

Faculty Handbook



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1.1 PREFACE

The purpose of this faculty handbook is twofold: to help orient new faculty to UMFK and to provide all faculty with an easily accessed compilation of UMFK policies and procedures.

The information presented in this handbook reflects the policies and procedures approved by faculty, by UMFK administration or through a shared governance process. Because policies and procedures change, often within a relatively short period, some of the information presented here may be outdated. Faculty and staff members should not assume this handbook is the final authoritative source. Please check with the Vice-President for Academic Affairs or the Faculty Chair if you have questions.

To assist in the periodic revision of the faculty handbook, individuals aware of policy or procedural changes should inform the Chair of the Faculty.

The posting of revisions to this document will be the responsibility of the office of the Vice President for Academic Affairs.

1.2 PRESIDENTIAL MESSAGE

The University of Maine at Fort Kent is a regional, baccalaureate campus within the University of Maine System serving 820 students (fall 2003 headcount), mostly from Northern Aroostook County in Maine but with a considerable number of international students, especially from Canada. The University of Maine System consists of seven institutions including The University of Maine (at Orono), and the University of Southern Maine both, large research institutions, U Maine Farmington, a liberal arts institution, three smaller regional institutions and the University of Maine Augusta with a majority of two year programs and many outreach centers across the state.

The institution was established in 1878 by the Maine legislature to provide bilingual teachers for the Madawaska Territory. Today, we continue to enjoy exceptionally strong community ties with the St. John Valley and the town of Fort Kent.

Academic Programs are organized under the Vice president for Academic Affairs/Dean of the Faculty into four Divisions: Arts and Humanities, Natural and Behavioral Sciences, Education, and Nursing. Divisions are small, and faculty members frequently teach courses in support of other divisions. Likewise, our small size means that faculty members often serve on multiple faculty and campus-wide committees.

Our mission impacts our curriculum in three ways each relating to our unique geography. First, our setting in a small rural community permeates all that we do at UMFK. We constantly ask and address how that rural setting leaves a distinct mark on the disciplines we teach and the academic programs we offer. Similarly, we are exposed here to an Acadian and Franco culture that is important to who we are. And finally, geography has

situated us on the doorstep of some of the largest and most beautiful areas of wilderness in the United States. We are stewards of this special environment, as we are of our regional history and culture.

This handbook has been prepared as a reference and resource for UMFK faculty members. It includes a guide to our organization and governance structures as well as policies and procedures in place to facilitate the conduct of university life and faculty affairs. The handbook is subject to regular updates and revisions.

I am pleased to welcome you to this community of scholars. Faculty members represent the heart of our academic community and we are grateful for your service. I hope you will find this document useful.

1.3 Mission Statement of the UNIVERSITY OF MAINE AT FORT KENT – 2004

The University of Maine at Fort Kent is a liberal arts based university offering quality baccalaureate and associate degree programs responding to the needs of Northern Maine. The UMFK academic experience provides close interaction with faculty, small classes and the use of leading technology to prepare students for lifelong learning and success as professionals and engaged citizens of a democracy.

Our curriculum emphasizes the special challenges of rural communities in America. The university preserves and fosters an appreciation of the Acadian and Franco-American heritage and culture while welcoming students of all ethnic and racial heritages. We celebrate our proximity to the wonder of Maine's wilderness and the joys of outdoor sports. UMFK contributes to the economic, social and cultural development of the St. John Valley and we believe that a diverse student body enriches the learning experience of all.

1.4 NOTABLE DATES AND EVENTS IN THE HISTORY OF THE UMFK CAMPUS

1.5 PHYSICAL PLANT

- 1878 FOUNDDING DATE- MADAWASKA TRAINING SCHOOL- VAN BUREN AND FORT KENT
- 1887 PERMANENTLY LOCATED AT FORT KENT
- 1889 CYR HALL BUILT AT A COST OF \$1,500
- 1891 NOWLAND HALL CONSTRUCTED AT A COST OF \$5,000
- 1894 CYR HALL REPLACED AT A COST OF \$8,000
- 1909 MADAWASKA MODEL SCHOOL CONSTRUCTED AT A COST OF \$10,000
- 1910 CYR HALL LIBRARY ADDED
- 1914 DICKEY HALL CONSTRUCTED AT A COST OF \$32,000
- 1928 GYNASIUM CONSTRUCTED AT A COST OF \$49,200
- 1932 CYR HALL ENTIRELY REBUILT
- 1955 NOWLAND HALL DESTROYED BY FIRE
- 1956 PRESIDENT'S HOUSE (ST. DAVID HOUSE) PURCHASED AT A COST OF \$9,500
- 1959 NEW CYR HALL CONSTRUCTED AT A COST OF \$356,000
- 1960 OLD CYR HALL DEMOLISHED

