

Institute of American Indian Arts

Faculty Handbook

***Revised by Faculty Council April 24, 2014
Passed by the Board of Trustees May 17, 2014***

***Revision to the Faculty Grievance Process
Approved by Faculty Council March 29, 2016
Passed by the Board of Trustees May 13, 2016***

Updated January 2019

Table of Contents

General Statement on Faculty Governance	1
CONSTITUTION OF THE FACULTY COUNCIL	
Article I – Name	2
Article II – Purpose.....	2
Article III - Amendment and Ratification	2
Article IV – Bylaws	2
BYLAWS OF THE FACULTY COUNCIL	
Article I – Membership	3
Article II - Officers and Meetings.....	3
Section 1: Officers	3
Section 2: Removal of Council Officers or Committee Chairs	4
Section 3: Regular Meetings of the Faculty Council	4
Section 4: Additional Meetings	4
Section 5: Quorum.....	5
Section 6: Faculty Council Agenda.....	5
Section 7: Participation of Non-members.....	5
Section 8: Motions	5
Section 9: Voting Procedures.....	6
Section 10: Minutes.....	6
Section 11: Order of Business.....	7
Article III - Functions of the Faculty Council.....	7
Article IV - Standing Committees	8
Section 1: Establishment.....	8
Section 2: Authority	8
Section 3: Executive Committee – Charge	8
Section 4: Referrals	9
Section 5: Committee Reporting	9
Section 6: Closed Meetings.....	9
Section 7: Committee Records and Minutes	9
Section 8: Committee Chairs’ Responsibilities	10
Section 9: Committee Vice Chair Responsibilities.....	10
Section 10: Committee Secretary Responsibilities	11
Section 11: Faculty Development & Concerns Committee.....	11
Section 12: Curriculum Committee	12
Section 13: Educational Standards Committee.....	13
Section 14: Promotions Review Committee	14
Section 15: General Rules on Committees.....	16
Section 16: Ad Hoc Committees	16
Section 17: Additional Committees	17
Article V - Other IAIA Committees and Student Organizations.....	17
Section 1: Other Committees	17
Section 2: Expectations and Limitations for Committee Work.....	17

Article VI - Faculty Responsibilities and Assignments.....	17
Section 1: Full-Time and Pro-Rata Faculty Responsibilities.....	17
Section 2: Academic Calendar.....	19
Section 3: Class Assignments.....	19
Section 4: Personnel File.....	19
Section 5: Privacy of Student Records.....	19
Article VII - Faculty Evaluation.....	20
Section 1: Annual Evaluation of Faculty.....	20
Section 2: Evaluation Process.....	20
Section 3: Student Evaluation of Teaching.....	20
Section 4: Evaluation Criteria.....	21
Article VIII - Academic Freedom and Professional Ethics.....	23
Section 1: Academic Freedom.....	23
Section 2: Code of Professional Ethics.....	24
Article IX - Role and Responsibilities of the Department Chairs.....	26
Section 1: Role of Department Chairs.....	26
Section 2: Department Chair Responsibilities.....	26
Section 3: Appointments of Department Chairs.....	28
Section 4: Evaluation of the Chair.....	29
Article X - The Academic Dean.....	29
Section 1: Role of the Academic Dean.....	29
Section 2: Evaluation of the Academic Dean.....	29
Article XI - Faculty Search, Appointment and Contracts.....	29
Section 1: Faculty Search.....	29
Section 2: Faculty Appointments and Contracts.....	30
Section 3: Multi-Year Contracts.....	30
Section 4: Newly-Hired Faculty.....	31
Section 5: Notice of Contract Renewal.....	31
Section 6: Notice of Contracts for Probationary Appointments.....	32
Section 7: Prior Notice of Non-Renewal.....	32
Section 8: Termination of Appointment.....	32
Section 9: Resignations.....	32
Section 10: Retirement.....	32
Section 11: Phased Retirement Policy Agreement.....	32
Article XII - Faculty Compensation.....	33
Section 1: Salary Scale.....	33
Section 2: Overload Compensation.....	33
Section 3: Administrative Supplements.....	33
Section 4: Honoraria.....	34
Section 5: Monetary and Nonmonetary Compensation for Staff and Administrator Teaching.....	34
Section 6: Pay Periods.....	34
Section 7: Direct Deposit.....	35
Section 8: Personnel File.....	35
Article XIII - Categories of Faculty.....	36
Section 1: Regular Full-Time Faculty.....	36
Section 2: Pro-Rata Faculty.....	36
Section 3: Other Faculty.....	37
Article XIV - Academic Rank.....	40

Section 1: Descriptions of Academic Rank	40
Section 2: Assignment of Rank Upon Hiring	42
Article XV - Promotion in Rank.....	42
Section 1: Overview of the Promotion Process	43
Section 2: Classroom Observation Team.....	44
Section 3: Standard Support Materials	45
Section 4: Request for Reconsideration.....	46
Section 5: Criteria for Promotion	46
Article XVI – Faculty Salary Schedule	49
Section 1: Increases Tied to Performance.....	49
Section 2: Applying Faculty Rank and Step.....	49
Section 3: Salary Equity	50
Section 4: COLA Adjustments.....	50
Section 5: Financial Constraints on IAIA’s Ability to Award Step Increases	50
Section 6: Hierarchy of Compensation Adjustments	50
Section 7: Salary Schedule Review	51
Section 8: Faculty Salary Schedule	51
Article XVII - Regular Faculty Leave.....	51
Section 1: Personal Leave.....	52
Section 2: Bereavement Leave	52
Section 3: Jury Duty or Court Leave	52
Section 4: Time Off To Vote.....	53
Section 5: Paid and Unpaid Leave of Absence.....	53
Section 6: Military Leave for Reserve or National Guard Activities	54
Section 7: Sick Leave.....	55
Section 8: Donation of Sick Leave	56
Section 9: Return to Work.....	56
Section 10: Professional Development Leave	56
Section 11: Unpaid Leave.....	57
Section 12: Family and Medical Leave Act (FLMA).....	58
Section 13: Leave Requests and Notice Procedure	59
Article XVIII - Professional Development.....	60
Section 1: Professional Development Policy	60
Section 2: Sabbatical Leave.....	61
Section 3: Pro-Rata Status.....	63
Section 4: Leave of Absence.....	63
Article XIX - Corrective Action and Due Process Policies	63
Section 1: Corrective Action/Progressive Disciplinary Process	63
Section 2: Discharge Due Process Hearing Procedures.....	65
Section 3: Alternative Dispute Resolution Procedures	67
Section 4: No Retaliation for Participation in Discharge Due Process Hearing Procedures	67
Article XX – Separation.....	67
Section 1: Non-Renewal of Contracts.....	67
Section 2: Layoff.....	68
Section 3: Burden of Proof	69
Section 4: General Procedures Regarding Layoff	69
Section 5: Notification of Impending Termination Due to Financial Exigency,	

Enrollment Emergency or Major Changes in the Curriculum	70
Section 6: Severance	70
Article XXI - Grievance Process.....	71
Section 1: Human Resource Office	71
Section 2: No Retaliation	71
Section 3: Matters Not Subject to Grievance	71
Section 4: Steps in the Grievance Process	72
Section 5: Misuse or Abuse of the Grievance Process	73
Section 6: Selection of the Grievance Panel.....	74

Institute of American Indian Arts

Faculty Handbook

Revised by Faculty Council April 24, 2014
Passed by the Board of Trustees May 17, 2014

General Statement on Faculty Governance

The Faculty Council, as sanctioned by The Board of Trustees and the President, recognizes the primacy of the faculty in the areas of curriculum, teaching, research, creative work, faculty rank, salary and employment. The faculty formulates and recommends educational programs and policies of the Institute of American Indian Arts for approval. Through its committees and by the authority of the *Faculty Handbook*, the Faculty Council develops and maintains curriculum, recommends degree requirements, encourages and supports faculty creative and scholarly activities, creates an environment that facilitates teaching and learning, supports the professional development of the faculty, and develops and recommends policies pertaining to faculty status. The Faculty Council assumes other rights and responsibilities necessary for the fulfillment of the IAIA's mission. All recommendations for resolutions in these areas are initiated by Faculty Council actions through established committees and procedures. The Academic Dean works closely with the Faculty Council as an ex-officio, non-voting member. Policy and programmatic changes requiring action by the Board of Trustees are first presented to the Academic Dean and then to the President. Recommendations are submitted to the Academic Dean or President as defined by this *Faculty Handbook*. Any Faculty Council action forwarded to the Academic Dean that is not responded to or is not given a satisfactory response within thirty (30) days of submission may be forwarded to the President. Any Faculty Council Action forwarded to the President that is not responded to or is not given a satisfactory response within thirty (30) days of submission may be forwarded to the Board of Trustees. Final approval for all decisions regarding educational programs and policies rests with the Board of Trustees.

The rights, privileges, and responsibilities of the faculty of the Institute of American Indian Arts are governed by the statements and Bylaws contained in the latest revision of this *Faculty Handbook*.

Approved as Official IAIA Policy
By
Robert Martin, President

CONSTITUTION OF THE FACULTY COUNCIL

Article I - Name

The official name of the governing body of the faculty of The Institute of American Indian Arts (hereafter referred to as IAIA) will be the Faculty Council.

Article II - Purpose

The Faculty Council is the representative body by which the faculty participates in the governance of IAIA. It provides leadership in the development, maintenance, and evaluation of academic programs and educational standards, in the protection of academic freedom, in the advancement of IAIA, and in all matters of importance pertaining to IAIA policy concerning faculty affairs and academic affairs. The Faculty Council will make recommendations and resolutions on matters of faculty status and overall academic policy and academic programs. The Faculty Council Chair and the Academic Dean will present all Faculty Council resolutions to the President. The Faculty Council Chair serves as the faculty representative to the Board of Trustees. The Faculty Council shall prepare bylaws of organization and procedure for the conduct of its affairs.

Article III - Amendment and Ratification

This Constitution will be amended or ratified by three-fourths (3/4) of the membership of the Faculty Council. Amendments or ratifications will take effect on approval by the Board of Trustees. Proposed constitution amendments are referred to the Faculty Council and, when approved by the Council, are forwarded to the President and Board of Trustees for approval and subsequent publication in the *Faculty Handbook*.

Article IV - Bylaws

The Faculty Council will utilize the Bylaws concerning membership, officers, meeting procedures, standing faculty committees, and other business as appropriate. Nothing in these Bylaws will be in conflict with Article II of this Constitution, the powers of the President of the IAIA or of the Board of Trustees found in Public Law 99-498. These Bylaws may be amended by a two-thirds (2/3) vote of the Faculty Council. Such amendment becomes effective upon approval by the President. The amendment must be in conformity with the Constitution of the Faculty Council and not in conflict with Public Law 99-498 and with the policies of the Board of Trustees.

BYLAWS OF THE FACULTY COUNCIL

Article I - Membership

The voting membership of the Faculty Council is comprised of full-time and pro-rata status faculty and the Director of Library Services. Faculty Emeritus/Emerita are ex-officio members of the Faculty Council. However, their absence or presence at Council meetings does not count towards or against a quorum. Although adjunct instructors and visiting faculty are not granted voting privileges, they are encouraged to attend meetings. The Academic Dean is considered a faculty member and will hold rank, but will serve as an ex-officio non-voting member on the Faculty Council.

Article II - Officers and Meetings

Section 1: Officers

Three officers will be elected annually at the last official meeting of the spring semester by the Faculty Council: a Chair, Vice Chair, and Secretary. Such officers will serve no more than two consecutive annual terms. Normally, the tenure of office will be from the contract date in August to the following August.

1. The Chair will preside over the meetings of the Faculty Council and its Executive Committee. The Chair is charged with the responsibility for representing the Faculty Council and with presenting the Council's recommendations and views. The Chair serves as an ex-officio member of the Advisory Council and the Finance and Administration Committee. The Chair also serves as the Faculty Representative to the Board of Trustees. As such, the Chair may also be asked to present Faculty Council views to the Board of Trustees. The Chair receives a one-course per semester reduction in teaching.
2. The Vice Chair serves as Sergeant at Arms whose duty is to preserve order during Council meetings. The Vice Chair also performs the duties of the Secretary in his/her absence, and performs the duties of the Chair in his/her absence.
3. The Faculty Council Secretary shall keep the records and carry on the correspondence of the Council, and prepare and transmit reports of Council meetings. The Council Secretary shall also advise the Chair on points of order and rules of procedure, preside pro tempore when requested by the Chair to

do so, and act as Secretary to the Executive Committee. The Council Secretary shall record the attendance of members at each Council meeting. The Council Secretary must also notify the entire faculty and the Academic Dean about approved motions.

4. If any Council office is vacated, a replacement shall be elected at the next regular Council meeting.

Section 2: Removal of Council Officers or Committee Chairs

Any officer or committee chairperson may be removed by a petition calling for his/her removal signed by two-thirds (2/3) of all the members of the Faculty Council. Such a petition shall remove the person named from his/her office immediately provided it is received by the Chair for the Executive Committee meeting at least one week prior to the next scheduled meeting of the Council. If the petition is received less than one week before a meeting, the removal will not occur until the following meeting. The office vacated will then be filled by usual procedures at the first meeting occurring after the office has been vacated.

Section 3: Regular Meetings of the Faculty Council

The President of IAIA shall present to the first meeting of the Faculty Council in each new academic year a general message on the state of IAIA in which he/she shall give recommendations for the furtherance of the progress of IAIA.

The schedule of regular Faculty Council meetings will be set by the Chair, in consultation with the Executive Committee and the Academic Dean, at the beginning of the Academic Year. Regular meetings of the Faculty Council will number no less than one per month and no more than one every two weeks. The fall and spring course schedules reserve a block of time on Tuesdays and Thursdays from 12:30 to 2:00pm of each week for Faculty Council and its Standing Committee meetings.

Section 4: Additional Meetings

Additional meetings of the Faculty Council may be called by the Chair of the Faculty Council or upon petition one quarter (1/4) or more of the faculty members. The call for a special meeting must include the campus location, date, time, agenda, and must be distributed to all members of the Council at least five (5) business days prior to the meeting date. The Faculty Council will have the authority to perform any action it would perform in a regular meeting. The President may ask the Executive Committee to call a meeting of the Faculty

Council with twenty-four hours' written notice. A meeting must be canceled or adjourned if fewer than two officers are present.

Section 5: Quorum

A quorum shall constitute a majority (more than half of the total) of the voting members of the Faculty Council, excluding Professor Emeritus/Emerita members. A quorum is required to call the meeting to order and is required to conduct Council business.

Section 6: Faculty Council Agenda

The agenda will be prepared by the Executive Committee one week prior to the regular Faculty Council meeting. The Secretary shall distribute the Council agenda to its members at least 19 hours prior to the regularly scheduled meeting. Any member of the Faculty Council may move to suspend the rules so that the Council may consider any item on the agenda out of its scheduled order. Items not on the published agenda will be considered only if approved by a majority vote of the members present and voting.

Section 7: Participation of Non-members

Faculty Council meetings are regularly open to members of the IAIA community; however the Council may go into executive (closed) session by a majority vote. Guests may be invited to particular meetings as necessary for specific purposes. The Chair may give non-members the opportunity to speak on any action item that concerns them.

Section 8: Motions

Motions relating to committee recommendations will be brought forward and voted on during the time set aside for committee reports. No issue under the purview of a Committee shall be the subject of action by the Faculty Council without having been first considered by the appropriate Committee. Approved motions will be reported by memo by the Faculty Council Secretary to the entire faculty and the Academic Dean, within five (5) business days.

Approved Council actions will be signed and dated by the Faculty Council Chair and Secretary and filed with the Faculty Council minutes. In matters requiring the Academic Dean's approval, the Dean shall, within fifteen (15) calendar days after receipt of a Council action, inform the Faculty Council by written message of his/her disposition of a Council measure. If disapproving the measure, the Dean

shall, in writing, give the Council reasons for the action. The Faculty Council action and the Dean's response will be filed in the Faculty Council minutes.

