. When the faculty member proposes next year's courses for the two-term syllabus, he/she marks LAC courses.
2. All course descriptions are submitted to their respective Divisions.
3. The Division Chairs review course descriptions and have the option of encouraging additional LAC designations or requesting clarifications.
4. The Division Chairs forward approved course descriptions to the Registrar.
5. Courses that satisfy the LAC requirement are marked with an asterisk in the two-term syllabus and in the course schedules.

6.2.2 Math/English Language/Information Technology Proficiency

Mathematics Proficiency. All New College students must demonstrate the required basic proficiency in mathematics in one of the following ways:

- Satisfactory completion of a course in mathematics at New College
- A score of 500 or above on the mathematics section of the SAT Reasoning Test, the re-centered SAT I, or its equivalent
- A score of 21 or above on the mathematics section of the ACT
- A score of 91 or above on the ACCUPLACER Elementary Algebra exam
- A score of 3 on any Advanced Placement (AP) mathematics exam
- A score of 5 or higher on an International Baccalaureate (IB) mathematics exam
- A score of 50 or higher on a College-Level Examination Program (CLEP) mathematics exam
- A passing score on the mathematics section of the College Level Academic Skills Test taken prior to July, 2009

- A passing score on the FTCE General Knowledge Exam mathematics section or a score of 91 or higher on the mathematics portion of the Florida College-Level Entry Placement Test
- A 2.5 grade point average (on a 4.0 scale) in traditional postsecondary-level course work identified by the Florida State Board of Education and Florida Board of Governors as meeting the requirement to demonstrate college-level skills in mathematics. (Contact the Office of the Registrar for details.)
- Six semester credit hour equivalents of mathematics course work completed at another accredited college or university, and deemed eligible toward transfer credit. (Contact the Office of the Registrar for details.)

English Language Proficiency. One way to demonstrate the required basic proficiency in English language is to achieve scores that meet or exceed minimum scores on a nationally standardized examination, as established by the State Board of Education in conjunction with the Board of Governors. This may be accomplished with any one of the following:

- A score of 500 or higher on the SAT Reasoning Test Critical Reading portion; and, 500 or above on the SAT Reasoning Test Writing portion taken after February 2005
- A score of 500 (recentered score) or 412 (non-recentered score) or above on the Verbal section of the SAT I taken prior to March 2005
- A score of 22 or above on the ACT program in Reading; and either one of the following:
  - 21 or above on the ACT program in English or
  - 21 or above on the ACT program in English/Writing (English with Essay Component)
- A score of 20 or above on the Composite of the ACT taken prior to October 1989
- 93 or above on the ACCUPLACER Reading Comprehension Examination and 105 or above on the ACCUPLACER Sentence Skills Examination
- A passing score on the English language, reading, and essay writing subtests of the College Level Academic Skills Test taken prior to July 1, 2009.

Alternatively, students with course work from another accredited college may meet the English Language Proficiency requirement if they have achieved a 2.5 grade point average (on a 4.0 scale) in traditional postsecondary-level course work identified by the Florida State Board of Education and Florida Board of Governors as meeting the requirement to demonstrate college-level skills in English language, reading, and essay writing. (Contact the Office of the Registrar for details.)

Advanced Proficiency in Written and Oral English Language. Satisfactory performance on the final graduation requirements—the senior thesis or senior project, and the oral Baccalaureate Exam—provides clear evidence that the student has met the College's requirement of Advanced Proficiency in Written and Oral English Language. **The requirement for Advanced Proficiency in Written and Oral English Language cannot be waived.**

Waivers for Basic Mathematics Proficiency and English Language Proficiency. Students may apply for a waiver if they do not satisfy the basic requirement(s) of Mathematics Proficiency and/or English Language Proficiency. Applications for waivers [not related to a documented specific learning disability] will be reviewed by the Waiver Committee. This committee will include the Provost, a faculty member in Mathematics, a faculty member in English, a third member of faculty outside of Mathematics and English, and an institutional test administrator. Petitions for waivers will be considered only after students have been provided test accommodations and other administrative adjustments to permit accurate measurement of the

student's proficiency in the subject area measured by the exam. The Committee reviewing the request shall review the student's academic records and such other information as appropriate.

Any student with a documented specific learning disability (SLD), such that the student cannot demonstrate successful mastery of basic Mathematics Proficiency and/or basic English Language Proficiency, may apply for a waiver through the Provost's Office.

If a waiver is approved, the student's transcript shall include a statement that the student did not meet the basic Proficiency requirement(s) and that a waiver was granted. (There shall be no mention of a disability should the student have received the waiver on the basis of a disability.) Students may apply for a waiver if they do not satisfy the basic requirement(s) of Mathematics Proficiency and/or English Language Proficiency. Applications for waivers [not related to a documented specific learning disability] will be reviewed by the Waiver Committee. This committee will include the Provost, a faculty member in Mathematics, a faculty member in English, a third member of faculty outside of Mathematics and English, and an institutional test administrator. Petitions for waivers will be considered only after students have been provided test accommodations and other administrative

Information Technology Proficiency. All enrolled New College students must satisfactorily complete online information technology training.

6.3 The Academic Calendar

The academic year at New College begins in late August with orientation and advising week, and ends in late May with graduation. Each academic year consists of two semesters and a month-long January Interterm, during which Independent Study Projects are normally undertaken, except by senior students, who normally are engaged in senior thesis-related studies.

The College does not schedule classes on official state holidays. (See Section 5.5, "Leave of Absence and Holidays", for a list of state holidays). The College recognizes that in exceptional circumstances it may be appropriate for a faculty member to hold classes on an official holiday in order to fulfill the education purpose of the course. However, examinations or other testing should not be given in a class scheduled on a holiday. A faculty member who plans on holding a class on an official holiday should notify Campus Police in order to insure that the appropriate classroom building will be open.

Each semester begins with an advising period, when new students receive information about the program and the contract system, and returning students discuss contracts and requirements for their areas of concentration. The semester contains a week-long mid-semester break. Fall semester classes begin on a Monday, following Thursday and Friday mini-classes; the last class day of Fall semester is also a Wednesday. The two working days following the last day of classes in the Fall semester are reading/hurricane makeup days. In years in which time is lost due to campus closing for hurricanes, these days may be used to make up for lost class time. In other years these days will not normally include class meetings. Five days during the spring semester are reserved for faculty and students to engage in baccalaureate exams and reading: the first three days of the twelfth week of classes for baccalaureate exams, and the last two days of the fourteenth week of classes for reading (not counting the mid-semester break). On these days**,** classes will not be held. At the end of each semester the five weekdays following the reading or baccalaureate/reading days, define a period when make-up classes and course examinations may be given after the semester has ended. For Calendar details, see Fig. 1.

Faculty may also decide to divide their semester course offerings into seven-week modules. Modules may be separate, independent courses, or may be related sequences in the same topic area. Modules are evaluated as separate courses and sponsors and students should consider their relative weight when drawing up the semester contract.

6.3.1 The Uniform Weekly Schedule.

The College has a uniform weekly academic schedule; shown in Table 4. This is intended to offer some consistency in the length of time students spend in classes, minimize conflicts, and facilitate room scheduling.

It is important that every class take place in a time slot of the uniform weekly schedule. Situations may arise where faculty find it difficult or disadvantageous to teach in a regular time slot. These include: 1) small classes meeting at unconventional times to eliminate time conflicts, 2) classes whose basic nature makes them difficult to adapt to one of the time slots provided, 3) adjuncts who cannot fit their external schedules to ours, or 4) some pressing personal situation. If a faculty member cannot teach in one of the regular time slots, he/she should appeal to their Division Chair for an exemption. If this is granted, all possible care should be taken to minimize conflicts and overlap with regular time slots.

New College
THE HONORS COLLEGE of Florida

Office of the Registrar
5800 Bay Shore Road (PMD-115)
Sarasota, FL 34243-2109
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Table 4

Uniform Class Schedule

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:00					
9:00	MWF 9-9:50	TR 9-10:20	MWF 9-9:50 / WF 8:30-9:50	TR 9-10:20	MWF 9-9:50 / WF 8:30-9:50
10:00	MWF 10-10:50		MWF 10-10:50		MWF 10-10:50
11:00	MWF 11-11:50	TR 10:30-11:50	MWF 11-11:50	TR 10:30-11:50	MWF 11-11:50
12:00	Lunch	Lunch	Lunch	Lunch	Lunch
1:00	MR 12:30-1:50	TF 1-2:20	Wed Sem 12:30-3:20	MR 12:30-1:50	TF 1-2:20
2:00	MR 2-3:20			MR 2-3:20	
3:00	M Lab & Sem 1/2-4:50	T Lab & Sem 1/2:30-5:20 / TF 2:30-3:50		R Lab & Sem 1/2-4:50	F Lab & Sem 1/2:30-5:20 / TF 2:30-3:50
4:00	MR 3:30-4:50	TF 4-5:20	Faculty Meeting 3:30-5:00	MR 3:30-4:50	TF 4-5:20
5:00	Dinner	Dinner	Towne Meeting 5:00-7:00	Dinner	Dinner
6:00					
7:00 - 10:00	OPEN*	OPEN*	OPEN*	OPEN*	OPEN*

Afternoon Lab slots may also be used to schedule 3 hour seminars, starting at 2:00 (MR) or 2:30 (TF).

Evening class times -- between 7:00 p.m. and 10:00 p.m. -- may be scheduled at the discretion of the faculty.

Faculty requiring classes outside the Uniform Class Schedule should appeal to their Division Chair for an exemption.

6.4 The Contract

The contract system is the heart of the New College educational program. At the beginning of each semester, each student works out a program of study for the semester with his or her faculty sponsor, who is chosen by the student and who agrees to sponsor the student. (Temporary faculty with appointments of one semester or less do not have the authority to sponsor contracts.) The contract, drawn up jointly by the student and sponsor, includes: a statement of educational objectives; a list of courses, tutorials, and other academic undertakings **to be taken, totaling at least three units (a unit being equivalent to a full semester course) (Feb 2011)** for transcript entry; a description of otherwise undefined projects to be undertaken; and a statement of criteria (e.g., number of satisfactory course evaluations) to be met in order that the contract be certified as satisfactory at the end of the semester. **Contracts are due in the Registrar's Office by 5:00 p.m. on the second Wednesday of the term. Students may submit late contracts for a fee (determined by the Registrar's Office) until close of business on the second Friday of the term. Any student whose contract has not been submitted by 5:00 p.m. on the second Friday of term will have his or her enrollment cancelled, unless the student successfully petitions the Provost to be allowed to submit both contract and late fee after the deadline. (Nov 2010)**

6.5 Evaluation and Sponsoring

6.5.1 Evaluations

Faculty members are expected to provide an evaluation of the work done by each student with whom they were involved in an academic undertaking. The faculty member who signs an evaluation for any transcript entry has the right to determine whatever the grounds might be for doing so. This may include relying on students or people from the community to conduct or help evaluate classes. When this is the case, it is the faculty member's responsibility to bring such proposals to the Division for discussion and approval before they are entered in the contract. It is also the duty of the faculty member to maintain standards of academic rigor and honesty.