In matters requiring Presidential approval, The President shall, within thirty (30) calendar days after receipt of a Council action, inform the Faculty Council by written message of his/her disposition of a Council measure. If disapproving the measure, the President shall, in writing, give the Council reasons for the action. The Faculty Council action and Presidential response will be filed in the Faculty Council minutes.

In matters requiring the Board of Trustees' approval, the Board shall, at their next scheduled meeting respond to the Faculty Council action through the approval or disapproval of a motion. The Faculty Council action and the Board's motion will be filed in the Faculty Council minutes.

Section 9: Voting Procedures

1. It is strongly encouraged that faculty members try to make decisions by consensus. If consensus cannot be reached, voting on the floor of the Faculty Council will be by voice vote. Any member of the Council may call for a vote by hands. A roll call vote or a secret ballot requires a motion, which must be approved by a majority of the voting faculty members.
2. In extreme circumstances and with the approval of a majority of the Council, a mail or an email ballot may be used on any pending matter properly brought before the Faculty Council. The results of the mail ballot must be announced at the next regular meeting. Copies of the actual mail or email ballots shall be added to the Faculty Council minutes.
3. At no time will a proxy vote be allowed.

Section 10: Minutes

Records of the Faculty Council's actions and deliberations shall be open to inspections by properly qualified members of IAIA, within appropriate standards of confidentiality.

1. Each Committee shall file minutes regularly with the Council Secretary, noting any portion of the minutes that, in the judgments of the Committee, are confidential, and to what degree. Where further judgment as to identification and confidentiality must be exercised, the decision shall be that of the Council Secretary, after consulting with the appropriate Committee or the Chair of the Faculty Council.

2. The Chair of each Committee shall file with the Faculty Council Secretary, no later than September 1, a report for the preceding year. This report shall be distributed to the Council.
3. The Council Secretary shall transmit one copy of all such material to the Council archive.
4. The Secretary of the Faculty Council and the Secretaries of the Standing Committees will continuously monitor absences. When in a given academic year a faculty member has accumulated four (4) absences, that secretary will notify the appropriate Department Chair and Academic Dean to take immediate steps to make this action part of the faculty member's evaluation.

Section 11: Order of Business

The regular order of business shall be as follows:

1. Call to Order
2. Submission of Minutes
3. Reports of Standing Committees
4. Unfinished Business
5. New Business (matters may be raised for action or discussion under this agenda item)
6. Adjournment

Article III - Functions of the Faculty Council

1. Initiates policies related to academic matters and recommends the approval of these policies to the Academic Dean and the President.
2. Receives, acts upon, and transmits to the President the views of the Council with respect to proposals initiated by the President, the Academic Dean, or other individuals or groups regarding policies relating to academic matters.
3. Initiates changes and additions to the *Faculty Handbook* and forwards them to the Board of Trustees for their approval.
4. Recommends policies on salaries, benefits and contracts to the Academic Dean and the President
5. Acts as the official channel of faculty opinion on all matters that have a bearing on academic excellence.

Article IV - Standing Committees

Section 1: Establishment

Faculty Council Standing Committees are established to advise the Faculty Council. Standing Committees formulate policy and practices on all academic and other faculty matters. The Standing Committees are the: Executive Committee, Curriculum Committee, Educational Standards Committee, Faculty Development and Concerns Committee, and Promotions Committee. The Faculty Council shall establish such standing committees as may be required.

Section 2: Authority

Council committees are, and ought to be, receptive to suggestions from administrative officers. Even so, members ought to be alert to the fact that they are appointed to exercise their independent judgment on matters brought before them, and the Council expects them to exercise that independence. That is not to say that Council committees should not seek or accept advice from administrators in these matters; it is to emphasize where the authority and responsibility properly rests.

Faculty Council Committees are only advisory to the Faculty Council. Policy decisions by any standing committee are not official until passed by a quorum of the Faculty Council. However, Promotion Review Committee decisions on faculty promotion, because of confidentiality, will pass directly to the Academic Dean.

Section 3: Executive Committee – Charge

The Executive Committee members of the Faculty Council are the elected officers (the Chair, the Vice-Chair, and the Secretary) and the Chairs of the Standing Committees. The Secretary shall be responsible for officially informing in writing the President and the Academic Dean of the transactions of the Council. The Chair and one other Faculty Council Officer shall be responsible for informally discussing these and related matters with the President and the Academic Dean. They will communicate to the Council any information or request which the President or Academic Dean wishes to be communicated.

Between meetings the Executive Committee shall act as the Council's official voice on decisions passed by the Faculty Council. They will be available to advise the President or the Academic Dean whenever called upon.

The Committee sets the Faculty Council agenda one week prior to the regularly scheduled meetings and implements the work of the Council.

The Executive Committee may call meetings of any faculty committee as needed.

Section 4: Referrals

The Faculty Council's policy transactions or recommendations on academic matters are referred to the Academic Dean, then to the President for final approval. Concerns and matters of faculty status and employment are communicated to the Academic Dean and referred to the President for approval.

Section 5: Committee Reporting

All Committees shall promptly report all policy formulations to the Faculty Council and see that policies are placed on the Council agenda for a vote. No issues within a Committee's concern shall be the subject of action by the Faculty Council without first being considered by said Committee; however, faculty may place questions on the agenda of any Committee, and may specify reasonable deadlines for action or report on these questions. Committees shall report their activities to the Council as requested by the Executive Committee.

Section 6: Closed Meetings

Established under the authority of the Faculty, the Council and any of its committees can close meetings to discuss confidential matters. A motion from the floor may close a meeting or a portion of a meeting. A simple majority of those voting will close the meeting or portions of the meeting to groups or persons for a variety of reasons.

Any motion or recommendation to close a meeting must specify:

1. The person or persons to whom it is to be closed
2. The reasons for the closure
3. The business to be transacted during the closed period

Section 7: Committee Records and Minutes

Records of Committees' actions and deliberations shall be open to inspections by properly qualified members of IAIA, within appropriate standards of confidentiality.

Section 8: Committee Chair's Responsibilities

1. Arranging times and places for meetings and notifying committee members.
2. Serving on the Executive Committee of the Faculty Council.
3. Assuring that the Committee Secretary keeps minutes and forwards them to the appropriate parties.
4. Keeping the Committee Secretary apprised of the substantive issues under consideration by the Committee.
5. Submitting to the Faculty Council Secretary no later than September 1 of the following academic year a written Annual Report of the work of the Committee during the year just completed.
6. Presenting Committee recommendations to the Executive Committee for placement on the Faculty Council agenda. Committee recommendations must be presented to the Executive Committee one week prior to a Faculty Council meeting. Recommendations include resolutions and changes or additions to policies or curriculum. Recommendations brought forward as motions will be voted on by the Faculty Council.
7. Reporting faculty participation in committee work to the faculty's Department Chair or the Academic Dean.
8. Consulting as appropriate with colleagues, students, and administrative officers. The Chair is expected to exercise initiative, resourcefulness, and independence in setting the Committee's agenda and in the conduct of its business.
9. Circulating agenda and minutes of Committees to appropriate parties who may be invited to attend Committee meetings regarding matters substantially affecting their operations, whether they are members or not.
10. Presenting to the Faculty Council, as motions, action items or recommendations that have passed the Committee.

Section 9: Committee Vice Chair's Responsibilities

1. The Vice Chair preserves order during Committee meetings.
2. The Vice Chair also performs the duties of the Secretary in his/her absence and the Chair in his/her absence.

Section 10: Committee Secretary's Responsibilities

1. The Committee Secretary keeps records and forwards the correspondence of the Committee.
2. The Committee Secretary advises the Chair on points of order and rules of procedure.
3. The Committee Secretary records attendance of members and guests at Committee meetings. Reasons for absence of members will be recorded.

Section 11: Faculty Development & Concerns Committee

Duties of the Committee

1. Recommending and reviewing all proposed revisions to the *Faculty Handbook*.
2. Reviewing, evaluating, and making general recommendations concerning faculty salary scale, contracts, faculty evaluation, and benefits.
3. Recommending changes supportive of faculty development
4. Recommending to the Faculty Council guidelines and programs for faculty development.
5. Making recommendations on policy concerning sabbatical and other professional development leave.
6. Reviewing sabbatical proposals and recommending faculty for sabbatical to the Faculty Council for approval.
7. Recommending faculty development to the Academic Dean.
8. Reviewing the faculty evaluation section of the *Faculty Handbook* every two years and the evaluation forms and procedures currently in use. The Committee will make recommendations for changes or improvements.
9. Forwarding all recommendations and proposals to the Faculty Council for a vote.
10. Undertaking other matters of Faculty concern.

Committee Membership

1. Membership will consist of at least five faculty members selected by the Faculty Council.
2. A Chair, Vice Chair, and Secretary will be elected from among the committee members at the committee's first meeting during the fall inservice.
3. Term of office is one year, renewable for up to two consecutive terms.
4. Term of membership is one year, renewable for up to three consecutive years. Consecutive membership on a Committee is limited to three years, with eligibility for reappointment after one year of absence from the Committee.

Section 12: Curriculum Committee

Duties of the Committee

1. Reviewing and recommending changes in the accredited educational goals of IAIA to meet the mission of IAIA, accreditation standards, and/or department program goals.
2. Recommending when the discontinuance, redirection, or addition of a program or department is necessary to achieve the educational goals of IAIA, and recommending a process to implement such changes.
3. Recommending academic priorities and guidelines, and procedures for granting academic credit for all courses.
4. Reviewing and recommending new courses, certificate, and degree programs.
5. Reviewing and recommending changes to course proposals that duplicate existing courses and/or combine two or more courses from different departments or programs of IAIA, and ensuring that proposed courses meet department accreditation goals as well as meet IAIA's accreditation goals and mission.
6. Recommending minimum and maximum credits for certificate, associate, or baccalaureate degrees.
7. Reviewing existing and proposed department courses, programs, and majors, and recommending changes and improvements.

8. Receiving and reviewing all proposed cooperative programs.
9. Evaluating and, if necessary, recommending improvements in academic organization and procedures.
10. Establishing submission dates for new course proposals.
11. Forwarding all recommendations and proposals to the Faculty Council for a vote.

Membership

1. The Curriculum Committee will be composed of at least five members selected by the Faculty Council membership representing each department, and the Director of Library Services as an ex-officio member. The Registrar and the Academic Dean will be ex-officio, non-voting members.
2. A Chair, Vice Chair, and Secretary will be elected from among the faculty members at the committee's first yearly meeting during the fall in-service.
3. The term of office is one year, renewable for up to two consecutive terms.
4. Term of membership is one year, renewable for up to three consecutive years with the exception of the Director of Library Services who remains a permanent member. Consecutive membership on a Committee is limited to three years, with eligibility for reappointment after one year of absence from the Committee.

Section 13: Educational Standards Committee

Duties of the Committee

1. Developing, reviewing, and making recommendations on academic policies regarding student academic standards, admissions, retention, probation, grade challenges, dismissal and readmission.
2. Reviewing and analyzing learning outcomes assessment data from academic departments for development of educational standards policies.
3. Forwarding all recommendations and proposals to the Faculty Council for a vote.

Membership

1. Membership will consist of at least five faculty members selected by the Faculty Council membership.
2. The Director of Admissions and the Retention Specialist will be ex-officio, non-voting, members.
3. A Chair, Vice Chair, and Secretary will be elected from among the faculty members at the committee's first yearly meeting during the fall inservice.
4. Term of office is one year, renewable for up to two consecutive terms.
5. Term of membership is one year, renewable for up to three consecutive years. Consecutive membership on a Committee is limited to three years, with eligibility for reappointment after one year of absence from the Committee.

Section 14: Promotions Review Committee

Duties of the Committee

1. The Committee examines the applications, credentials, and accomplishments of individual faculty members applying to the rank of Assistant Professor, Associate Professor, or Full Professor according to specific criteria described in this *Faculty Handbook* (see Article XVI Promotion in Rank) and makes written recommendations on promotion in rank to the Academic Dean and the President of IAIA.
2. The Committee will be responsible to thoroughly review all full-time faculty promotion portfolios by the deadline each semester and render a decision concerning the request for promotion.
3. The Promotions Committee will inform the Academic Dean in a formal letter of their decision in each and every case on or before April 1.
4. Each decision, whether to award promotion or not to award promotion, will contain ample evidence that supports the Committee's decision.
5. If promotion is denied, the Committee will state explicitly what steps a faculty member may take for future consideration. The purpose of this is to help each faculty member to continue to develop as a teacher, an artist, and a contributing member of the IAIA community and its constituent communities.

6. The decision letters will be read by the Academic Dean, the IAIA President, and by the individual who receives the letter. Letters will be kept in the official employee file in HR.
7. All discussions of the Promotions Review Committee will be kept in the strictest confidence. A breach in confidentiality by Committee members will be seen as professional incompetence.
8. The Committee proposes improvements to the promotions review process to the Faculty Council for consideration and approval.

Membership

1. The Promotions Review Committee will consist of three senior members of the IAIA full-time faculty. Senior members will have served for a minimum of seven consecutive years as fulltime faculty and/or will have earned the rank of Associate Professor at IAIA or in another higher education institution.
2. The three members will represent the academic program areas at IAIA according to the following arrangement. One each from either Creative Writing or Essential Studies, Studio Arts or New Media Arts, and Indigenous Liberal Studies or Museum Studies. This ensures a spread of professional views in regard to each candidate. A member may not serve on this committee in the same academic year in which they will be reviewed for promotion.
3. Each academic program area will suggest two or more people to serve each year. The faculty at large will vote for one from each program area. The majority receiving votes in each academic program area will constitute the Promotions Committee for the next academic year. The vote will be held at the final meeting of the Faculty Council in the year prior to service.
4. Faculty who serve on the Promotions Review Committee will not be expected to serve on any of the other three standing faculty committees during that year.
5. Faculty may serve for two consecutive years on the Promotions Review Committee but will then be expected to rotate onto other committees for at least two years before returning to service on the Promotions Review Committee.

Section 15: General Rules on Committees

1. Each Standing Committee, other than the Executive Committee, shall elect its chairperson from amongst its members at the first committee meeting in the fall.
2. Faculty Council officers and committee members take office when they are voted in and serve until their term expires.
3. All committees of the Faculty Council keep minutes, which must be approved by that committee and filed with the resource records.
4. A quorum is required to vote on committee action items. A quorum is defined for all committees as a simple majority of that committee's voting members. A majority means a number greater than half of the total membership.
5. All Committee recommendations must be submitted by the Standing Committee Chairs at the Executive Committee meetings to be put on the Faculty Council agenda and voted on.
6. Recommendations must include: a brief justification for action; existing policy or curriculum; and the new proposal.
7. Committee recommendations on the Faculty Council agenda are raised as motions by the Standing Committee Chairs during the Committee's Report at the Faculty Council meeting.
8. Approved Council actions will be signed and dated by the Faculty Council Chair and Secretary. After they are signed by the Academic Dean or the President, the action if not requiring Board approval, is then implemented and filed in the committee archive.

Section 16: Ad Hoc Committees

The Faculty Council shall establish such ad hoc committees as may be required. The charge to the ad hoc committees shall include a proposed duration of the committee and a reporting date. Council ad hoc committees that cease to meet or yield no findings will be disbanded within one calendar year of the initial charge, after review by the Council Executive Committee in consultation with the ad hoc committee chair. Ad hoc committees shall elect their own chairs from committee members.

Section 17: Additional Committees

The Faculty Council may establish additional standing committees as deemed necessary.

Article V - Other IAIA Committees and Student Organizations

Section 1: Other Committees

Faculty may be asked to participate on IAIA committees other than the Standing Committees, and in student organizations.

Section 2: Expectations and Limitations for Committee Work

A faculty member's primary obligations are teaching and professional or creative activity; however, committee work is required of all full-time and pro-rata status faculty. Participation in committee work is reported to Department Chairs or to the Academic Dean and will be included in yearly faculty evaluations. Generally, appointments to search committees are not comparable to Faculty Council or Standing Committees and will not be counted toward this limit, nor will participation on the Academic Program and Policies Committee, which is an administrative responsibility.