The online evaluation system is accessible on the New College website home page. Faculty may complete the evaluation form by accessing the following web site address https://www.ncf.edu/nc/login.asp. The written evaluation should include: a brief description of the course, tutorial, or independent work; a summary evaluation of the work; and a designation of the student's performance as "satisfactory," "unsatisfactory," or "incomplete." Incomplete evaluations must specify a deadline for completion. Faculty evaluations of course or tutorial work for contract entry are due two weeks from the date of submission of a "“All Work Submitted”" form in order to expedite the certification of contracts. Evaluations submitted after 5:00 p.m. on Wednesday of the eighteenth week after the beginning of the semester are considered late. Earlier deadlines are established by the Registrar's Office for students who are subject to probationary review by the SASC and for prospective graduates. Notification of evaluations not submitted by the deadline will be sent by the Registrar's Office to the Provost, and to the appropriate Division chairperson, to be forwarded to each delinquent faculty member. It will be included in the faculty member's permanent file for review during retention, promotion, tenure and salary considerations.

6.5.2 Deadlines for Incomplete Work

Course and tutorial undertakings that are still incomplete after one calendar year from the first day of the semester for which the contract was written will automatically become unsatisfactory. This applies to modular and full-semester courses for that semester.

6.5.3 Sponsoring

In general a sponsor should assist the student in developing his or her academic program, keeping in mind both immediate and long-range goals. Attention should be paid to graduate school requirements (if appropriate) and to possible diversification. During the semester a sponsor should consult occasionally with each of his or her students.

6.5.4 Contract Certification

At the end of each semester, faculty should review each sponsee's course evaluations and submit a contract certification based on the contract certification criteria. All contract certifications are due in the Office of the Registrar 10 days after the first day of the following term.

Sponsor and student can renegotiate the specifics of a contract until the beginning of the twelfth week of each semester. The contract renegotiation forms must be completed and signed by both student and sponsor. After the contract renegotiation deadline has passed, students may petition the SASC for contract renegotiation approval. In order to maintain the integrity of the contract system, such renegotiations will be approved only in exceptional circumstances.

If certification criteria are satisfied within the time period allowed by faculty rules, the contract should be certified as satisfactory. Contract certification forms allow for a description of the semester's activities and any comments deemed appropriate by the sponsor.

If the contract sponsor wishes to close off the option of renegotiating an unfulfilled or unfulfillable contract, or if the contract certification criteria cannot be satisfied, the contract should be certified as *unsatisfactory*.

If the certification criteria are not fulfilled on or before the date by which the faculty member must submit his or her evaluation of the term's work, but if the criteria can be fulfilled, then the contract should be certified as incomplete. Incomplete certifications must stipulate a deadline for completion, which supersedes the deadlines set by instructors on individual undertakings within the contract.

Students whose semester contracts have been evaluated as unsatisfactory will be reviewed by the SASC. A student with two incomplete academic contracts and/or ISPs will be subject to review by the SASC.

6.5.5 SASC Review

New College students are considered to be in good academic standing as long as contract certification criteria are being met and ISPs satisfactorily completed. A student's failure to complete contracts and ISPs satisfactorily will trigger one of three automatic consequences, for each of which a notice will be sent from the Registrar to the student and contract sponsor:

Academic Warning

- **One unsatisfactory ISP.**
- **Failure to complete three satisfactory ISPs by the end of the sixth semester.**

Academic Probation

- **One unsatisfactory contract or two unsatisfactory ISPs.**

Academic Dismissal

- **Two unsatisfactory contracts, which need not be consecutive.**
- **In any order, one unsatisfactory contract and two unsatisfactory ISPs; again,**

they need not be consecutive.

- **One unsatisfactory contract, for students who were readmitted after having previously been dismissed.**

Academic Warning: **Students will be notified by the Registrar that they must complete a satisfactory ISP during the next January ISP or they will fall behind the normal schedule for completing the ISPs required for graduation.**

Academic Probation**: Students will be notified by the Registrar that they have fallen behind in the satisfactory completion of contracts and/or ISPs, that they are being placed on academic probation, and that their academic progress will be reviewed by the SASC. A student may appeal his or her probation to the Registrar on procedural grounds only (i.e., in cases of error or misunderstanding). At the end of each semester, the Registrar will report to the SASC on all probationary students' academic progress. Students on academic probation are expected to complete contract and ISP obligations satisfactorily and on time, and to demonstrate that they are once again progressing at an acceptable pace toward completion of degree requirements. Evidence of acceptable progress includes satisfactory evaluations of academic activities included on the semester contract and a satisfactory contract certification. Evaluations of "incomplete" and marginally satisfactory evaluations do not constitute such evidence. A probationary student demonstrating academic progress will be removed from probation and restored to good academic standing. A student who completes his or her contract satisfactorily but whose weak academic performance warrants further monitoring may have his or her probationary status extended for one semester. Failure to demonstrate acceptable progress will result in academic dismissal. In all cases the student will receive a notice from the SASC.**

Academic Dismissal**: Students whose academic progress has not met the required minimum standards described in the College's academic policies will be automatically notified of their impending dismissal by the Registrar. Such notices are sent to the student and sponsor immediately upon determination of two unsatisfactory contracts or one unsatisfactory contract and two unsatisfactory ISPs.**

For a student who receives a notice of pending dismissal the Registrar will schedule a hearing with the SASC. A student who receives a notice of impending dismissal has the option of appealing his or her dismissal to the SASC. If the student chooses to appeal, the Registrar will schedule a meeting that includes the student, the faculty sponsor, and the SASC. At this meeting the committee will consider the following aspects of the student's record:

1. **Previous contracts and ISPs;**
2. **Any previous reviews by the SASC;**
3. **General quality of academic work as reported by faculty in evaluations;**
4. **The sponsor's assessment of the student;**
5. **Patterns of incomplete and/or unsatisfactory work;**
6. **Other aspects of progress toward completion of degree requirements, such as declaration of area of concentration, or submission of senior thesis prospectus;**
7. **Any extenuating circumstances.**

Faculty members are expected to appear at SASC reviews of students they sponsor. The student and the sponsor should submit in writing any comments they have that might assist the Committee in its review of the appeal of dismissal. It is important that students scheduled for review meet with their sponsors and relevant instructors prior to the review to discuss the status of incomplete and/or unsatisfactory work.