Article VI - Faculty Responsibilities and Assignments

Section 1: Full-Time and Pro-Rata Faculty Responsibilities

The primary responsibility of the faculty is the education of students at IAIA. Specific duties are assigned to faculty in a position description, operating within the guidelines of this *Faculty Handbook* and applicable IAIA policies and procedures. A faculty member's general duties, responsibilities and requirements are to:

1. Submit to the Academic Dean, prior to the start of the semester, a course syllabus and a course outline for each course taught according to the syllabus template.
2. Distribute the syllabus and course outline to students at the first meeting of the class providing the following information:

3. The instructor's name, the catalog number of the course and the descriptive title.
4. The basis for grading in the course including rubrics.
5. A statement of the instructor's attendance policy.
6. Faculty are expected to give students clear written statements of course requirements and to judge them solely on the basis of academic performance.
7. An explanation of policy relative to absences consistent with the student regulations as given in the IAIA Catalog.
8. Maintain a minimum of three office hours per week, divided into at least two days; adjunct faculty are required to maintain a minimum of one office hour per three-credit course. Normally office hours cannot be scheduled during meal times. Hours should be posted at the faculty member's office, and submitted to the Academic Dean's office.
9. Ensure student evaluation of instruction occurs each semester in conjunction with the Academic Dean's office.
10. Serve on and the Faculty Council, one of its Standing Committees, a maximum of one of its Ad Hoc Committees and regularly attend meetings.
11. Serve on at least one, and no more than three, college or other IAIA committees
12. Attend faculty orientations, faculty development workshops, and institutional functions.
13. Comply with IAIA policies, procedures, and deadlines.
14. Submit Faculty Self-Appraisal Forms and attend faculty evaluation sessions.
15. Serve as academic advisors to students within the department throughout the academic year with special attention to pre-registration and registration dates for fall and spring semesters.
16. Submit course and learning outcomes assessment materials and participate in Departmental assessment activities.

Section 2: Academic Calendar

The Faculty Council with the Academic Dean and registrar determine IAIA's academic calendar to be consistent with accreditation standards. The calendars are published on the IAIA website and in the IAIA Catalog.

Full-Time Faculty will commence duties 5 days prior to the start of classes and end on the day final grades are due.

Section 3: Class Assignments

1. Teaching assignments are determined by the Department Chairs after consultation with department faculty and the Academic Dean.
2. If a full-time or pro-rata faculty member's class has been cancelled due to low class enrollment, other assignments, ideally within the department or college, can be given by the Department Chair after consultation with the faculty member and Academic Dean.

Section 4: Personnel File

The personnel file is kept in the Office of Human Resources. Faculty members have access to their personnel file.

Section 5: Privacy of Student Records

IAIA's policy on the release of information on and to students is guided by the Federal Family Educational Right and Privacy Act of 1974, as amended (sometimes referred to as FERPA or the Buckley Amendment). Further information can be obtained from the Registrar. This policy is binding on all IAIA employees, including faculty.

In general, IAIA will not release a student's transcript or other information from a student's educational records without his/her written consent. The policy also provides that students generally may have access to their educational records at IAIA. Specific exceptions to both of these statements are set forth in the policy.

Article VII - Faculty Evaluation

Section 1: Annual Evaluation of Faculty

All faculty members will be evaluated annually by their Department Chair as part of the reappointment process. To facilitate this review, faculty members will complete the Faculty Self-Appraisal Form detailing all professional, academic, and service activities for the year. This completed form will be given to Department Chairs by March 1.

The Chair evaluates the faculty member addressing teaching effectiveness, creative and scholarly work, professional activity, and service to IAIA and the community. The Chair meets with the faculty member for a discussion of the evaluation before March 15. Chair evaluations become part of the faculty's file, with copies provided to the Academic Dean and the faculty member by March 15. Should the faculty member disagree with the evaluation, he/she may make a written response within five days, which will become a part of the file and which will be forwarded to the Academic Dean.

IAIA encourages its faculty to strive for excellence. Faculty evaluation is a continuous process, and the careful implementation of this process helps to provide the highest level of educational achievement for IAIA. A faculty member of IAIA is an artist-teacher or a scholar-teacher held in high regard for achievements in either or both categories.

Section 2: Evaluation Process

The evaluation process at IAIA is a means by which members of the faculty can obtain constructive and balanced information that will enable them to grow, improve, and better fulfill their academic responsibilities and to develop in their field of expertise. Members of the full-time faculty receive yearly evaluation of their performance. In addition to their annual evaluation for reappointment, newly hired faculty members will be evaluated by Department Chairs within thirty (30) days following midterms of their first semester of teaching. Classroom observation and student evaluations will be part of this mid-semester review.

A copy of full-time faculty evaluation documents should be forwarded to the HR Office for the faculty member's permanent personnel file.

Section 3: Student Evaluation of Teaching

All faculty members participate in the process of student evaluation of courses each semester. Faculty may not review the summarized students' response sheets until the semester is over and grades have been submitted to the

registrar. Evaluations will be returned to faculty the day after grades are submitted to the registrar, in order for faculty to improve/revise courses based on feedback. The Department Chair reviews the student evaluations as part of the faculty's annual evaluation, or the Academic Dean for the Chairs. The original Student Evaluation of Faculty forms will then be forwarded to the file of record in the HR Office.

Section 4: Evaluation Criteria

Faculty members are evaluated using the above instruments by the Department Chairs with the following criteria:

- Principles of Practice.
- Teaching effectiveness.
- Creative, scholarly work and/or professional activity.
- Service to the school, department, students, and the community.

Principles of Practice for IAIA Faculty:

1. An IAIA education supports students to have an awareness of the importance of the Native American story as a counter-narrative to the dominant narrative. We support this principle by actively engaging with our students to understand and analyze the underlying assumptions that are communicated through art, culture and story.
2. An IAIA education supports active self-reflection as part of developing a deeper awareness of and appreciation for cultural differences. We support this principle by being self-reflective learners aware of our own cultural influences.
3. The IAIA classroom promotes an environment in which multiple voices and viewpoints are encouraged and students are safe to share their experiences, perceptions and creativity. We support this principle through actively engaging with our students in critical and creative dialogues about art and art-making.
4. In an IAIA education collaboration is valued over competition. We support this principle through facilitating collaborative learning.
5. In an IAIA education attention is given to whose culture and whose voice is privileged. We support this principle through an engaged examination of texts, speakers, knowledge systems, institutions, or experiences.

1. Teaching Effectiveness

IAIA recognizes that excellence in teaching is the most important attribute of a faculty member. Aspects and qualities that may be considered by the administration in assessing teaching effectiveness include, but are not limited to, the following:

- Command of one's subject.
- Ability to organize subject matter and to present it clearly, coherently, and imaginatively.
- Knowledge of current developments in one's discipline.
- Ability to relate one's subject to other areas of knowledge and to broader cultural and social concerns.
- Ability to provoke and broaden student interest in the subject matter.
- Ability to utilize effective teaching methods and strategies.
- Flexibility and versatility in accommodating teaching to changes in curricular structure and content.
- Possession of the attributes of integrity, industry, open-mindedness, and objectivity in teaching.
- Ability to elicit the highest quality in students' work.
- Open-minded, respectful, and compassionate concern for the student as a person and as a future professional.

2. Creative and Scholarly Work and Professional Activity

Effective teaching necessitates active involvement in the creative and scholarly developments in the individual's field. Each faculty member has an obligation to maintain a high level of professional competence and to keep abreast of the activity in his/her field. An individual faculty member's creative or scholarly work should be evaluated in terms of its quality, its level of recognition among peers, and its significance to the particular discipline. Evidence of appropriate endeavors may include:

- Exhibitions and/or performances.
- Publications.
- Receipt of fellowships, grants, commissions, prizes, awards, or commendations.
- Advanced study, i.e., post-master's degree and post-doctorate education.
- Participation in professional organizations, conferences, and institutes.
- Presentations at professional meetings.
- Leadership positions in professional organizations.
- Appointment in a creative or scholarly capacity to a regional, state or national post.
- Readings.
- Artist's/writer's residencies.
- Guest lectures.
- Creative studio activity.
- Service in the individual's professional area as a consultant or resource person.

3. Service to the School, Department, Students, and the Community

IAIA depends upon its faculty for quality services rendered outside the classroom. Therefore, a full-time faculty member is expected to participate in the broader concerns of IAIA. Such participation may include but is not limited to the following:

- Service on department, college, or IAIA committees.
- Participation in the decision-making and curriculum development processes.
- Service and participation in the business of the general faculty (e.g., Faculty Council, faculty meetings, faculty committees).
- Fulfillment of special assignments (e.g., administrative assignments such as recruitment).
- Service as chair of a department or chair of a committee.
- Service as faculty mentor.
- Attendance at IAIA functions, such as exhibitions, openings, performances, lectures, commencement, and community events.
- Contribution to curriculum development and change.
- Service to the community as professional expert/advisor.

Although each faculty member has an obligation to advise students with regard to class work and to serve as a department or college advisor, other service to the student body may include but is not limited to the following:

- Advising students in academic and other IAIA related concerns.
- Planning and/or participating in curriculum-related enrichment activities outside course requirements.
- Sponsoring student clubs and organizations.
- Working with students in independent studies.
- Participating in The American Indian Higher Education Consortium (AIHEC) by advising, attending, or chaperoning.
- Participating on senior thesis committees.
- Mentoring students.
- Securing scholarship money for students.
- Organizing material and advising students with special interests (e.g., graduate school, advanced training programs).

Article VIII - Academic Freedom and Professional Ethics

Section 1: Academic Freedom

IAIA has adapted the 1940 Statement of Principles of the American Association of University Professors regarding academic freedom.

1. Academic freedom is the freedom to inquire, discover, publish, and teach truth as the faculty member sees it, subject to no control or authority, save the control and authority of the methods by which truth is established. Within the bounds of this definition, academic freedom requires that members of the faculty must have complete freedom to study, to learn, to do research, and to communicate the results of these pursuits to others. The students, likewise, must have freedom of study and discussion.
2. Faculty members have the responsibility of maintaining competence, of exerting themselves to the limit of their intellectual capacities in creative work, scholarship, research, writing, and speaking, and of conduct on and off the campus consistent with the integrity of and in accordance with the highest standards of their profession.
3. While they fulfill their responsibility, their efforts should not be subjected to direct or indirect pressures or interference from within IAIA, and the IAIA will resist to the utmost such pressures and interference when exerted from without. Faculty members can meet their responsibilities only when they have confidence that their work will be judged on its merits alone. For this reason, the appointment, retention, and separation of faculty members should be based primarily on the individual's ability to teach, research, write, or other scholarly abilities and should not be influenced by such extrinsic considerations as political, social, or religious views, or views concerning departmental or institutional operation or administration policies.
4. Finally, faculty members will have security adequate for freedom to teach and to seek truth as directly related to that faculty member's academic training, experience and expertise, without fear of punitive actions, including probation, suspension, or dismissal.

Section 2: Code of Professional Ethics

IAIA has adapted the "Statement on Professional Ethics," promulgated by the American Association of University Professors in April of 1966, as the Code of Professional Ethics for its faculty to serve as a reminder of the variety of obligations assumed by all members of the teaching profession, including its faculty. No rule or professional code, however, can either guarantee or take the place of an individual faculty member's personal integrity. IAIA's Code of Professional Ethics is as follows:

1. Members of the faculty, guided by a conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. To this end, they devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise

critical self-discipline and judgment in using, extending, and transmitting knowledge.

2. As teachers, faculty members encourage the free pursuit of learning in their students. They demonstrate respect for the student as an individual, and adhere to their proper roles as intellectual guides and counselors. They make every reasonable effort to foster honest academic conduct and to assure that their evaluation of students reflects students' true merits. They respect the confidential nature of the relationship between faculty member and student. They avoid any exploitation of students for their private advantage and acknowledge significant assistance from them. They protect students' academic freedom.
3. As colleagues, faculty members have obligations that derive from common membership in the community of scholars. They respect and defend the free inquiry of their associates. They accept their share of faculty responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression that they speak or act for the institution.
4. As members of an academic institution, faculty members seek, above all, to be effective teachers and scholars. Although faculty members observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Faculty members give due regard to their paramount responsibilities within their institutions in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the institution, and give due notice of their intentions.
5. As members of their community, faculty members have the rights and obligations of other citizens. Faculty members measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their institution. As citizens engaged in a profession that depends upon freedom for its health and integrity, faculty members have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Article IX - Role and Responsibilities of the Department Chairs

Section 1: Role of Department Chairs

The Chair has a leadership position and is accountable both to the department faculty and the Academic Dean for the performance of this function. The Chair represents his/her department in relations with other departments, with the Academic Dean, and with other administrative officers of IAIA. The Chair is expected to encourage and facilitate the work, quality, and professional development of the department. She/he shall take the initiative in reporting the needs and championing the causes of the department to the Academic Dean. This includes a basic responsibility for the support of faculty members' career development. Other leadership functions include implementing the strategic planning, conducting program assessment and review, and making faculty reappointment recommendations and representing the department in the formulation of educational policy, overseeing department budget(s) and using resources effectively to meet student needs.

The Department Chair reports directly to the Academic Dean. The Chairs work with the Dean to plan and implement educational programs and are members of the Academic Program and Policies Committee. Department Chairs are teaching faculty members of their departments, with a one-course reduction per semester or equivalent compensation, plus summer compensation.

Section 2: Department Chair Responsibilities

1. For those departments that have rotating Chairs, the Chairs' term will start with the August inservice and continue through the August in-service of the following year.
2. Initiate, with the Academic Dean, searches for new or replacement faculty. Form a search committee that, in consultation with the Human Resources Director, develops a job description, advertises the position, evaluates applicants, selects finalists, conducts interviews, and forwards its selection to the Dean.
3. Provides new faculty members with an orientation to the programs and policies of the department.
4. Evaluates department faculty annually in accordance with criteria established in the *Faculty Handbook*.

5. Recommends to the Academic Dean the appointment, re-appointment, non-renewal, dismissal, and compensation for department faculty.
6. Determines need for part-time faculty and submits, after consultation with department faculty, recommendations for per-course faculty. Submits the Personnel Action Request Form to the Dean for approval.
7. Recommends faculty for promotions, merit increases, sabbatical leaves and other leaves of absence to the Academic Dean.
8. Recommends reduction in teaching loads of faculty, or in the case of class cancellation, assigns other duties to faculty members, ideally within the department or the College (see Article VI. Section 3. 2.).
9. Oversees academic and committee work of faculty to see that it is equitably distributed, including regular attendance at Faculty Council and its Committee meetings or other IAIA committee meetings.
10. Determines, in consultation with department faculty, the teaching schedule of each faculty member for fall and spring semesters, room assignments and, when appropriate, lab fees.
11. Determines faculty loads within the department.
12. Supervises internship, work-study, and independent study policy implementation and practice in the department
13. Mediates conflicts between departmental faculty before a report is made to the Academic Dean.
14. Ensures that the department undertakes and completes program assessment.
15. Evaluates department programs of instruction in accordance with criteria developed by the Faculty Council's Curriculum Committee or Educational Standards Committee.
16. Recommends to the Academic Dean revisions to the department's educational policies and curriculum and forwards proposals to the Faculty Council's committees on Curriculum or Educational Standards.
17. Maintains custody and authorizes use of IAIA property charged to the department, and assignment of departmental space and facilities to authorized activities approved by the Department Chair and Academic Dean.

18. Prepares, with department faculty, the budget and the administration of the financial affairs of the department.
19. Serves as a member of the Admissions Committee.
20. Highlights department and department faculty achievements.
21. Advocates department concerns to the Academic Dean, to the President and, in consultation with The Academic Dean, to the Board of Trustees when requested.
22. Calls monthly department meetings and maintains electronic and hard copy files of agendas and minutes.
23. Works within IAIA to obtain funds to support department programs.

Section 3: Appointments of Department Chairs

1. The Department Chairs receive an administrative supplemental contract for the academic year from August to August.
2. The length of the appointment shall be no more than two consecutive years for rotating Department Chairs. The rotation schedule is determined by the Faculty members of the Department. Final appointment of Department Chairs rests with the Academic Dean.
3. The College has several Department Chair appointments that are part of IAIA's administrative positions. These Chairs are selected from a national search, by Faculty Search Committee, and are assigned the title of "Chair" on a continuing contract renewal.

Section 4: Evaluation of the Chair

Chairs will be evaluated on their administrative effectiveness annually by the Academic Dean and departmental faculty. Departmental faculty evaluations are due in The Academic Dean's office the Friday following the graduation ceremony in May. These evaluations, along with the Chair's Faculty Self-Appraisal Form, the Student Evaluation of Faculty Summation Sheets, and The Academic Dean's evaluation become part of the Chair's annual performance review and contract renewal. The Academic Dean will meet with each Chair before the end of May.

Article X - The Academic Dean

Section 1: Role of the Academic Dean

The President and the Board of Trustees determine the role of the Academic Dean. In addition, the Academic Dean is considered a faculty member and must hold a minimum rank of Associate Professor. The Academic Dean is required to teach one course every two years, and is eligible for a sabbatical as outlined in this *Faculty Handbook*.

Section 2: Evaluation of the Academic Dean

The Academic Dean will be evaluated annually on his/her administrative effectiveness by the Department Chairs and all full-time and pro-rata faculty. These evaluations, turned in to the President's office by the Friday following the graduation ceremony in May, become part of the supervisor's annual review of performance.

Evaluation procedures provide the opportunity for input into the evaluation process from the faculty and are confidential. The Dean will be provided with a summary document prior to the annual review with the President.

Article XI - Faculty Search, Appointment and Contracts

The President has the sole authority to hire faculty. The President will exercise this authority upon recommendation of the Academic Dean and the applicable search committee.

Section 1: Faculty Search

IAIA seeks professional, experienced artists and scholars as faculty members. IAIA may give notice of employment opportunities in national publications, and follow regular procedures in the evaluation of faculty applicants.

1. A job description that outlines qualifications and required degrees is prepared in consultation with relevant faculty.
2. A search committee, whose chair is elected by its membership, is composed of faculty members, at least one student member from the department program, and academic program staff when relevant. The majority of the search committee must be faculty.
3. There may be instances when an individual who does not hold a terminal

degree can be hired. The President has discretion to make a decision to hire based on a person's professional qualifications.

4. IAIA is established by law under P.L. 99-498. Indian Preference is the policy of the IAIA in the recruitment, selection, retention and advancement in all employment actions. The President of the IAIA shall give preference in hiring to Indians to the maximum extent practicable.

Section 2: Faculty Appointments and Contracts

All faculty appointments are made by the President of IAIA. Reappointments are made by the President following an annual faculty evaluation and upon recommendation of the Department Chair and approved by the Academic Dean for contract renewal.

1. The terms and conditions of every appointment to the faculty shall be stated in a written contract signed by the Academic Dean and the President. A copy of the appointment contract will be given to the faculty member and a copy will be filed in the HR Office. Any subsequent extensions or modification of the contract shall be stated in writing, with a copy given to the faculty member.
2. With the exception of term appointments clearly limited to a brief association with IAIA, all appointments are of two kinds: (a) probationary appointments, (b) appointments with continuous renewal (multi-year contracts).
3. Term appointments of a faculty member are made for a specified period, such as with the appointments of visiting faculty. Such appointments may be made for a total of no longer than three years, consecutive or otherwise.
4. A "visiting" title is reserved for a person normally employed at another institution, but who is currently at IAIA and may be employed on a term contract (see Article XIII. Section 3 and Article XIV. Section 1).
5. Faculty positions wholly funded by external grants and contracts are limited to the period of external financial support provided by the grant or contract unless other provisions are specifically stated in the appointment contract.

Section 3: Multi-Year Contracts

1. Full-time and pro-rata faculty members are initially hired under one-year contracts signed by the Academic Dean and the President, the first year being probationary. At the end of two continuous one-year contracts, during which he/she has satisfactorily met the requirements of his/her position, a faculty

member will be eligible for reappointment pursuant to a two-year contract. At the end of the two-year contract, during which he/she has satisfactorily met the requirements of his/her position, the faculty member will be eligible for reappointment pursuant to a three-year contract. At the end of the three-year contract, during which he/she has satisfactorily met the requirements of his/her position, full-time and pro-rata faculty will be eligible for reappointment under a three-year contract. The three-year contract is a continuous three-year contract (otherwise known as a multi-year contract) contingent on annual faculty evaluation.

2. All faculty contracts should include the following:
 - a. The starting date and the termination date or length of the period of appointment.
 - b. The annual salary and benefits.
 - c. A general statement of the responsibilities of the position, and the terms of evaluation.
 - d. Any special arrangements or agreements, such as credit for previous service.
3. Contract appointments do not confer upon a faculty member any entitlement to continue employment after the contract expires. Faculty members under any contract are subject to the terms and conditions of employment set out in the *Faculty Handbook*. Any contract appointments may be terminated before the specified date and a faculty member dismissed for just cause or not for cause, such as layoffs due to financial exigency, as described in the *Faculty Handbook*.

Section 4: Newly-Hired Faculty

Once a new faculty member accepts the first one-year appointment, the HR Office, in conjunction with its new-hire orientation, will provide him/her with a copy of this *Faculty Handbook*.

Section 5: Notice of Contract Renewal

The President of IAIA will issue a Contract Renewal (a reappointment) to full-time and pro-rata faculty for the succeeding academic year on or before April 15 of each year. The faculty member must sign and return to the President's Office the Contract of Renewal by April 29.

Section 6: Notice of Contracts for Probationary Appointments

Probationary appointments are normally only given for the first year to a newly-hired faculty; however, if significant improvement is needed as evidenced by the first-year semester reviews, the reappointment can be specified as an additional probationary semester or year so that the new faculty member has the opportunity to strengthen areas of deficiency (see Article XIX. Section 1.3)

Section 7: Prior Notice of Non-Renewal

The President of IAIA will notify a faculty member holding a one-year probationary contract that the appointment is not to be renewed by April 15. Failure to give notice by April 15 of non-renewal shall entitle the individual to a special reappointment for an additional terminal year.

Section 8: Termination of Appointment

Termination of an appointment before the end of the contract period may be effected by IAIA only for just cause (see Article XIX. Section 1. 5 and 6 or Article XX. Section 2). Termination of a contract must follow the procedures in Article XX. Section 1.

Section 9: Resignations

Faculty members must give at least thirty (30) calendar days' notice of resignation in writing to the Academic Dean. It is preferred that Faculty members complete the semester.

Section 10: Retirement

There is no mandatory age for retirement. However, the faculty member's notice of retirement needs to be given by October 1 in the final academic year of employment.

Section 11: Phased Retirement Policy - Agreement

Phased retirement at IAIA will consist of one year of 50% academic year salary and full benefits, or one semester of 100% salary and full benefits.

Faculty who will be between 62 and 70 years of age as of August 15 in the academic year they wish to retire are eligible for the phased retirement program.

Faculty must have at least 10 years of continuous full-time faculty service, or equivalent, to IAIA, and have at least six years of service towards sabbatical leave as of August 15 in the academic year they wish to retire to be eligible for the phased retirement program.

Faculty must sign an irrevocable retirement agreement with a release of employment-related claims effective the academic year of phased retirement.

Article XII - Faculty Compensation

Section 1: Salary Scale

The Academic Dean, the HR Director, and the Faculty Council will develop a salary scale to be approved by the President. The Faculty Council may recommend to the President an adjustment in the salary scale as the need arises. Final approval rests with the President.

Section 2: Overload Compensation

1. It is understood that assignments of duties and responsibilities in addition to the full teaching faculty (i.e., overload assignments) are sometimes necessary in order to meet unforeseen contingencies, provide flexibility, or meet student demand.
2. Overload assignments shall be accompanied by fair monetary or nonmonetary compensation. Reduction of the regular teaching load in another time period or trading of duties and other forms of nonmonetary compensation will be employed whenever feasible and consistent with IAIA objectives. Overload pay is recognized by issuance of a special overload contract.
3. Overload assignments typically receiving monetary compensation include: off-campus teaching, correspondence or online teaching, continuing education, workshops, seminars, conferences and institutes, and the assumption of a substantial portion of the regular teaching duties of someone who is unable to complete them.
4. The Department Chairs and the Academic Dean are responsible for monitoring overload contracts.

Section 3: Administrative Supplements

Administrative supplements are paid to faculty who take on duties, which are

outside of their usual faculty responsibilities or normal committee work. An administrative supplement would be given when the faculty member is expected to contribute considerably more time to IAIA, to set aside his/her creative or scholarly work to take on administrative tasks, and/or assume greater liability on behalf of IAIA. Examples of the types of administrative roles for which administrative supplements are paid are department chairs, organizing the IAIA graduation ceremony, program directors and chairs of long-standing committees. The administrative supplement is calibrated to the complexity of the administrative role and to the amount of liability assumed on behalf of IAIA. The administrative supplement will take the form of salary and is negotiated with the faculty member and approved by the Academic Dean.

Section 4: Honoraria

Occasionally, faculty may contribute to special events, such as symposia, professional conventions organized and held at IAIA, or lecture series organized by IAIA colleagues outside one's own department. Faculty may also take on other nonstandard IAIA activities at the request of the Academic Dean or President. Such exceptional service may warrant supplementary pay (rather than an instructional load credit reduction) in the form of one-time honoraria, which must be approved by the Academic Dean and President in advance of the service being performed.

Section 5: Monetary and Nonmonetary Compensation for Staff and Administrator Teaching

Those who hold full-time employment with IAIA, such as staff or administrators, do not ordinarily receive monetary compensation for teaching. Exception to this policy requires the prior written approval of the Department Chair and the Academic Dean. Monetary compensation may be authorized when the requested payment meets the following conditions:

1. The course is an essential part of the curriculum of a degree program and cannot be deferred to a later term without creating a hardship for the students who need to take it.
2. There is no one else available who is qualified to teach the course.
3. The course will be offered outside of the normal 8 to 5 work hours (i.e., nights or weekends) and will not otherwise interfere with the staff's primary responsibilities.
4. The need for the staff's services arises from unforeseen circumstances such as the sudden resignation of the course's instructor or unexpectedly large

enrollments that require the addition of another section scheduled outside of the staff's normal work hours.

Section 6: Pay Periods

IAIA has established 26 pay periods throughout the year, at two-week intervals. The payroll week runs from Saturday of one week through Friday of the following week. Payday is every other Friday. Faculty members have the option to choose a ten month or twelve month pay out on their contract. Paychecks are accompanied by a statement of earnings and payroll deductions. A similar statement is given to individuals who have opted for the automatic deposit of their checks (see Section 7). Faculty members are responsible for checking their paychecks for discrepancies.

Section 7: Direct Deposit

IAIA can electronically deposit paychecks in participating banks. Individuals who wish to take advantage of this service should contact the HR Office for an application.

Section 8: Personnel File

The personnel file is kept in the HR Office. The contents and availability of faculty personnel files are described in this *Faculty Handbook*. Generally, a "personnel file" includes any application for employment; wage or salary information; notices of commendations, warning, or discipline; authorizations for deduction or withholding of pay; benefits information; leave records; and employment history with the employer, including salary information, job title, dates of changes, retirement record, attendance records, and performance evaluations.

Any of the foregoing documents or records (including e-mails) are considered to be part of the personnel file, regardless of where or how they are maintained by the employer. Because e-mails are subject to inspection and are discoverable in the context of litigation proceedings, academic administrators and peer review committee members should be mindful of the content of e-mail communications at all times.

The definition of "personnel file" does not include records of an employee relating to the investigation of a possible criminal offense; letters of reference; student evaluations; documents that are being developed or prepared for use in civil, criminal, or grievance procedures; medical records; or material used by the employer to plan for future operations.

Upon request and at reasonable time, an employee, or an agent designated by

the employee, may inspect the employee's own personnel file.

Article XIII - Categories of Faculty

The College has two categories of faculty – regular faculty and other faculty. Regular faculty members are employees of IAIA entitled to file grievances under the Faculty Grievance Policy and are entitled to due process upon discharge. Regular faculty fall into two categories.

Section 1: Regular Full-Time Faculty

Faculty members who teach at least three, 3 credit, courses (or their equivalent), per semester, or per combined stacked classes are regular full-time faculty. Regular full-time faculty are employed on an annual basis by contract, are subject to reemployment through renewed contracts, and are eligible to participate in IAIA insurance benefit programs.

Section 2: Pro-Rata Faculty

1. Faculty members who, after three years of service to IAIA as faculty members, wish to reduce their load by one course to take advantage of grants, fellowships or awards, or who simply wish to devote a greater amount of time to their creative work or scholarship, may apply for pro-rata status. The President, upon the recommendation of the Academic Dean and the Department Chair, will determine whether to grant pro-rata status. A faculty member on pro-rata status must continue to serve on Faculty Council and committees, although some student-advising responsibilities may be waived. Pro-rata status is not a permanent status and must be applied for yearly. The salary of a regular pro-rata faculty member will be prorated, but the faculty member will continue to be eligible to receive health, retirement, and other benefits during pro-rata status.
2. Faculty can be hired as administratively-created pro-rata upon recommendation by the President upon request by the Academic Dean and Department Chair. If a faculty is hired as a pro-rata faculty, that faculty member will assume the responsibilities of a full-time faculty member, including service on Faculty Council and committees. Administratively-created pro-rata faculty will not have to apply annually for the pro-rata position, but will receive a yearly contract upon recommendation by the Department Chair and Academic Dean.
3. Pro-rata faculty are hired at twelve (12) instructional load credits per academic year and will have the same responsibilities and benefits as full-time faculty.

Faculty hired as pro-rata are eligible for promotion; however, the time required for eligibility is calculated on pro-rata basis.

Section 3: Other Faculty

Other faculty are not entitled to: leave benefits, file grievances under the Faculty Grievance Policy, continued employment or re-employment, or participate in IAIA insurance benefits program unless required by law or by written contract. Other faculty fall into two categories:

1. Visiting faculty: Faculty members hired to fill a temporary need, including but not limited to replacing regular full-time faculty on approved leave or to fill temporary needs during a search for regular full-time faculty. Temporary full-time faculty teach at least three courses, or their equivalent, per semester. Visiting faculty are retained under written agreements outlining the terms, conditions, and inclusive dates of their employment.
2. Adjunct faculty: Faculty hired to teach on temporary, part-time contracts assigned to teach at least one course per semester. They are hired on a per course, per semester, basis, based upon IAIA's instructional needs.
3. Faculty Emeritus: Based on the Board-approved criteria, the Dean of Academics will recommend an individual faculty be recognized as Faculty Emeritus at the time of his/her planned retirement. The Academic Dean will present this to the President of IAIA and the Board (Chair) for conditional approval. Then it goes to the Faculty Council who will vote on this recommendation. If approved by a majority of members within Faculty Council, this recommendation will then be brought to the Board of Trustees as a resolution for approval.

Privileges associated with Faculty Emeritus status will be limited to the following:

- Recognition on the IAIA web-site as distinguished faculty emeritus;
- IAIA business cards, the use of stationary and letterhead;
- Free access to the library and services provided by the library;
- Free access to IAIA events which are available to the staff and faculty of IAIA;
- A faculty mailbox on campus on campus, use of the copier and fax machine;
- Opportunities to guest lecture, serve as a visiting artist, or teach a course (opportunities such as these will be compensated at the standard level being used at IAIA)
- Ability to attend Faculty Council meetings and vote as a faculty member;
- Ability to audit one course per semester free of charge.

Faculty emeritus status does not imply any other level of compensation or

commitment between IAIA and the faculty member other than those described above.

The Adjunct Pool

Department Chairs and Program Coordinators/Directors are responsible for securing a pool of qualified adjunct faculty. The following Department Chairs should keep an active pool of adjuncts for the following programs: Essential Studies (for Freshman Seminar), Studio Arts, New Media Arts, Creative Writing, Indigenous Liberal Studies and Museum Studies. Distinct programs whose coordinators or directors should keep a current active pool of adjuncts include: Health and Wellness, Business/Entrepreneurship, Mathematics, and English.