After reviewing the student's academic record and talking with the student and sponsor, the committee will take one of the following actions:

1. **Recommend to the Provost that the student be dismissed from New College;**
2. **Set contingencies or conditions for continued enrollment that clearly reflect the committee's expectations for academic progress.**

If there is a disagreement between the student and sponsor regarding an "incomplete" or "unsatisfactory" certification arising from a misunderstanding of the certification criteria, either party may request the SASC to act as a mediating agent. The sponsor, however, is responsible for making the final certification. Students are free to change sponsors from semester to semester, but once a faculty member has signed a student's contract, that faculty member remains the student's sponsor for the entirety of that term. (Mar 2011)

6.5.6 Delinquent Course Evaluations and Contract Certifications

Evaluations submitted to the Registrar's Office website after 5:00 p.m. on Wednesday of the eighteenth week after the beginning of the semester are considered late. Earlier deadlines are established by the Registrar's Office for students who are subject to probationary review by the SASC and for prospective graduates. Notification of evaluations not submitted by the deadline will be sent by the Registrar's Office to the Provost, and to the appropriate Division Chairperson, to be forwarded to each delinquent faculty member. It will be included in the faculty member's permanent file for review during retention, promotion, tenure, and salary considerations.

The Provost may encourage prompt submission of course and contract evaluations through the use of the following measures:

1. Written reminders shall be sent by the Provost to all delinquent faculty as soon as possible after the designated date on which evaluations are due.
2. Two weeks following the due date, a list of all faculty still delinquent shall be prepared by the Registrar and sent by the Provost to all faculty and academic administrators. These lists shall be kept on file with the Registrar and be made available to the PAC on request.

For these measures to be effective, evaluations of Satisfactory, Unsatisfactory, or Incomplete must be submitted for every student on the final course registration list, which is provided after the contract renegotiation deadline. It is not necessary to write unsatisfactory evaluations for students who have officially withdrawn.

6.6 Faculty Teaching Responsibilities

While there are no official college-wide policies or rules governing teaching loads, the accepted norm is that each faculty member will teach two courses or seminars per semester. In addition, faculty are expected to offer tutorials, supervise independent reading projects, independent research, senior

theses, and other educational activities. See Florida Statutes 1012.945: Required Number of Classroom Teaching Hours for University Faculty Members.

Employees shall be apprised in writing, at the beginning of their employment and at the beginning of each year of employment thereafter, of the duties and responsibilities in teaching, research and other creative activities, service, and of any other specific duties and responsibilities assigned for that year.

New College Faculty receive an assignment of duties letter from their Division Chairperson at the beginning of each semester which describes their academic responsibilities.

6.7 "Mini-classes"

During the orientation week that precedes each semester, the Registrar schedules "mini-classes," in which faculty meet with students who are considering enrolling in their courses. Faculty usually provide an overview of the course at this time. These mini-classes give the students the opportunity to ask questions about content, prerequisites, and course requirements. ["Mini-courses" are actually "mini-*classes*."]

6.8 Independent Study Projects (ISPs)

Three ISPs are required for graduation. The ISP should be equivalent to a minimum of four weeks of full-time academic effort.

Each project permits individual initiative on choice of topic, method of procedure and preparation of final report or other presentation for evaluation of accomplishment. A student chooses his or her topic with the consultation and approval of a faculty member who agrees to become his or her ISP advisor for that project. An ISP Description form approved by both the project advisor and the sponsor must be submitted by each student to the Registrar's Office by 5 p.m. on December 1. Failure to submit an Interterm ISP description form to the Registrar's Office by 5:00 P.M. on the first Friday of the Interterm (ISP period) will result in automatic termination of the ISP and forfeiture of ISP fees.

Summer ISPs may be pursued only through off-campus course work to be evaluated at the host institution. (Feb 2011)

The Educational Policy Committee has identified four basic educational objectives in the ISP requirement:

1. To train students to carry on independent research, to prepare them to plan and carry through an effective senior thesis;
2. To supplement the curriculum, to provide an opportunity to cover areas not usually available, particularly off-campus;
3. To provide an opportunity for non-traditional, innovative, experiential learning projects;
4. Generally to provide an opportunity for intensive involvement with one subject, as a change of pace from the regular terms.

Guidelines for ISPs:

1. An Independent Study Project is basically defined as four weeks of full-time academic effort. The work-level should be roughly equivalent to that in a fourteen-week semester-long tutorial. A "full-time academic effort" cannot be narrowly defined; it depends partly on the individual and the topic under study, but it is assumed to be incompatible with full-time employment, with a regular semester contract, which is also defined as a full-time effort, and with a second, simultaneous ISP. The ISP is intended to be an intensive and total immersion in some particular problem or topic, and thus is normally a sharp contrast with most semester contracts which are multi-centered.