Department Chairs and Program Coordinators/Directors will budget, hire, supervise, and evaluate adjunct faculty. The Academic Dean's office will receive PARS from Chairs/Coordinators/Directors and complete adjunct contracts in coordination with HR.

Distance Learning Adjunct Faculty

The Director of Distance Learning (DDL) will work directly with Department Chairs and Program Directors/Coordinators in identifying appropriate faculty to add to the adjunct pool who can teach distance courses for IAIA. The DDL will budget, write contracts for, evaluate, and supervise all DDL adjunct faculty in conjunction with HR and the Department Chair, Program Director/Coordinator and Academic Dean.

Dual Credit Adjunct Faculty

The Academic Outreach Coordinator (AOC) who oversees the Dual Credit Program will work directly with Department Chairs and Program Directors/Coordinators to identify appropriate adjunct faculty from the pool who can teach in high schools or other off-site locations as part of the dual credit initiative.

The AOC will budget, write contracts for (in coordination with HR), and coordinate schedules of the off-site dual credit adjunct faculty.

Off-site dual credit faculty will be evaluated by Department Chairs or Program Directors/Coordinators according to the same process as on-site classroom faculty.

Issues or concerns about instruction brought to the attention of the AOC will be referred to the Department Chair. The same academic policies and procedures will apply for dual credit students and adjunct faculty.

Hiring Process of Adjunct Faculty

Each academic department or program will initiate a hiring process when they are in need of new adjuncts. They will identify a small group of two to three faculty within the department or program to review applications. They will post an advertisement locally as adjunct faculty are drawn from the local community. They may conduct in-person or telephone interviews as part of the process. They may request any or all of the following materials:

1. CV or resume
2. Cover letter
3. Evidence of student work from previous teaching in the area they are applying to teach
4. Past evaluations of teaching
5. Graduate school transcripts
6. Evidence of their own professional work in the area in which they are applying to teach
7. Names and contact information for three references

Once they have reviewed applicants, they will send the list of finalists to HR for a background check. When an applicant has been screened through this process, their name and resume enter the Adjunct Pool for future adjunct teaching. Adjuncts in the Adjunct Pool must have on file in HR prior to hiring: a CV or resume, legal identification, I-9 form, graduate school transcripts, and a completed background check.

Successful adjuncts who are continuing to teach are automatically part of the Adjunct Pool. However, please note that they will need the same material in their file in HR.

Benefit for Adjunct Faculty

Adjunct Enrollment Policy

Rationale

Adjunct faculty are important members of the IAIA community and provide key instruction to IAIA students. Full-time faculty and staff are able to enroll in courses according to certain guidelines. The Dean would like to extend this benefit to adjunct faculty. Diversity in terms of age and experience in the classroom adds an important dimension to the educational program.

Policy

Adjunct faculty will be able to enroll in one course per semester in each semester in which they are employed as an adjunct faculty member at IAIA under the

following conditions:

1. They have successfully completed one semester of adjunct teaching at IAIA prior to the semester in which they seek to enroll in a course.
2. There is room in the course for another student, i.e. all degree-seeking students who are required to take the course have priority and will be given available seats first.
3. Adjunct faculty will not enroll in independent studies, internships, or mentorships, but in regular courses in the semester course schedule.
4. Adjunct faculty may enroll in online courses or face-to-face classes.
5. Adjunct faculty will be responsible to pay for any course fees, books and materials. This policy only waives TUITION.
6. The Admissions office will have a packet for Adjunct Faculty with the admissions application form and the Tuition Waiver form.
7. An Admissions application form must be completed and submitted to the Admissions staff.
8. Upon acceptance, the admissions staff or registrar may enroll adjunct faculty in their selected course once they have the Tuition Waiver form signed.
9. The Academic Dean will sign as the adjunct faculty supervisor on the Tuition Waiver Form.
10. Adjunct faculty may enroll either as audit or credit students. The tuition is the same for audit and for credit.
11. Once enrolled in the class, all rules that apply to students enrolled in classes will apply to adjunct faculty enrolled in classes. This includes the Attendance Policy; Studio & Classroom Conduct Policy; policies regarding withdrawal, etc.
12. Adjunct faculty enrollment in a class cannot be the determining factor in course enrollment and class cancellation policies and practices.
13. If employment is terminated for professional misconduct or cause, enrollment in a class would also be immediately cancelled.

Article XIV - Academic Rank

The following are the only authorized academic titles for full-time faculty appointments.

1. Visiting faculty
2. Instructor
3. Assistant professor
4. Associate professor
5. Full Professor

Rank indicates academic level. An upgrade in rank is referred to as a promotion.

Section 1: Descriptions of Academic Rank

1. Visiting Faculty

The designation “visiting” before an academic title indicates that the faculty member has a temporary appointment for either an academic year or semester. Such an appointment may be renewable for up to three years. The visiting title should indicate the faculty member’s rank at his/her home institution—i.e., visiting instructor, visiting assistant professor, visiting associate professor, etc. A visiting faculty member is generally not eligible for retirement and other benefits or for membership in the Faculty Council.

2. Instructor

Instructors will hold earned bachelor’s degrees appropriate to their discipline and will have sufficient teaching experience to demonstrate competence. Faculty members at the rank of Instructor should demonstrate professional competence in the areas of teaching, creative/scholarly work and professional activity, and service to IAIA and the community.

Instructor ranked faculty may only teach undergraduate courses.

Instructor ranked faculty are eligible for promotion in rank to Assistant Professor upon earning a graduate degree appropriate to their discipline and submitting Graduate School transcripts to the HR office.

3. Assistant Professor

Assistant Professors will hold earned graduate degrees appropriate to their discipline. Faculty members at the rank of Assistant Professor should demonstrate professional competence in the areas of teaching, creative/scholarly work and professional activity, and service to IAIA and the community.

At the beginning of the sixth year, the faculty member may apply for promotion to Associate Professor, and may carry up to four years of Assistant Professor, or the equivalent, ranked full-time teaching from another institution.

4. Associate Professor

Associate Professors will hold a graduate degree appropriate to their discipline and demonstrate considerable successful teaching experience, promising accomplishment in creative or scholarly work recognized by peers within IAIA and peers external to IAIA, and service to IAIA and community.

At the beginning of the sixth year at the Associate Professor rank, the faculty member may choose to apply for the rank of Full Professor. The candidate will be evaluated on his/her accomplishments and performance while at the rank of Associate Professor, not before. Evidence submitted will, therefore, be restricted to that time period. Faculty may carry up to four years of Associate Professor ranked full-time teaching from another institution.

5. Full Professor

Full Professors will hold the terminal degree appropriate to their discipline and a record that, taken as a whole, is judged to be excellent, a record of significant contribution to education, and that, since promotion to Associate Professor, indicates substantial, significant, and continued growth, development, and accomplishment in teaching, research, scholarship or creative work, and service.

Section 2: Assignment of Rank Upon Hiring

At the time of hiring, the Academic Dean will consult with the chair of the faculty search committee to determine the assignment of rank. The following factors will be considered.

1. Years of fulltime faculty service must be documented in the resume. Working as visiting artists, graduate teaching assistants, graduate teaching fellows or adjunct faculty will not count toward this service. Up to four years of prior service will be recognized at the rank of Assistant Professor.
2. Rank given by another higher education institution will be considered. Documentation will be required to verify the rank held at another institution. A faculty member holding the rank of Associate Professor at another institution may be awarded this rank at IAIA at the time of hiring and up to four years of prior service will be recognized at the rank of Associate Professor.
3. Faculty will not be hired at the rank of Full Professor. A faculty member holding the rank of Full Professor at another higher education institution must provide documentation to verify this. A faculty member holding the rank of Full Professor at another institution may be reviewed for Promotion to Full Professor after successfully completing their initial year of service. They may be reviewed during their second year. Until they successfully complete this review and promotion, they will hold the rank of Associate Professor. The only exceptions will be faculty hired into an endowed chair or endowed faculty position or the Academic Dean.
4. The Academic Dean will determine the rank and the initial contract letter will state both the rank and years of service being recognized at that rank. The contract letter will be kept in the employee file in the HR Office.

Article XV - Promotion in Rank

In accordance with its mission, IAIA strives for excellence in all of its academic programs. Achieving this objective calls for rigor and thoughtful evaluation criteria in the process of promotion. Faculty members are encouraged and expected to demonstrate achievement in the areas of teaching effectiveness, creative, scholarly and/or professional activity, and service to the school, department, and the community. Hence, faculty members seeking promotion are encouraged to address these criteria in planning professional goals and in preparing their application for promotion.

Neither advancement in rank within IAIA nor an initial appointment with rank carries the commitment of any further promotion. Furthermore, length of service at any rank is not, in and of itself, sufficient reason for promotion. Any full-time faculty member may be considered for promotion if, in the judgment of peers, the Department Chair, and the Academic Dean, the faculty member has demonstrated those achievements and qualities consistent with the definition of a higher rank.

An application for promotion in rank carries with it the obligation for documentation and appropriate support materials. Applications for promotion must be accompanied by a recommendation from the individual faculty member's Department Chair prior to being submitted to the Promotions Review Committee, The Academic Dean and President.

Section 1: Overview of the Promotion Process

The following provides an overview of the promotion process. Notification to the faculty member by the Faculty Development and Concerns Committee or the Promotions Review Committee occurs at each step of evaluation in the promotion process:

1. The candidate initiates the promotion process by submitting the application and supporting documentation (see Section 4) to the Promotions Review Committee on or before September 30.
2. The candidate arranges for the submission on or before September 30 of optional supplementary recommendations from other faculty and students and optional evaluations and recommendations by external reviewers.
3. The Promotions Review Committee oversees the formation of a classroom observation team according to the timetable laid out in Section 3. The evaluation by the classroom observation team is delivered to the Promotions Review Committee and to the candidate on or before February 21. The candidate has one week to respond to the classroom observation team's

report; this response must be delivered to the Promotions Review Committee on or before March 1.

4. The Promotions Review Committee gathers the materials necessary for their review (see Section 4) by March 1.
5. The Department Chair's evaluation and recommendation (or Dean's evaluation if the candidate is a Department Chair) is delivered to the Promotions Review Committee on or before March 1.
6. The Academic Dean delivers his/her evaluation and recommendation (for candidates who are not Department Chairs) to the Promotions Review Committee by March 1.
7. The Promotions Review Committee examines the evidence and, using the scoring system in Section 6 below, scores the faculty from 0 -5 points in the areas of Teaching Effectiveness, Creative and Scholarly Work and Professional Activity, and Service to the School, Department, Students, and the Community. A combined score of 12 points or more is required to recommend for promotion.
8. The Promotions Review Committee presents evaluations, recommendations, and supporting data on or before April 1 to the President, who confers with The Academic Dean to make his/her recommendation.
9. The President makes his/her recommendation on promotion in writing by May 1.
10. If a faculty member believes there is cause for grievance relative to denial of promotion, the faculty member has thirty (30) days to appeal to the Development and Concerns Committee after an appeal has been made at the level of the decision, i.e., either with the Promotions Review Committee or with The Academic Dean. The Development and Concerns Committee may instruct the Promotions Review Committee to restart the process at the point of the grieved error or instruct the candidate to reapply the following year.
11. Any candidate requesting promotion who receives a negative recommendation at any stage of the evaluation process may submit a written response for consideration in the succeeding stages of the review process and reapply the following year.

Section 2: Classroom Observation Team

Within one week of a faculty member informing the Promotions Review Committee of his/her intention to seek promotion, the committee will direct the formation of a Classroom Observation Team (COT), consisting of three full time

faculty members at or above the candidate's rank. One member of the COT will be selected by the candidate, another by his/her Department Chair (or, if the candidate is the Department Chair, by the Chair of the PR Committee), and the third member by the Academic Dean.

This team will arrange with the candidate a time to observe the candidate teaching in the classroom. The team will then meet and file a report with the Promotions Review Committee of this classroom visit according to the criteria developed and updated by the Promotions Review Committee. This report will be due by the end of the second week after the faculty member announced his/her intention to seek promotion. The candidate will also be provided with this report and will have one week to respond to the report in writing. The COT's report together with the candidate's response will be considered by the Promotion Review Committee as appropriate in the promotion review.

Section 3: Standard Support Materials

Support materials accompanying applications should include:

1. A letter of intent.
2. A current and complete résumé/vitae.
3. Samples of current professional work and student work.
4. Any additional support materials that may explain, describe or otherwise contribute to the evaluation process.
 - a. Optional evaluations by other faculty in department.
 - b. Optional evaluations by outside evaluators in field.
 - c. Sample course materials.
 - d. Evidence of participation in Faculty Council Committees, department meetings, curriculum development, assessment, etc.

NOTE: Those reviewing the application may not be familiar with one's area of expertise. Clarity is therefore essential. This applies to all elements, including work samples and citations of professional activities, publications, honors, etc.

Support materials gathered by the Promotions Review Committee will include:

1. Student evaluations.
2. Course syllabi.
3. Faculty Self-Appraisal Forms.
4. Classroom Observation Team's report.
5. Attendance records for Faculty Council and Committee meetings.
6. Department Chair/Dean evaluations and recommendations.

Administration approval of promotion is dependent upon a record that includes these components, all of which should be addressed in the promotion application.

Sources of documentation include, but are not necessarily limited to:

1. Department Chair or Dean's yearly evaluations.
2. Student evaluations.
3. Teaching observation reports.
4. Publications and/or exhibition catalogs.
5. Records of accomplishment such as election or appointment to creative or scholarly posts.
6. Course syllabi and other course material.
7. Examples of professional work.
8. Examples of student work.

Section 4: Request for Reconsideration

Whenever a faculty member receives in writing an adverse decision of IAIA concerning his/her application for promotion, the faculty member has thirty (30) calendar days to file with the President a petition for reconsideration. The petition, submitted in writing, lists the reasons for the request for reconsideration. A challenge to a negative promotion decision may be based on one of the following:

1. Procedural error - the candidate alleges that the procedures were not followed, and therefore breached, during the review process.
2. Discrimination - the candidate alleges that the negative decision was based on the candidate's membership in one or more protected classes under federal or state law (e.g., race, sex, religion, disability, age, etc.)
3. Arbitrary or capricious decision - the candidate alleges that the negative decision was made in an arbitrary or capricious manner.

If a procedural challenge is meritorious because of one or more academic administrators or peer review committees failed to follow the procedures stated above, the aggrieved candidate's remedy will include another promotion review in strict accordance with the above procedures. However, an academic judgment made in good faith is not arbitrary or capricious and an academic judgment made in good faith constitutes a legitimate, non-discriminatory reason for the challenged decision.

The President makes the final determination in the request for reconsideration.

Section 5: Criteria for Promotion

A. Teaching Effectiveness: 0 - 5 points

IAIA recognizes that excellence in teaching is the most important attribute of a faculty member. Aspects and qualities that may be considered by the administration in assessing teaching effectiveness include, but are not limited to, the following:

1. **ATTRIBUTE:** Command of one's subject. **EVIDENCE:** Exhibitions, publications, screenings, performances, workshops, curations, and guest lectures, classroom observation, student evaluations, syllabi, documented student work.
2. **ATTRIBUTE:** Ability to organize subject matter and to present it clearly, coherently, and imaginatively. **EVIDENCE:** Classroom observation; student evaluations; syllabi; course evaluations.
3. **ATTRIBUTE:** Knowledge of current developments in one's discipline. **EVIDENCE:** Exhibitions, publications, screenings, performances, workshops, curations, and guest lectures; attendance at conferences; classroom observation; further education; syllabi; course materials.
4. **ATTRIBUTE:** Ability to relate one's subject to other areas of knowledge and to broader cultural and social concerns. **EVIDENCE:** Classroom observation; student evaluations; student projects; outreach projects; syllabi; course materials; participation in curriculum development.
5. **ATTRIBUTE:** Ability to broaden student interest in the subject matter. **EVIDENCE:** Student evaluations; student success; student activities; syllabi; course materials; student work.
6. **ATTRIBUTE:** Ability to utilize effective teaching methods and strategies. **EVIDENCE:** Classroom observation; student evaluations; syllabi; course materials; student work.
7. **ATTRIBUTE:** Flexibility and versatility in accommodating teaching to changes in curricular structure and content. **EVIDENCE:** Department Chair/Dean evaluations; participation in curriculum development; syllabi; course materials; student work.
8. **ATTRIBUTE:** Possession of the attributes of integrity, industry, open-mindedness, objectivity in teaching, and concern for the student as a person and as a future professional. **EVIDENCE:** Student evaluations; classroom observation; student success.
9. **ATTRIBUTE:** Ability to elicit the highest quality in students' work. **EVIDENCE:** Student evaluations; student publications, screenings, performances, projects, and curations; student success.

B. Creative and Scholarly Work and Professional Activity: 0 - 5 points

Effective teaching necessitates active involvement in the creative and scholarly developments in the individual's field. Each faculty member has an obligation to maintain a high level of professional competence and to keep abreast of the activity in his/her field. An individual faculty member's creative or scholarly work should be evaluated in terms of its quality, its level of recognition among peers, and its significance to the particular discipline.

1. **ATTRIBUTE:** Produces quality creative work or scholarship. **EVIDENCE:** Letters from outside evaluators; evaluations by other faculty in discipline; examination of the work itself.
2. **ATTRIBUTE:** Is recognized by peers. **EVIDENCE:** Exhibitions, publications, screenings, performances, workshops, curations, readings, guest lectures, and/or performances; publications, fellowships, grants, and commissions; prizes and awards; artist's/writer's residencies; appointment in a creative or scholarly capacity to a regional, state or national post;
3. **ATTRIBUTE:** Keeps abreast of activity in field and interdisciplinary developments. **EVIDENCE:** Exhibitions, publications, screenings, performances, workshops, curations, and guest lectures; participation in professional organizations, conferences, and institutes; leadership positions in professional organizations; presentation of papers before learned societies; further education.
4. **ATTRIBUTE:** Creates work that is significant to discipline and the interdisciplinary community. **EVIDENCE:** Presentations at professional meetings; readings; guest lectures; service in the individual's professional area as a consultant or resource person; reviews, critical essays, and dissertations; evidence of inclusion in the discourse of the field (in anthologies, critical reviews, histories).

C. Service to the School, Department, Students, and the Community: 0 - 5 points

IAIA depends upon its faculty for quality services rendered outside the classroom. Therefore, a full-time faculty member is expected to participate in the broader concerns of IAIA.

1. **ATTRIBUTE:** Provides service to the school. **EVIDENCE:** Service on IAIA committees, participation in Faculty Council, fulfillment of special assignments (e.g. administrative assignments such as recruiting), service as Faculty Council officer or committee chair, service as a faculty mentor, attendance at IAIA functions such as exhibitions, openings, performances, lectures, commencement, community events, and guest lecturing or covering other classes.

2. **ATTRIBUTE:** Provides service to the department. **EVIDENCE:** Attendance at department meetings; participation in the decision-making and curriculum development process; participation in assessment; service as department chair; securing and/or directing grants or grant programs; serving on search committees; participating in outreach activities.
3. **ATTRIBUTE:** Provides service to the students. **EVIDENCE:** Sponsoring of clubs or organizations; planning and/or participating in curriculum-related enrichment activities outside of class; working with students in independent studies or internships; mentoring students; participating in AIHEC by advising, attending, chaperoning; participating on senior thesis committees; securing scholarship money; organizing material and advising students with special interests (e.g., graduate school, advanced training programs).
4. **ATTRIBUTE:** Provides service to the community. **EVIDENCE:** Service as professional expert/advisor; service as mentor; service as community liaison to other arts and Native organizations; volunteer work in community.

A minimum of twelve points are required to recommend for promotion in the combined three areas: Teaching Effectiveness, Creative and Scholarly Work and Professional Activity, and Service to the School, Department, Students, and the Community. The Promotions Review Committee will, after thoughtful consideration and study, decide on the point distribution during the promotion review process. After receiving written notification of the Committee's decision, the candidate for promotion can request a completed copy of the rating instrument as well as any of the written recommendations submitted during this process.

There are sequential levels in this review process (see Section 1). It is incumbent upon each level of review to exercise careful professional judgment of the accomplishments, productivity, and potential of each candidate. Consultation among review levels, by the Committee, Department Chair, Dean and/or President should take place when there is a need to clarify differences that arise during the promotion review process.

ARTICLE XVI: Faculty Salary Schedule

Section 1: Increases tied to Performance

In order to progress from one-year salary step to another, a faculty member must have a satisfactory performance evaluation completed by their supervisor.

Section 2: Applying Faculty Rank and Step

New hires may transfer all full-time teaching experience. This will be negotiated at time of hire. See Article XIV Section 2.

Current faculty will be placed on this salary schedule according to years of service and professional rank earned previously from other institutions. In the first year of implementation, (2014-2015) all Associate Faculty will begin at the salary for Year One and progress from there.

Section 3: Salary Equity

If a current faculty member's salary is higher than where they fall on this salary schedule, they will be frozen at their current salary until such time as their positioning on the Salary Schedule awards them an increase.

Section 4: COLA adjustments

Faculty participation is proposed for COLAs approved in a given fiscal year for IAIA staff. The faculty will participate to the extent that the amounts within the faculty ranks, including base and cap, will be adjusted by the percentage equal to the COLA percentage approved by the Board of Trustees. Step or Year #1 for each Rank will be adjusted by the COLA and the steps will remain consistent increases of \$1000 each. Faculty members, who are at or above the cap for a given rank, will be paid a lump sum equivalent to the total amount of the COLA adjustment, for a given fiscal year. This COLA lump-sum payment will not become part of the base salary for that faculty member, nor will 403(b) benefits be attached to it.

Section 5: Financial constraints on IAIA's ability to award step increases

In the event of financial constraints resulting in inadequate funding for step increases in a given fiscal year, a two-step approach is proposed. The first procedure is for IAIA administration to review the federal appropriation for the upcoming year and its impact on the overall college budget. From this analysis, management will make a recommendation to the Board of Trustees whether or not to approve a step increase for the upcoming fiscal year, as part of the overall budget approval process. The final procedure will reside with the Board of Trustees, who will decide by resolution whether or not to approve the budget proposal including or excluding the faculty step increase for the upcoming fiscal year. This is in close alignment with the college's existing budget approval process.

Section 6: Hierarchy of compensation adjustments

The following hierarchy of order, with respect to the Faculty compensation model, is proposed:

1. Increase due to change in Faculty rank: Increase is not subject to specific Board approval and may only be suspended due to a declaration of financial exigency.
2. Step increase: Subject to specific Board approval and is reviewed each fiscal year.
3. Cost of living adjustment to salary scales: A COLA must be approved for the entire college for a given fiscal year and the Faculty salary scales will be adjusted by the same percentage as the approved COLA. Faculty members who are at or above the compensation cap for their respective rank will be subject to the provision outlined in Item #1, above.

Section 7: Salary Schedule Review

The salary schedule should be reviewed, at minimum, every ten years by the Faculty Development and Concerns Committee.

Section 8: Faculty Salary Schedule

Approved by the Faculty Council and the Board of Trustees May 2014.
Implemented in Faculty Contracts for the 2014-2015 academic year.

Salary Schedule				
Year	Instructor	Assistant	Associate	Full
1	\$41,500.00	\$50,000.00	\$58,500.00	\$67,000.00
2	\$42,500.00	\$51,000.00	\$59,500.00	\$68,000.00
3	\$43,500.00	\$52,000.00	\$60,500.00	\$69,000.00
4	\$44,500.00	\$53,000.00	\$61,500.00	\$70,000.00
5	\$45,500.00	\$54,000.00	\$62,500.00	\$71,000.00
6	\$46,500.00	\$55,000.00	\$63,500.00	\$72,000.00
7	Freezes at year 6	Freezes at year 6	Freezes at year 6	\$73,000.00
				Steps will continue at \$1000 per year for Full Professors

Article XVII - Regular Faculty Leave

In addition to the Family and Medical Leave Act provisions set out in Section 12 of this Article, the following leave is available to eligible regular faculty.

Section 1: Personal Leave

1. Full-time faculty are eligible for personal leave of five (5) days per academic year.
2. Pro-rata faculty are eligible for personal leave in the same manner as regular full-time faculty, but on a prorated basis (e.g. four [4] days).
3. Use of Personal Leave
Selection and duration of personal leave days are subject to the prior approval of the Department Chair and, for Department Chairs, the approval of the Academic Dean.
4. No Carry-over of Personal Leave
Personal leave not used by the end of an academic year will not be carried over to another academic year. If a faculty member leaves IAIA during the academic year, he/she will be paid for unused personal leave.

Section 2: Bereavement Leave

Because the faculty of IAIA come from many diverse cultural backgrounds, all of whom have different funerary practices, bereavement leave will be based in the cultural expectations and needs as defined by the faculty's cultural background. Request for bereavement leave will be determined by the faculty member, Department Chair, and Academic Dean.

For the death of his/her family member, a regular faculty member may take up to four (4) working days, with pay, to handle family affairs and attend the funeral.

"Immediate family member" is defined as a spouse or domestic partner, child, parent, step-parent, grandparent, grandchild, brother, sister, step-brother, step-sister, uncle, aunt, nephew, niece, daughter-in-law, son-in-law, brother-in-law, sister-in-law, mother-in-law or father-in-law. Ineligible bereavement must be taken from vacation time or be unpaid.

Section 3: Jury Duty or Court Leave

1. A faculty member who is subpoenaed or summoned to appear or serve during regularly scheduled work hours as a juror in a judicial forum or compelled to appear before a judicial, legislative, or administrative body with power to compel such attendance will be entitled to receive leave with pay for a period of time

necessary for such service or appearance.

2. Compensation received for the service or appearance, other than travel and meal allowances, will be reported to IAIA and deducted from any salary paid by the IAIA for such leave.

3. Leave will not be granted to appear as an expert witness or as a party to litigation. The faculty member must contact his/her Department Chair (or the Academic Dean for leave requested by Department Chairs) and the HR Director promptly after receiving notification to appear, and present a copy of the summons or subpoena.

Section 4: Time Off To Vote

Faculty members are generally able to vote before or after work hours. If a faculty member's work schedule is such that he/she does not have three (3) consecutive hours of unscheduled time during an election day, he/she will be excused from duties at the IAIA for a period of time, not to exceed two (2) successive hours, after the polls open or three (3) consecutive hours before the polls close.

Section 5: Paid and Unpaid Leave of Absence

1. Paid and unpaid leaves of absence for a period not to exceed sixteen (16) weeks may be granted at the discretion of the President under extraordinary circumstances or emergencies.

2. The time frame for an approved leave of absence must be noted and agreed upon in advance by the Department Chair, the Academic Dean and the President. The faculty member must return on the stated return date or repay IAIA if on paid leave.

3. Faculty members on leave without pay will not have insurance paid for them by IAIA while on leave. They may maintain their insurance coverage with personal contributions if they wish by making arrangements with the HR Office.

4. A faculty member who is on a leave of absence with pay will receive salary payments only during the semester in which he/she is teaching. Faculty members taking military leave will not be required to first exhaust his/her vacation and sick leave.

5. The period during which a faculty member is on leave without pay will not be counted toward time served for purposes of determining eligibility for sabbatical leave or pro rata status.

Section 6: Military Leave for Reserve or National Guard Activities

1. Paid military leave will be granted for authorized Reserve or National Guard activities for a maximum of fifteen (15) working days during a one-year period. Military leave must be requested twenty (20) days in advance and the faculty member must furnish proof of duty orders and other documentation prior to leave being granted, unless the leave is for emergency purposes.
2. The amount of military pay received by the faculty member will be deducted from his/her salary.
3. Visiting and adjunct faculty are not entitled to leave with pay, but will be granted leave without pay for such service.
4. Faculty voluntarily or involuntarily serving on active duty for more than fifteen (15) days will be placed on leave without pay. Faculty members taking military leave will not be required to first exhaust his/her vacation and sick leave.
5. A faculty member who leaves a position he/she has held with IAIA (other than a temporary position) to enter the armed forces of the United States, National Guard or organized reserve, and who serves on active duty and is honorably discharged or released from active duty to complete his/her remaining service in a reserve unit, and who is still qualified to perform the duties of the IAIA position previously held, will be re-employed in such position or to a position of like seniority, responsibility, status, and pay. IAIA follows all applicable provisions of the Uniformed Services Employment and Reemployment Rights Act (USERRA). If the *Faculty Handbook* conflicts in any respect with USERRA, it is USERRA which will control.
6. To be re-employed in such position, the faculty member must make application for re-employment within ninety (90) days after he/she is relieved from training, duty, or hospitalization continuing after discharge for a period of not more than one (1) year.
7. The returning faculty member will be deemed to have accrued seniority and length of service rights as though his/her employment with IAIA had been continuous from the date of initial employment.
8. Faculty members who wish to serve in the military and take military leave should contact the HR Director for information about their rights before and after such leave. Faculty members are entitled to reinstatement upon completion of military service, provided he/she returns or applies for reinstatement within the time allowed by law.

Section 7: Sick Leave

1. Regular full-time faculty earn sick leave at the rate of one (1) day per month. Pro-rata faculty earn this sick leave on a pro-rated basis. Sick leave is a benefit that faculty employees accumulate in order to provide a cushion for incapacitation due to non-work-related illness or injury. Sick leave is not for “personal” absences. IAIA will not tolerate abuse or misuse of sick leave. Misuse or abuse of sick leave is grounds for corrective action, up to and including termination.
2. Regular full-time faculty may use earned sick leave after one (1) month of employment. After the first month of employment, regular faculty are eligible for the benefit as it is accrued and thereafter, there is no limit on the amount of sick leave that may be carried over from one year to the next. Up to five (5) days of sick leave may be taken in advance of it being earned.
3. Sick leave is to be used for a faculty member’s own personal illness, accident, care of an immediate family member, and for visits to health care providers. “Immediate family member” is defined to include only a spouse or domestic partner, child, parent, step-parent, grandparent, grandchild, brother, sister, step-brother, step-sister, uncle, aunt, nephew, niece, daughter-in-law, son-in-law, brother-in-law, sister-in-law, mother-in law or father-in-law. Sick leave may also be used for mental health therapy, family counseling, or related health treatment. An eligible faculty member’s wage or salary will be continued for the amount of time accrued in the faculty member’s sick leave account or other leave account.
4. IAIA may require a faculty member to provide written medical certification to support a request for sick leave after three (3) days of illness or disability, or after repeated absences. The written certification must be signed by a medical doctor, doctor of osteopathy, clinical psychologist, or other generally recognized health care provider, and must include the date the need for in-patient care or continuing treatment by a health care provider was determined, a statement as to the faculty member’s ability to perform the essential functions of the job, the probable duration of the leave and anticipated return date, and dates of any treatment to be provided on an intermittent or reduced leave basis.
5. To use sick leave, a faculty member must submit notification to his/her Department Chair (or the Academic Dean in the case of a Department Chair) or notify the Department Chair as soon as possible. Sick leave in excess of five (5) days taken prior to accrual and non-emergency sick leave taken prior to approval will be charged as leave without pay. Faculty members whose duties require their uninterrupted presence may be temporarily replaced, according to the guidelines of their department.
6. Upon separation from employment, regular faculty will not be paid for any

unused sick leave. Any negative amounts of sick leave (i.e., sick leave used before it is earned) will be deducted from a separating faculty member's last paycheck.

Section 8: Donation of Sick Leave

Faculty members may donate sick leave to others who have exhausted his/her accrued sick and vacation leave. Time must be donated in whole hours. The maximum number of hours that may be donated during any twelve (12)-month period is twenty (20) hours.

The recipient of donated leave must have completed the appropriate request and information through the HR Department, and been approved to receive donated leave time.

Section 9: Return to Work

If faculty members are on a disability or medical disability leave of absence, they must return to work when their health care provider or an IAIA appointed physician determines that they are able to resume normal duties. IAIA requires a health care provider's release before reinstatement to the active payroll. If a faculty member wishes to extend leave beyond this point, he/she must apply for a leave of absence.