2. The Independent Study Project is essentially a mini-contract that must be negotiated with a project sponsor like a semester contract, and then approved by the contract sponsor. **In the case of Summer ISPs, the faculty contract sponsor serves as both faculty sponsor and ISP advisors.** Both students and faculty should be aware that some topics lend themselves to intensive study and some do not. Each Division should keep a file of well-chosen and poorly chosen topics. Projects may be carefully defined in detail at the beginning, or left open-ended and explorative, but should be planned to be completed within the **given time period** (the four-week January Interterm **or Summer, as appropriate). (Feb 2011)** In all cases, January ISP projects must be completed before the beginning of Fall Semester. While traditional academic topics involving library research are appropriate to fill gaps not covered by regular courses or to go more deeply into a topic touched on in a previous class, the ISP is also a special opportunity to try innovative and unusual projects which would be difficult to manage during a regular semester. Like other contracts, they may be renegotiated if unexpected problems develop.
3. All three ISPs should be finished before the student begins a senior thesis research, although the third project can often be a useful exploration of a possible thesis topic. If an ISP must still be done after the student has begun thesis research, it should be clearly defined as something different from or peripheral to the senior thesis. Otherwise the ISP graduation requirement would be effectively reduced.
4. While many or even most ISPs will be independent, individual projects, they need not be. The January Interterm offers a unique opportunity for small group projects, since no one is distracted by other course requirements, while many independent projects can be done as a tutorial during a regular semester. Many projects would benefit from small group participation, such as intensive language study, educational travel, group research, fieldwork, theater and other performing arts, simulations, and value-clarification. Interested students and faculty should explore possibilities early enough in the Fall Semester to recruit an appropriate group.
5. First-year students will need extra assistance in developing effective ISPs. Each Division should assume some responsibility for providing direction. For those students who need it, each Division should offer various small groups on research methods in various appropriate disciplinary combinations, combined, of course, with their individual projects. A booklet of individual and group projects would also be helpful.
6. Many other strong liberal arts colleges, like Eckerd College, have January Interterms and provide group projects that would be suitable for our students. These are particularly evident in educational travel and environmental studies. The Provost should be responsible to facilitate and publicize these possibilities.

6.8.1 On-campus ISP Requirement

The first ISP must be done on campus. It is suggested that, when practical, subsequent ISPs also be done on campus in order to permit sponsor-student consultation. Exceptions to the requirement of residence for the first ISP are granted only with the approval of the Provost. Transfer students are not bound by this requirement, although on-campus study is strongly recommended.

6.8.2 ISP Completion Deadlines

ISPs are normally completed during the January Interterm **as outlined in 6.8**. **A January ISP that has not been evaluated as Satisfactory in the Student Evaluation System by 5:00pm on the Wednesday of the eighteenth week after the beginning of the subsequent Spring Semester will be designated as Unsatisfactory. Summer work undertaken at another institution may, with the written consent of the ISP advisor, be counted as an ISP. The expected completion date for a summer ISP is the beginning of Fall**

Semester. A summer ISP that has not been evaluated as Satisfactory in the Student Evaluation System by 5:00pm on the Wednesday of the eighteenth week after the beginning of the subsequent Fall Semester will be designated as Unsatisfactory. (Nov 2011)

6.8.3 ISP Renegotiation

January Interterm ISPs may be renegotiated with respect to topic, scope, etc. at the discretion of the original ISP advisor at any time during the time an ISP registration is in force by filing a revised ISP sign-up form. Students may change **January** ISP advisors only up to the end of the January Interterm, and a change of advisor requires the consent of both the original and the new advisor.

Since the ISP fee is lost if the ISP is terminated, it is important that ISP evaluations be completed within the required time period. **(Feb 2011)**

6.9 Extra Contracts or Semesters

Specific academic programs may require the addition of semesters to the normal seven required for graduation. Students completing supplementary contracts are expected to be involved in full time academic work.

6.10 Academic Leave

Students may take a maximum of two semesters of academic leave during their time at New College. To be eligible for academic leave students must have completed one full academic year at New College with no deficiencies (two satisfactory, consecutive semesters, not necessarily including an ISP) and must declare their intention, with their sponsor's approval, to take academic leave by the calendar deadline. While on leave students do not pay tuition and fees and they are not entitled to use college facilities. Students may not undertake new academic work while on leave, but they may complete independent study projects for which they already have registered and which fall within the official deadlines. Students who do not return immediately after a leave are regarded as having withdrawn from the College, and they must apply for readmission if they wish to come back. Students who have declared a leave of absence and then decide to remain on campus should inform the Registrar' Office before the first day of the semester, and then register in the usual way.

6.11 Medical Leave

Medical or personal leaves may be granted by the Director of Counseling. The student's return from leave must also be approved by the Director of Counseling and is subject to such deadlines as are stipulated when the leave is granted. Return from medical or personal leave of absence is not subject to review by the SASC.

6.12 Withdrawal

A student may officially withdraw from New College by completing a withdrawal form from the Registrar' Office. Withdrawals after the first week of the term do not erase the student's financial obligation for that term.

6.13 Readmission

Students who have withdrawn or have been dismissed from New College may apply for readmission by petitioning the Student Academic Status Committee. For the fall semester, such applications shall be made prior to April 1; and for the spring semester, prior to November 1. A student normally may not re-enter the College until at least one full term has elapsed since withdrawal or

dismissal. The petition, addressed to the chairperson of the SASC and sent to the Registrar, should include the following information: 1) the reason for leaving New College; 2) activities since leaving, including transcripts, employment information, etc.; 3) reasons for wishing to return to New College and proposed academic program; 4) requested date of return. The SASC may set specific academic requirements and restrictions as conditions for readmission.

6.14 Off-campus Study

Current rules allow a maximum of three semesters of off-campus study. Two types of off-campus study are possible: 1) working independently under the direction of a New College faculty member and paying fees to New College, and 2) studying at another accredited institution. Any off-campus study contract must be equivalent to a full-time contract at New College. Financial aid and scholarships will not automatically continue during such a semester since state and federal regulations regarding full-time status may apply. [Note: The student wishing to study at another accredited institution must submit, along with an off-campus contract, a request for waiver of tuition at New College, since he or she will be paying full-time tuition at the off-campus institution. Details pertaining to eligibility for OCS and conditions for the tuition waiver are described in the *General Catalog*, available online, and in the booklet, *Off-campus Study Opportunities Across the Curriculum*, available at the Career Center, PME.]