Section 10: Professional Development Leave

1. Faculty are eligible to take up to five (5) days of paid leave per academic year for purposes of professional development. If the leave exceeds five (5) days, such leave will be considered a leave of absence without pay. (This does not include Professional Development assigned by supervisors which is not considered "Leave")
2. The request for leave of absence without pay should be made in time to allow for adequate administrative planning. Requests must have the prior approval of the Department Chair and the Academic Dean, or the Academic Dean for Department Chairs, with sufficient time to allow for the teaching workload to be managed.
3. The written request must specify the purpose, plans, and length of the leave. It will be submitted to the Department Chair who forwards it to the Academic Dean. The decision granting or denying of the request will be in writing.

Section 11: Unpaid Leave

1. A regular faculty member who has been employed by IAIA for three (3) continuous years is eligible for unpaid leave not to exceed one (1) year for

purposes of professional development. However, leaves are authorized for no more than one (1) year at a time.

2. A request for such leave should be made the semester prior to the anticipated leave time to allow for adequate administrative planning and management of teaching and other workload. The request must be in writing and must specify the purpose, plans, and length of the proposed leave. The written request must be submitted to the Department Chair, who will then forward it to the Academic Dean. After consultation with the Department Chair, the Academic Dean will forward his/her recommendation regarding the requested leave to the President. The Academic Dean's recommendation must consider the financial needs and capabilities of IAIA. The President will issue a written decision approving or denying the request no later than the end of the semester in which the request was made.
3. Normally leaves should be for no more than one (1) academic year plus contiguous summers, nor come more often than once in three (3) years. Leaves are authorized for no more than one (1) year at a time.
4. During approved leave, the regular faculty member will not earn sick or personal leave or other benefits and IAIA will not pay the faculty member's insurance premiums. The faculty member must pay for any insurance coverage.
5. The period during which a faculty member is on leave without pay will not be counted toward time served for purposes of determining eligibility for sabbatical leave, promotion in rank, or pro-rata status. Upon returning from a one (1) or two (2) year leave of absence, that faculty member shall serve two (2) continuous years at IAIA before applying for another leave of absence or sabbatical leave.
6. Regular faculty members are eligible for medical or parenting leave without pay. Leave may be granted at the discretion of the Academic Dean. In no event shall leave exceed one (1) year. The granting of a medical or parenting leave of absence constitutes an agreement by IAIA to return employee to his/her former or essentially equal position. When returning from a Medical Leave of Absence, the employee's physician must certify unconditionally that the employee is able to return to work.

Section 12: Family and Medical Leave Act (FMLA) (Section 12 is copied from the FMLA in the HR Policies and Procedures Manual)

This policy is adopted to implement the federal Family and Medical Leave Act of 1993 (FMLA) pursuant to the terms, conditions, and limitations of the Act. In the

event of any conflict between the provisions of this or any other leave policy of IAIA and the provisions of the FMLA, the FMLA will prevail.

The FMLA provides eligible faculty members with up to twelve (12) work weeks of unpaid family/medical leave (including intermittent leave) within a twelve (12) month period, under the following conditions:

1. The faculty member has more than twelve (12) months of service.
2. The faculty member has worked at least 1,250 hours during the previous twelve (12) month period before the need for leave.

FMLA leave may be taken for any one, or for a combination, of the following reasons:

1. The birth of the faculty member's child or to care for the newborn child;
2. The placement of a child with the faculty member for adoption or foster care or to care for the newly placed child;
3. To care for the faculty member's spouse, child or parent (but not in-law) with a serious health condition; and/or
4. The faculty member's own serious health condition that makes the faculty member unable to perform one or more of the essential functions of his/her job.

Amendments to the FMLA also grant additional leave to eligible faculty members who have covered family members in the military. These two categories of FMLA leave include:

1. Qualifying Exigency Family Leave – faculty members who have a spouse, parent or child who is a Reservist or National Guard member and has been called to active duty in the Armed Forces may take up to twelve (12) weeks of FMLA leave yearly when they experience a “qualifying exigency.”
2. Military Caregiver Family Leave – faculty members who are the spouse, parent, child or next of kin of a service member who suffered a serious injury or illness on active duty in the Armed Forces may take up to twenty-six (26) weeks of leave (including regular FMLA leave) to care for the service member in a single twelve (12) month period.

This policy is adopted to implement the federal Family and Medical Leave Act of 1993 (FMLA) pursuant to the terms, conditions, and limitations of the Act. In the event of any conflict between the provisions of this or any other leave policy of IAIA and the provisions of the FMLA, the FMLA controls.

The twelve (12) month period within which each faculty member may take twelve (12) weeks of leave under the FMLA will be a “rolling” twelve (12) month period, measured backward for each faculty member from the first time he/she uses leave under the FMLA.

A “serious health condition” is an illness, injury, impairment, or physical or mental condition that: (a) requires in-patient care in a hospital, hospice, or residential medical care facility; or (b) requires continuing treatment by a health care provider and which, if left untreated, would likely result in an absence from work of more than three (3) days; or (c) involves prenatal care. A “serious health condition” does not include routine physical examinations or voluntary cosmetic treatments, unless inpatient care is required.

Section 13: Leave Requests and Notice Procedure

A faculty member seeking FMLA leave must submit a written request to the Department Chair or, in the case that the faculty member is a Department Chair, the Academic Dean explaining the reasons for the leave on forms provided by IAIA. IAIA will identify whether the requested leave is covered by the FMLA.

If a faculty member requests leave for treatment of his/her serious medical condition or for that of a child, parent, or spouse, the faculty member must make a reasonable effort to schedule the treatment at a time that is not unduly disruptive to his/her duties to IAIA. IAIA provides faculty members with notice of their rights and responsibilities under FMLA.

A faculty member seeking leave for a foreseeable reason such as the birth, or foster care placement of a child, or for planned medical treatment will provide IAIA with at least thirty (30) days advanced notice of the leave. If less than thirty (30) days notice of leave is provided, the faculty member must schedule an appointment with the HR Director for approval. If thirty (30) days advance notice is not possible under the circumstances, the faculty member will give such notice as is practical. For example, in the case of a premature birth, the faculty member should notify IAIA within two (2) business days of the day the faculty member learns of the need for leave. A faculty member who fails to give notice of leave as required herein may be denied such leave until the notice requirements are met. All requests for FMLA leave require the approval of the Academic Dean and the HR Director.

As well as submitting a written request, a faculty member seeking leave on the basis of a serious medical condition of himself/herself or his/her spouse, son or daughter, or parent, must provide medical certification issued by the health care provider of the faculty member or the faculty member’s spouse, son or daughter, or parent, stating:

1. The date the condition began,
2. Its probable duration,
3. Appropriate medical facts, and
4. That, for a specified time, either the faculty member is unable to perform his/her job functions or will be unavailable to do so while receiving necessary medical treatment, or the faculty member will be needed to care for the sick family member.

Failure to provide medical certification will result in denial of FMLA leave. If IAIA determines the medical certification is inadequate, IAIA may require the faculty member to seek the opinion of a second health care provider who is not regularly employed by IAIA, at IAIA's expense.

A leave taken due to a "qualifying exigency" related to military service (see Section 12) must be supported by a medical certification of its necessity. A leave taken due to the need to care for a service member shall be supported by a medical certification by the service member's health care provider.

HR will notify the faculty member that leave has been designated as FMLA leave. IAIA may provisionally designate the faculty member's leave as FMLA leave if HR has not received medical certification or has not otherwise been able to confirm that the faculty member's leave qualifies as FMLA leave. If the faculty member has not notified HR of the reason for the leave, and faculty member desires that the leave be counted as FMLA leave, the employee must notify the HR Director within two (2) business days of the faculty member's return to work that the leave was for FMLA reasons. A faculty member has fifteen (15) days from the date of the request to submit a medical certification to support their request under FMLA.

Article XVIII - Professional Development

Section 1: Professional Development Policy

Individual faculty members are responsible for keeping abreast of both the scholarship and pedagogy of their field(s) and related area(s). The faculty's continuous growth and development help sustain their vitality, which should be apparent in the content and quality of their teaching, creative work and scholarship. Faculty members who are aware of new developments in their area are better able to assist their colleagues in curriculum development and improvement. The Faculty Development and Concerns Committee of the Faculty Council, Department Chairs, and the Academic Dean will recommend and guide faculty development plans and programs. Faculty development programs include teaching improvement activities, research or formal or informal study, publications, consulting, travel, sabbaticals and leaves of absence, grants for faculty development, participation in conferences, and other activities that may be reasonably expected to assist faculty development.

IAIA encourages its faculty to participate in professional growth and enrichment by providing funds for full-time and pro-rata faculty members in the annual budget. In addition the President may provide additional resources for faculty development.

The Academic Dean, in conjunction with the Faculty Development and Concerns

Committee of the Faculty Council, establishes criteria for distribution of these resources.

Section 2: Sabbatical Leave

After six years of continuous teaching, a regular full-time faculty member is eligible for sabbatical leave. Sabbatical leave is to be used only to pursue creative activities, scholarly research, or professional development. Sabbatical leaves of absence are among the most important means by which an institution's academic program is strengthened.

A faculty member does not automatically earn a sabbatical leave. Instead, it is an investment by IAIA in the expectation that the sabbatical leave will significantly enhance the faculty member's ability to contribute to the objectives of IAIA.

1. Eligibility

A regular full-time faculty member is eligible for sabbatical leave after six (6) years of continuous full-time teaching at IAIA. Subsequent sabbaticals may be granted after an additional six (6) years of full-time teaching.

2. Procedure

Each faculty member is responsible for keeping track of his/her time in his/her position and submitting an application at the appropriate time. After the Department Chair has approved the leave request, applications are then submitted to the Chair of the Faculty Development and Concerns Committee by October 15 of the year prior to sabbatical. The Committee will hold all applications for comparative review and recommend, by ranking order of merit, their selection(s) to the Faculty Council by December 1.

The Faculty Council Secretary will forward the Council's decision the Academic Dean by December 15. The Academic Dean will forward his/her comments, along with the Council's recommendation, to the President by January 30.

3. Application

The application is made available by the Faculty Development and Concerns Committee Chair or the Faculty Secretary. The application must have the approval of the Department Chair before submitting to the Faculty Development and Concerns Committee Chair by October 15.

The application needs to provide a clear indication that the improvements sought during a sabbatical will benefit the work of the faculty member, department, and IAIA. Sabbatical leaves are supported as an investment in the future of the faculty member and the future of the faculty member's students at IAIA. It should be demonstrated that such work cannot occur as effectively during the regular work schedule of the faculty member.

4. Remuneration

Remuneration for the sabbatical leave will be at full salary for one (1) semester or one-half salary for a year. A faculty member on sabbatical leave shall be considered full-time faculty and shall receive health, dental, and appropriate fringe benefits provided by IAIA in the same manner as if he/she were not on sabbatical leave. A faculty member on sabbatical leave shall be entitled to accrue sick leave, vacation, and service credit toward merit salary adjustment eligibility and toward promotion and seniority credit.

5. Return to Work after Sabbatical Leave

A sabbatical leave may not be a terminal leave. In accepting sabbatical leave, the faculty member will agree to return to IAIA for at least one (1) year. If the faculty member terminates his/her connection with IAIA within the period of one (1) year after expiration of the sabbatical leave, he/she will refund the sabbatical remuneration to IAIA. If the termination is caused by the permanent disability or death of the faculty member, neither he/she nor his/her heirs will be obligated to refund any part of the amount paid while on sabbatical leave.

During the first semester after returning to his/her teaching duties, the faculty member will make an appropriate presentation — lecture, slide show, reading or performance — to the IAIA community about the purpose of the sabbatical leave.

6. The availability and approval of sabbatical leave is subject to the ability of the faculty member's department to absorb the financial obligation and on IAIA's ability to provide teaching without loss of quality.

7. A faculty member granted sabbatical leave may not teach or undertake any full-time employment at another institution during the sabbatical, since the purpose of such a leave is to provide an uninterrupted opportunity for research, creativity activity and renewed intellectual achievement.

8. Faculty serving more than six (6) years between sabbaticals will accrue the years beyond six (6) toward their next sabbatical. Therefore, for example, if a faculty member must serve eight (8) years consecutively, s/he may apply for their next sabbatical after four (4) consecutive years. Faculty coming from other institutions can accrue up to three (3) years of consecutive employment from their previous institution.

9. Pro-rata faculty are eligible for sabbatical leave in the same manner as regular full-time faculty, but on a pro-rata basis.

Section 3: Pro-Rata Status

Regular faculty members who, after three years of service to IAIA, wish to reduce their load by one course to take advantage of grants, fellowships or awards, or who simply wish to devote a greater amount of time to their creative work or scholarship, may apply for Pro-Rata status. The President, upon the recommendation of the Academic Dean and the Department Chair, will determine whether to grant Pro-Rata status. A faculty member on Pro-Rata status must continue to serve on Faculty Council and committees, although some student-advising responsibilities may be waived. Pro-Rata status is not a permanent status and must be applied for yearly.

Section 4: Leave of Absence

Leaves of absence for professional development may be granted under conditions and circumstances as defined in Article XVII. Section 10.

Article XIX - Corrective Action and Due Process Policies

Section 1: Corrective Action/Progressive Disciplinary Process

The purpose of progressive discipline is to improve a faculty member's performance and to increase productivity. Each case of inadequate performance or act of misconduct will be judged individually. In rare instances the first step in discipline will be suspension or dismissal.

1. Verbal Warning

A verbal warning is used to inform faculty members that their conduct needs to change. The Department Chair or, in the case in which the faculty member is the Department Chair, the Academic Dean, will be required to document the date, time, and content for the verbal warning. A verbal warning is not grievable. Causes for verbal warnings include, but are not limited to: substandard work performance, repeated absences, tardiness, and/or failure to treat the public, students, and IAIA faculty members and employees in a professional and courteous manner. A verbal warning remains in effect for ninety (90) days from the date issued to the faculty member, during which time the faculty member may progress to another step of the corrective action/progressive disciplinary process for any subsequent unacceptable performance or violation of policy. A verbal warning may be documented by the supervisor and placed in a faculty member's file in consultation with HR.

2. Written Warning

If a verbal warning was not effective or if a deficiency or infraction is egregious and requires more than a verbal warning, then the faculty member will receive a written warning. Such a written warning will be followed by a meeting between the Academic Dean, the faculty member's Department Chair, and the faculty member, looking toward a mutual settlement of the problem(s). Causes

for written warnings include, but are not limited to: the causes listed above for verbal reprimands; failure to carry out directives; failure to follow safety rules; failure to follow other IAIA procedures, policies, and regulations; and/or conduct interfering with the effective operation of IAIA. The Corrective Action Form, available through HR, will be used as the appropriate documentation of a written warning. The written warning will be filed in the faculty member's personnel file. A written warning remains in effect for six (6) months from the date of issue to the faculty member, during which time the faculty member may progress to another step of the corrective action/progressive disciplinary process for any violation of policy. Written warnings are grievable. A faculty member may respond to a written warning in writing. The faculty member's response becomes part of the faculty member's personnel file.

3. Disciplinary Probation

Disciplinary probation is for a period of time, normally no less than thirty (30) calendar days or more than one (1) year, during which the performance or behavior of an employee will be more closely scrutinized in an attempt to bring about a desired change. Disciplinary probation is most applicable to performance deficiency or dependability problems.

4. Suspension

A faculty member may be suspended without pay for a serious offense, continued inadequate job performance, or misconduct after previous attempt(s) to correct the conduct have failed. Such suspension will not exceed ten (10) business days. Causes for suspension include, but are not limited to: the causes listed for verbal and written reprimands, continued instances of poor performance, negligent damage to property and/or person(s), unauthorized absences from the workplace, and/or insubordination.

5. Dismissal

Dismissal is the final consequence when progressive discipline has failed to change unacceptable behavior or performance or when the faculty member has engaged in behavior that is of a serious nature, which is unacceptable for IAIA faculty members even though the faculty member has not been previously disciplined.