A contract for off-campus study will be negotiated by the sponsor and student prior to undertaking the program, to be certified by the sponsor upon completion as any on-campus contract. The sponsor should take into consideration such factors as the quality of the institution, the level of courses to be taken, and the way in which the work will be integrated into the student's academic program when negotiating the certification requirements.

6.15 Area of Concentration and Thesis Prospectus

6.15.1 Provisional Area of Concentration Plan

By the middle of the fifth term (including transfer credit), each student must complete a Provisional Area of Concentration Plan. This is a declaration of the student's intention to pursue a specific program of study. For details concerning information to be supplied on the form, see 6.15.3 and 6.15.4 below.

The form requires the signatures of two faculty members qualified to certify the area of concentration. It is due in the Registrar's Office by 5:00 p.m. on the first Friday of the second module of the term. Failure to submit the form precludes enrollment in the next term. Desired modifications can be made by re-filing the form at any time prior to the filing of the Thesis Prospectus.

6.15.2 Thesis Prospectus/Area of Concentration

By the middle of the sixth term (including transfer credit) each student must complete a Thesis Prospectus/Area of Concentration form. For details concerning information to be supplied in the first two sections of this form, see 6.15.3 and 6.15.4 below; the third section of the form is to contain the thesis prospectus itself, including a working title or topic, summary description and bibliography for the project.

The Thesis Prospectus/Area of Concentration form <u>supersedes</u> the Provisional Area of Concentration Plan and requires the signatures of three faculty members. The first two ratify the area of concentration, and one of these is also the thesis sponsor. The baccalaureate committee consists of the thesis sponsor, the second faculty member from the student's area of concentration, and at least one additional faculty member, all of whom have signed the Thesis Prospectus/Area of Concentration form. Although in most cases there is only one thesis sponsor, other members of the committee serve as advisors on the senior project.

The Thesis Prospectus/Area of Concentration form is due in the Office of the Registrar by 5:00 p.m. on the first Friday of the second module of the sixth term. Failure to submit the form precludes enrollment in the next term. Procedures for resubmitting the form are covered in section 6.18 below.

6.15.3 "Area of Concentration"

The first sections of the Provisional Area of Concentration Plan and of the Thesis Prospectus/Area of Concentration form specify the students' intended area of concentration. There are six categories of area of concentration. Any area of concentration title that does not fall into the first five categories shall be considered a "special program concentration" to be determined by the student and faculty sponsors.

1. *General Studies*. Students who choose to graduate in General Studies will not have an area of concentration recorded on their transcript. A General Studies concentration requires the endorsement of faculty from at least two Divisions and presupposes study in all three Divisions.
2. *Divisional Concentration*. (Humanities, Natural Sciences, or Social Sciences.) A divisional concentration requires the endorsement of two (Natural Sciences and Humanities)/three (Social Sciences) faculty (usually from different disciplines) from within the appropriate Division and fulfillment of other divisional requirements.
   Disciplinary Concentration. Requires the endorsement of two faculty from a discipline currently represented at New College. For disciplines having only one faculty member, a student must petition the Division for acceptance of the disciplinary concentration when appropriate work in the discipline is done off campus with the approval of the New College faculty member representing the discipline.
3. *Joint-disciplinary Concentration*. This is a combination of two or more disciplines offered at New College and will be indicated by a slash between the two (ex.: Biology/Chemistry). A joint-disciplinary concentration requires the endorsement of three faculty members: at least one from each discipline. This combined concentration is used to indicate a program of study in which substantial study has occurred in two disciplines but not enough for a double major.
4. *Double Area of Concentration (Double Major)*. May be accomplished in one of two ways:
   a. Two Area of Concentration/Thesis Prospectus forms are filed and all requirements for each major (discipline) are met, including two theses and two baccalaureate exams (see disciplinary concentration above).
   b. One thesis or project satisfying the requirements of both concentrations is completed and one baccalaureate exam taken. One Area of Concentration/Thesis Prospectus is filed having the endorsement of two faculty members from each discipline declared. All requirements of each discipline are met. The faculty members (two from each discipline) comprise the baccalaureate committee, though additional faculty may also be on the committee if required or desired by the student and endorsing faculty.
5. *Special Program Concentration*. A special program concentration is normally an interdisciplinary concentration that has been given a special title. The title must accurately describe the area of study. The title on the area of concentration, thesis prospectus, and other related documents must begin with the designation "Special Program." A special program concentration requires the endorsement of two faculty. In some cases, where there are limited course offerings at New College that apply to the designated special program, appropriate off-campus work will be required.

Concomitant with the submission of any Provisional Area of Concentration or Thesis Prospectus form that is given a name not listed in the *New College General Catalog*, a description

of the proposed program of study will be filed with the Office of the Registrar. These Area of Concentration descriptions must include a short narrative description of the program being proposed, and a specific list of all activities—coursework on or off campus or other educational activities—that should be successfully undertaken to complete the program.

These Area of Concentrations are to be produced by students in collaboration with their professors, and must be signed by the signatories of the area of concentration form. A faculty sponsor in collaboration with the student may retract an Area of Concentration Description at any time or modify it by submitting another of the same name that supersedes the first. If the Area of Concentration is similar to programs offered by other undergraduate institutions, or if it implies preparation for particular graduate or professional programs, it would be very helpful for the description to relate the proposed degree to these other programs. A copy of the narrative descriptions will also be submitted to the Provost's Office and forwarded to the Division Chairs, who will be responsible for bringing the proposed programs before their Division for discussion. A file of all special program areas of concentration will be maintained in the Registrar's Office and made available to all students and faculty.

6.15.4 "Future Program of Study"

The second section of the Provisional Area of Concentration Plan and of the Thesis Prospectus/Area of Concentration form provide for a description of the student's future program of study. This description should reflect any remaining course requirements established as part of the specific program of study, or as part of the Liberal Arts Curriculum and math and computer literacy requirements. Thus, by completing this section, sponsor and sponsee will have assured that the student will know of any requirements necessary for satisfying his or her area of concentration.

6.16 Qualifying Examinations

Some disciplines (or Programs of Study) require students to pass a qualifying exam. These examinations are administered annually. Normally, the student should have passed the exam prior to the declaration of the area of concentration, since the exam is usually intended to assess the student's ability to continue with advanced study in that discipline or area.

6.17 Senior Thesis or Project

Students in their final year at New College are required to complete a senior thesis or project. Each New College graduate is expected to possess strong writing skills, and the completed project should satisfactorily demonstrate his or her ability to express ideas and information in writing. It also provides the basis for the oral baccalaureate examination. Work on the senior thesis/project is normally spread over the last two semesters before graduation and is normally included in those contracts. The sponsor must submit a formal written evaluation of the thesis/project. Each senior project shall be accompanied by an abstract or, where appropriate, a brief description, of approximately 200 words. The abstract or description shall be considered as an integral part of the thesis or project.

The Library distributes the "Guidelines for a Senior Thesis," which is available to faculty and students. Specific prescriptions for the style and format of the printed copy of the senior thesis are outlined in this handout.

The original printed copy of the senior thesis (or, if the senior project is not in written form, a printed description of the project) must be submitted to the Library for binding no later than 5:00 p.m. on the Monday before graduation. The student must also submit an electronic copy of the thesis in PDF format at the same time as the printed version. The thesis sponsor and student will determine the level of access to the electronic copy. If the Library has not accepted the senior thesis, the student will not be able to participate in the College's graduation ceremony, his or her diploma will be withheld and a hold will be placed on his or her transcript until the library copy has been accepted. The printed Library copy should

be submitted unbound, preferably in an envelope. The Library pays for one bound copy of the thesis for the archive. A Divisional copy of the thesis may be made at the request of an appropriate faculty member and will be charged to that Division.

Note: See Section 6.21, Appendix 1, for regulations governing the enrollment of thesis students ("Langston Rule").

6.18 Baccalaureate Examination

The faculty has agreed on the following description of the baccalaureate examination: "The baccalaureate examination is logically the final requirement for graduation, coming normally in the final term and presupposing the completion of the senior thesis/project and the substantial completion of the area of concentration. The faculty as a whole will make the final certification that all requirements for graduation have been met. The examination represents the collegial responsibility of the faculty that no student may graduate until the quality of his/her educational achievement has been closely examined and approved by three faculty members. Each New College graduate is expected to possess strong oral communication skills. Therefore, a student's ability to express ideas and information orally is assessed as part of the baccalaureate examination evaluation process."

The baccalaureate examination is usually held three or four weeks prior to the end of the semester. The dates of the baccalaureate exam week are announced in the academic calendar. The procedure for announcing baccalaureate examinations, which are open to the College community, is as follows:

Not later than one week before the baccalaureate examination, the student who is to be examined shall apply to the Division Office of his or her thesis sponsor for a room in which to hold the examination. He or she shall provide the Division with the following information:

1. Name of student
2. Title of thesis or project
3. Area of concentration
4. Members of baccalaureate committee
5. Date and time of examination

A Division staff member shall assign a room for the examination and post an announcement of the examination (consisting of all of the preceding information) on the New College website. The student may also post paper announcements in any or all of the following places:

1. Division Offices
2. Library
3. Registrar's Office
4. Office of Student Affairs
5. Any available student publication

The baccalaureate examination usually includes a defense of the thesis or project, an examination in the area of concentration, and an examination of the student's education in general.

A student's senior thesis project committee, which is also the Baccalaureate Committee, is generally understood to include a senior thesis sponsor and at least two other faculty members, all of whom have signed the Thesis Prospectus/Area of Concentration form on file in the Office of the Registrar. In the event that a student wishes to change the membership of the committee, a new Thesis Prospectus/Area of Concentration form signed by the new committee members must be filed in the Registrar's Office two weeks before the baccalaureate examination may be held. Previous committee members will be notified of the change by the Registrar. A baccalaureate examination may be held only with the approval of the thesis sponsor.

While the thesis sponsor is solely responsible for certifying that the senior project is acceptable, other members of the committee may express reservations concerning the project at the baccalaureate

examination. In this case, the sponsor is likely to take these reservations into account, especially given that other members may withhold their approval of the baccalaureate examination.

A satisfactory baccalaureate examination form signed by all of the members of the committee must be submitted to the Registrar's Office no later than 5:00 p.m. of the Friday preceding graduation week. A satisfactory thesis evaluation must be submitted to the Registrar's Office by 5:00 p.m. of the following Monday. In addition, the student is responsible for delivering the final copy of the thesis to the Library that same day. If a baccalaureate is held and one or more members of the committee refuse to sign the baccalaureate examination form, then the student may:

1. Fulfill conditions set by the committee to the satisfaction of the thesis sponsor;
2. Request another baccalaureate examination with the same committee;
3. Reconstitute the thesis committee. If the committee is reconstituted, then a new Thesis Prospectus/Area of Concentration form, signed by all of the members of the new committee, must be filed in the Registrar's Office; the baccalaureate examination may not be held sooner than two weeks after the new form is filed. The deadlines in the previous paragraphs remain in effect.