Dismissal proceedings may be instituted on the basis of the following grounds:

- a. Professional incompetence as determined by a systematic system of evaluation.
- b. Continued neglect of academic duties in spite of oral and written warnings.
- c. Serious personal misconduct.
- d. Serious and deliberate violation of the rights and freedoms of other faculty members, staff, or students.
- e. Conviction on a violent felony, an IAIA determination that felonious acts or work-related crimes have occurred.

- f. Serious failure to follow the canons and professional ethics of one's discipline.
- g. Falsification of credentials and experience.
- h. Failure to follow standards of the institution in respect to guidelines found within the *Faculty Handbook* after oral and written warnings.
- i. Sexual activity with a student, despite the student's age or consent.

Section 2: Discharge Due Process Hearing Procedures

1. Termination – Written Notification Procedure

The faculty member's supervisor will present the faculty member with written notification of the dismissal. The written notification will explain the reasons for the dismissal, the effective date of the dismissal and the faculty member's right to a hearing to contest the action. If possible, the notification will be hand-delivered to the faculty member, receipt of which will be acknowledged in writing and signed by the faculty member. Otherwise, it will be mailed by certified mail, return receipt requested, to the faculty member's address of record in IAIA's files. A copy of the written notification and the original acknowledgment of receipt will be submitted to the HR Director and a copy of each will be submitted to the President.

2. Request for President's Hearing

Within five (5) business days of the receipt of the dismissal notice, the faculty member is required to advise the HR Director, in writing, of his/her intent to request a hearing. The HR Director must receive the written response within five (5) business days after the hand-delivery or date on the mailed return receipt of the notice of intent to dismiss. The HR Director will arrange the time, place, and date of the hearing. The hearing should be scheduled within five (5) business days after the HR Director has received the faculty member's request for a President's Hearing. The hearing can be rescheduled upon the written agreement of the President, supervisor and faculty member.

3. President's Hearing

The President, the faculty member's immediate supervisor, and the faculty member will meet to discuss the proposed discharge. At the hearing, the faculty member will have the opportunity to respond to and outline his/her reasons for contesting the termination.

4. President's Hearing Decision

The President will issue a decision in writing within five (5) business days of the Hearing. The written decision will include: the time, date, and location of the hearing; persons present; the President's decision on the termination; and the effective date of the action. The President's written decision will be either hand-delivered to the faculty member (obtaining the faculty member's signature of the receipt of the decision) or be sent by certified mail, return receipt requested. The faculty member has a right to appeal the decision by

requesting an Appeal to the Board of Trustees as set forth in the following section.

5. Appeal to the Board of Trustees

The appeal to the Board of Trustees of a decision to discharge is a review of the information presented at the President's Hearing. The Board may affirm, reverse or modify the President's final decision, or it may remand the matter for the taking of additional evidence.

6. Written Notice of Appeal to the Board of Trustees

To appeal the President's decision, the faculty member must submit a written Notice of Appeal to the President's office within five (5) business days of the date the faculty member receives the President's final decision. Otherwise, the decision of the President will become final. The Notice of Appeal must state the grounds for the appeal and must be confined to the issues and evidence previously submitted at the President's Hearing.

7. Board of Trustees Review

Upon receipt of the Notice of Appeal, the President will notify the Chair of the Board of Trustees. Within five (5) business days, the Chair will place the matter on the agenda for the next Board meeting, at which time the Board will: (a) designate a committee made up of three (3) members of the Board to consider the appeal and recommend a decision of the Board; or (b) determine the schedule for the submission of briefs and oral argument, if any.

8. If a committee is designated to consider the appeal, the Committee will have access to the records, will issue a schedule for the submission of briefs and for oral argument, if any, and will submit a recommended decision to the Board at the next regularly scheduled Board meeting. The Board will render his/her decision in writing within fifteen (15) business days of that meeting, and its decision will be final. In the event that the Board sustains the appeal, the employee will be eligible for back-pay less any unemployment insurance payments received in the interim.

Section 3: Alternative Dispute Resolution Procedures

Nothing herein will prevent a faculty member from waiving his/her right to the Discharge Due Process Hearing Procedures set forth in Article XIX. Section 2, nor will the parties be prevented from agreeing to alternative procedures or alternative dispute resolution such as, but not limited to, arbitration, mediation, negotiation and conciliation. To be valid and enforceable, the agreed alternative must be in writing and signed by both parties.

Section 4: No Retaliation for Participation in Discharge Due Process Hearing Procedures

There will be no retaliation against any faculty member who initiates or participates in good faith in the Discharge Due Process Hearing Procedures.

Article XX - Separation

At times, IAIA or individual faculty members may find it necessary to sever their employment relationship. To protect the interests of both parties, categories of separation are here defined, and the policies and procedures related to each are set forth. Types of Separation:

Section 1: Non-Renewal of Contracts

The term non-renewal means that IAIA has decided not to renew a faculty contract at the conclusion of his/her current appointment term (see Article XI. Sections 7 and 8).

Legitimate reasons for non-renewal of a contract may include, but are not limited to, the following:

1. Cancellation of or change in a program. Decisions to cancel or change a program which would entail non-renewal first shall be proposed by the President, after consultation with the Curriculum Committee, Academic Dean, and the affected Department Chair. Such a decision must also be presented before the full Faculty Council.
2. Financial exigencies or emergencies.
3. Two successive unfavorable reviews of the faculty member's major appointment responsibilities as demonstrated in the evaluation process of the Department Chair, or Academic Dean in the case of the Chair.
4. Any of the reasons for dismissal in Article IX. Section 1.6 and Article XX, Section 8.

The decision not to reappoint a faculty member is made by the President. The President shall act following completion of the evaluation process by the Department Chair and after consulting with Academic Dean.

The non-reappointed faculty member is entitled to know the reasons for non-reappointment if they so wish, and upon such written request, to have the reasons given in writing by Academic Dean.

Section 2: Layoff

Layoff is an action by which IAIA terminates the services of a faculty member at

or before the expiration of his/her contract. Under certain circumstances, IAIA may need to restructure or reduce its workforce. If restructuring operations or reducing the number of employees becomes necessary, IAIA will attempt to provide advance notice, if possible, to help prepare affected individuals. If possible, faculty subject to layoff will be informed of the nature of the layoff and the foreseeable duration of the layoff, whether short-term or indefinite.

In determining which faculty will be subject to layoff, IAIA will take into account, among other things, operational requirements and the skill, productivity, ability, and past performance of those involved, Indian Preference, and also, when feasible, the faculty's length of service. No single consideration will automatically outweigh any other, but each will be evaluated in a manner that best serves IAIA's mission and need for a comprehensive and continuing educational program. A layoff or reduction in force is not a termination that is subject to the Discharge and Due Process Hearing.

Reasons for layoff and/or reduction in force include, but are not limited to:

1. Prolonged Mental or Physical Illness

Termination or suspension of an appointment for medical reasons will be used upon substantial medical evidence that a faculty member is or will be unable to perform the terms, conditions, and essential functions of the appointment due to medical circumstances, despite reasonable accommodation. Termination and suspension shall be pursuant to the Family and Medical Leave Act.

The decision to terminate for medical reasons will be made only after there has been appropriate consultation with the faculty member and after the faculty member has been informed in writing of the basis of the proposed action and the reasons for it. The President may confer with the Academic Dean. Severance pay will be negotiated on an individual basis.

2. Changes in Curricular Requirements or Academic Program

Lay-off of full-time faculty member may occur as a result of major changes including discontinuation of a curricular requirement, an academic program, or department in whole or in part. Decisions on such layoffs shall be made by the President, in consultation with the Curriculum Committee of the Faculty Council, the Academic Dean, and the affected Department Chair.

3. Faculty subject to lay-off under this section have the same rights as those under Enrollment Emergency and Financial Exigency.

4. Enrollment Emergency

Faculty may be laid-off if student enrollment at IAIA decreases significantly enough to affect the continuance of educational programs.

5. Financial Exigency

Financial exigency is defined as a significant reduction of funding of the school that makes it necessary to reorder its monetary expenditures in such a way as to prevent expenditures beyond available funds.

The President and the Board of Trustees shall have final authority in all matters related to financial exigency. However, in no manner may financial factors be exploited for the purpose of prejudicially eliminating or curtailing programs or faculty contracts.

Section 3: Burden of Proof

The burden of proof that substantial grounds exist justifying dismissal for financial exigency and program elimination, or revision, rests with IAIA.

Section 4: General Procedures Regarding Layoff

When financial exigency, enrollment emergency, or major changes in the curriculum requirements, and academic programs in whole or in part necessitate the termination of faculty members, a documentable good faith institutional effort will be made to assist such faculty members to find employment either at IAIA or elsewhere.

The released faculty member's position shall not be filled by a new appointee (full-time or part-time) within a period of two years from the date of actual termination unless the released faculty member first has been offered and has not accepted reappointment within two weeks of receiving the written notice of offer by certified mail. It shall be the duty of a laid-off faculty member to keep the school informed of his/her current address for purposes of this section, and notice sent to the address by IAIA shall be presumed received if sent by certified mail, postage prepaid.

1. The Academic Dean shall recommend to the President the layoff of specific faculty. The Academic Dean shall safeguard the academic quality and program integrity of IAIA and the professional qualifications of the instructional appointments ensuring that continuity of the curriculum takes place.
2. The Academic Dean and the HR Office shall provide the appropriate administrators, committees, or individuals with the official faculty member documentation on degrees and seniority, credit hours, enrollment, affirmative action data, and the Native American Preference policy.
3. Prior to involuntary layoff, the following voluntary programs will be investigated: voluntary reduced salary, voluntary retirement, and placement of faculty members, where qualified, in available non-teaching or teaching positions within IAIA.

Section 5: Notification of Impending Termination Due to

Enrollment Patterns or Major Changes in the Curriculum

A faculty member, in any phase of a multi-year contract appointment, terminated for reasons of enrollment patterns, or program elimination/revisions shall receive one (1) year's notification prior to the date of the impending termination or may request the option of receiving severance pay.

Section 6: Severance

Acknowledging that it is sometimes necessary for adjustments to be made to full-time faculty levels, including reductions-of-force, IAIA is committed to assisting the displaced faculty member to the extent that it is feasible. In recognition of the commitment that the full-time faculty member has made to IAIA and in the spirit of integrity, IAIA may provide for a severance payment to eligible faculty upon the end of their employment due to a lay-off if the full-time faculty member meets all the following eligibility criteria:

1. They must have worked for IAIA for at least one full academic year
2. They must not have quit or resigned
3. Their termination must have been for reasons other than misconduct or violation of IAIA policy
4. Contingent upon a signed release

No severance agreement will be valid or authorized unless approved by President of IAIA.

A lay-off or reduction-in-force is not a termination that is subject to the Discharge and Due Process Hearing Procedures outline in this Handbook.

Article XXI - Grievance Policy and Process

The grievance process is available to any regular employee, other than during the New Hire Period, for the resolution of any disagreement or problem arising out of IAIA's policies, procedures or actions as they apply to the employment relationship. IAIA's philosophy is to resolve these issues and concerns in a timely and objective manner.

The grievance process will be kept confidential and all communications, documents and records relating to a grievance will be kept in a separate file and maintained by the HR Director.

Employee concerns and grievances should be clarified and resolved at the earliest possible time and at the administrative level closest to the nature of the concern.

1. Human Resource Office

The Human Resource Office will act in an advisory capacity as a resource for any employees who requests guidance on correct use and procedures of the Grievance Process.

2. No Retaliation

IAIA is committed to the view that employees are entitled to pursue a grievance without fear, restraint, intimidation, interference, discrimination or reprisal. There will be no retaliation against any employee who files a grievance, or who participates in good faith in any aspect of the grievance process.

3. Matters Not Subject to Grievance

The following matters may not be grieved under this policy:

- a. A grievance that is not brought within ten (10) working days of the incident that gave rise to the grievance; A Verbal Reprimand issued under the Corrective Action Policy;
- b. The discretionary act(s) of professional judgment relating to the evaluation of the work performance of any employee by his/her supervisor;
- c. Claims of discrimination or sexual harassment, which must be brought under other sections of this Manual;
- d. Employment decisions such as a discharge or refusal to reemploy for which a separate procedure or remedy is provided under IAIA policy;
- e. Problems or violations caused by some person, agency or authority other than an IAIA employee or where IAIA is powerless to provide an effective remedy;
- f. Final decisions rendered by the President in an appeal as the last step of the grievance process or final decisions made by the Grievance Panel should the President decline to render a decision in an appeal.

4. Steps in the Grievance Process

The grieving employee, "grievant", will be responsible for complying with the requirements of each step. Failure by the grievant to initiate a step in the time and manner described below will be considered acceptance of the proposed resolution and the grievance will be concluded.

i. Step One: Resolution with Immediate Supervisor

The grievant is encouraged to attempt to resolve the matter through his or her immediate supervisor and the supervisor of the employee against whom the grievance is directed. If resolution is not attained within ten (10) business days at this level, the grievant is instructed to raise the

matter to his/her Cabinet Management Member in writing. In cases where the immediate supervisor is the Cabinet Management Member the complaint should be filed with the Chair of the Grievance Panel (Step Three). The employee and his/her immediate supervisor should make every effort to reach a resolution at Step One.

ii. Step Two: Resolution with Cabinet Management Member

If the matter is not resolved in Step One, the grievant may initiate this step by delivering a written statement to their Cabinet Management Member within five (5) business days of the conclusion of Step One.

The Cabinet Management member will review the statement and meet with the grievant in an effort to resolve the matter. The meeting will take place within five (5) business days after receipt of the written statement by the Cabinet Management Member. The grievant and the employee against whom the grievance is directed will have the right to submit written statements and other information. The Cabinet Management Member will, within ten (10) business days after the meeting, render a written decision.

iii. Step Three: Resolution with Grievance Panel

If the matter is not resolved in Step Two, the grievant may initiate Step Three by delivering a written statement to the Chair of the Grievance Panel within five (5) business days of receiving a written decision through Step Two or at the conclusion of Step One where the immediate supervisor is the Cabinet Management Member.

The Grievance Panel will review information and meet with the grievant and other persons involved, as the panel deems appropriate, in an effort to resolve the matter. The meeting will take place within five (5) business days after receipt of the written statement by the panel. The grievant and the employee against whom the grievance is directed will have the right to submit written statements and other information and call witnesses. The Grievance Panel will, within five (5) business days after the meeting, render a written decision.

If the grievant's supervisor is a member of the Grievance Panel, or if the panel member is found to be involved with the particular grievance in a way that creates a conflict of interest, the panel will bring in a replacement member to hear the grievance.

If the grievant is not satisfied with the written decision at Step Three, he/she may make a final appeal of the matter in writing to the President.

iv. Step Four: Appeal to the President

The grievant must deliver a notice of appeal in writing to the office of the

President within five (5) business days after his/her receipt of the Grievance Panel's written decision or after the decision was due to initiate Step Four.

The President will review any file on the matter and may or may not meet with the grievant and any other individuals deemed by the President to be appropriate for a fair resolution of the grievance.

After reviewing the file, the President may or may not decide to render a decision. If the President decides not to render a decision, the decision of the Grievance Panel will be the final resolution to the grievance.

5. Misuse or Abuse of the Grievance Process

Misuse or abuse of the grievance process may be, but are not limited to:

- a. Grievances intended to harass another person.
- b. The repeated submission of frivolous grievances.

Employees found by the Grievance Panel to be misusing or abusing the grievance process may be subject to limitation.

6. Selection of the Grievance Panel

The Grievance Panel will consist of three (3) members drawn from the Cabinet, Director level management or Faculty Chair level academic staff at IAIA. At least two of the panel members will not be in the direct line of supervision of the party bringing the grievance. Members will be randomly selected from the available pool of eligible staff. Membership terms will be set at the beginning of the academic year for the entire year by the President. The Grievance Panel Chair of each Panel will be selected by the serving members of the Panel. Panel membership will rotate, with members serving for one (1) academic semester. Should a grievance process extend past the term of membership, Panel members will continue to serve until a decision is submitted.

Should a grievance be brought against a serving Grievance Panel Member, a substitute Panel member from the next scheduled rotation will be selected and brought in to hear the grievance.