The Baccalaureate is a collective event requiring the presence of all the committee members. If a committee member fails to appear at the scheduled time and place, and if rescheduling the Baccalaureate would unfairly jeopardize the student's ability to graduate in a timely manner, then the remaining committee members may select an appropriate divisional chair to take the place of the absent committee member. Or, a New College faculty member designated by the chair, in consultation with the committee and the student, may take the place of the absent committee member.

Note: See Section 6.21, Appendix 1, for regulations governing the enrollment of thesis students ("Langston Rule").

6.19 Graduation

6.19.1 Graduation Requirements

In order to graduate, a student must have fulfilled all program requirements for the Bachelor of Arts degree as detailed in Section 6.2 above. Students who have not fulfilled all of these requirements may not participate in the College's graduation ceremony.

6.19.2 Early Graduation

A student may graduate after completion of six contracts by successfully petitioning the Student Academic Status Committee (SASC), prior to beginning his or her sixth semester, for waiver of the seventh semester. A Thesis Prospectus/Area of Concentration form must be submitted either before or with the petition.

A student graduating in six semesters is expected to complete an academic program comparable in content to that of a student graduating in the standard seven semesters. The work must be of superior quality. The student must obtain the support of the senior thesis advisor and a second faculty member signing the Thesis Prospectus/Area of Concentration form. All other academic requirements must be met in order to graduate early.

Failure to complete all graduation requirements by the end of the sixth semester voids any prior SASC approval of an early graduation petition and requires enrollment for a seventh semester.
The requirement of four on-campus contracts cannot be waived by a request for early graduation. Thus, a transfer student who enters New College with credit for three contracts is not eligible for early graduation.

6.20 Procedures Concerning Academic Dishonesty

The New College faculty considers academic dishonesty to be a serious violation of the community's standards. Instances of academic dishonesty may include: 1) cheating and/or plagiarism (presenting the intellectual work of others as one's own, and failing to cite sources); 2) unauthorized multiple submissions (submission of the same work for different academic activities, without the approval of the instructor); 3) false citation (false citation of a source or knowingly attributing work to a source from which the referenced material was not obtained); 4) falsifying data (fabricating or altering data to deliberately mislead; for example, changing data to get better experiment results is academically fraudulent); 5) falsifying information, signatures, or initials on official and academic forms.

Academic dishonesty can result in a student's dismissal from New College of Florida.

The faculty has adopted the following procedures to be followed when academic dishonesty is suspected or charged:

1. An apparent violation of academic honesty will be handled initially by the instructor, who will discuss the incident with the student. The student may request a meeting including him/herself, his or her contract sponsor, and the instructor to discuss the incident further.
2. If the instructor decides, after the procedures in step (1) above, that further action is warranted, he or she will inform the student that the issue is being forwarded to the Provost.
3. The final disposition of all issues of academic dishonesty rests with the Provost. In reaching a decision, the Provost may request meetings with the student, the instructor, and the contract sponsor individually or jointly. The Provost may also appoint a student-faculty committee for advice prior to rendering a decision in a case. The student may also request of the Provost that such an advisory panel be formed; if that request is made, the student thereby waives his or her right to a formal hearing as provided in Florida Statutes Ch. 120.
4. If the issue remains open at the end of the semester, the instructor is to give the student an "Incomplete" evaluation (without referring therein to the matter) until the issue is resolved. The decision of the Provost is final.

6.21 *Appendix 1*: Enrollment of Thesis Students

The "Langston Rule," Memo from Interim Dean & Warden Douglas Langston, May 8, 1998

Students who hold baccalaureate exams between the first day of classes and the end of the ISP period must be enrolled for fall term to hold their baccalaureates. Students who hold their baccalaureates between the first day of classes spring semester and two weeks after graduation must be enrolled spring semester. Baccalaureates held later than two weeks after graduation and before the start of classes fall term require registration for fall term. As in the case for all matters of registration, appeal for waiving this policy will be through the Provost's Office. (Discussed in Faculty Meeting of 3/11/98; the full text of the Langston memo is appended to the minutes of that meeting.)

6.22 *Appendix 2:* Area of Concentration and Coursework Beyond the Elementary Level

Within each area of concentration, the specific mix of courses, tutorials, fieldwork, study abroad, and other projects will vary from student to student.

The academic endeavors necessary to complete an area of concentration often include a list or sequence of specific course requirements; additional required courses, tutorials, and projects will be determined by the student and sponsor, in collaboration with other faculty. Regardless of the chosen are of concentration, a New College graduate is expected to have satisfactorily completed at least eight educational activities beyond an elementary level directly related to the area of concentration. Furthermore, the total number of educational activities required to complete an area required to complete an area of concentration should normally be fewer than half the total number of activities included on the seven contracts and three Independent Study Projects required for the baccalaureate degree.

CHAPTER VII

AMENDMENTS

At the end of every academic year, the Provost shall update the *Faculty Handbook*. The amendments to this document are to be consonant in style with the document. In addition, each amendment shall be dated and the page number of each amendment will consist of the number of the amended section of the *Handbook*, plus a letter of the alphabet indicating the number of the amendment to this section. (Thus, the first amendment to a section will be labeled "A," the second will be labeled "B," and so on.) Amendments will be grouped together according to Chapter and Section.

[Editor's Note: When a new edition of the *Handbook* is published, the above submissions are incorporated into the text and highlighted in bold, the date of adoption appearing in parentheses after the amendment. With each subsequent edition, amendments to the previous publication lose their highlight and adoption date. A master copy of the *Handbook* is kept in the Provost's Office and serves as the authority for amendments to the *Handbook*. Faculty may also wish to refer to the Faculty Minutes, which are distributed to all faculty for additional information concerning the adoption of specific amendments.]