- 1961 CROCKER HALL CONSTRUCTED AT A COST OF \$206,000
- 1961 NAME CHANGED TO FORT KENT STATE TEACHERS COLLEGE
- 1963 MODEL SCHOOL REMODELED AT A COST OF \$19,000
- 1965 POWELL HALL CONSTRUCTED AT A COST OF \$350,00.00
- 1966 DUPLEX APARTMENT ACQUIRED AT A COST OF \$11,000
- 1966 NAME CHANGED TO FORT KENT STATE COLLEGE
- 1967 NEW NOWLAND HALL CONSTRUCTED AT A COST OF \$283,000
- 1968 NAME CHANGED TO FORT KENT STATE COLLEGE OF THE UNIVERSITY OF MAINE/ MERGER OF STATE COLLEGES WITH UNIVERSITY OF MAINE
- 1969 AUDITORIUM CONSTRUCTED AT A COST OF \$420,000
- 1969 ADDITION OF WING TO CROCKER HALL AT A COST OF \$223,000
- 1969 DICKEY HALL DEMOLISHED
- 1969 MODEL SCHOOL CLOSED FOR ELEMENTARY CLASSES- USED BY COLLEGE
- 1970 NAME CHANGED TO THE UNIVERSITY OF MAINE AT FORT KENT
- 1971 UTILITY BUILDING CONSTRUCTED AT A COST OF \$64,000
- 1974 ACQUISITION OF HONORS CENTER AT A COST OF \$22,000
- 1974 ACQUISITION OF BICULTURAL CENTER (MADAWASKA HOUSE) AT A COST OF \$38,000
- 1975 FIELD HOUSE CONSTRUCTED AT A COST OF \$1,290,000
- 1983 DUPLEX APARTMENT SOLD FOR \$28,000
- 1985 ADDITION OF GREENHOUSE TO CYR HALL
- 1985 ADDITION OF WING TO BLAKE LIBRARY
- 1986 ACQUISITION OF NEW PRESIDENT'S HOUSE (ACADIA HOUSE) AT A COST OF \$96,000
- 1988 ADDITION OF WING TO BLAKE LIBRARY
- 1990 ADDITION OF SCIENCE WING TO CYR HALL AT A COST OF \$1,100,000
 - 2001 AQUISITION OF THE NORTHERN MAINE CENTER FOR RURAL HEALTH HOUSED IN NADEAU HALL AT A COST OF \$1,400,000
 - 2001 AQUISITION OF NORTHERN AROOSTOOK TECHNOLOGY ADDITION HOUSED IN NADEAU HALL AT A COST OF \$1,500,000
 - 2002 ACQUISITION OF CONNECTOR BUILDING BETWEEN BLAKE LIBRARY AND POWELL HALL AT A COST OF \$1,600,000
- 2003 NEW DORMITORY BUILDING CONSTRUCTED AT A COST OF \$7,000,000

1.6 PROGRAM-GROWTH

- 1878 MADAWASKA TRAINING SCHOOL FOUNDED
- 1927 FIRST YEAR OF NORMAL SCHOOL CURRICULUM ADDED
- 1934 SECOND YEAR OF NORMAL SCHOOL CURRICULUM ADDED
- 1948 THIRD YEAR OF NORMAL SCHOOL CURRICULUM ADDED
- 1962 FOURTH YEAR OF COLLEGE WORK ADDED
- 1963 FIRST B.S. DEGREE CONFERRED
- 1966 CANIDACY FOR ACCREDITATION STATUS
- 1968 MERGER-UNIVERSITY OF MAINE
- 1970 MEMBER OF N.E.A.S.C.
- 1971 APPROVAL OF ART-MUSIC PROGRAM
- 1971 APPROVAL OF ASSOCIATE OF ARTS IN GENERAL STUDIES

1971 PRELIMINARY TRANSFER AGREEMENTS WITH UMO FOR STUDENTS
ENROLLED AT UMFK IN PRE-ENGINEERING PROGRAM

1972 APPROVAL OF CANADIAN-AMERICAN STUDIES MINOR

1974 APPROVAL OF BACHELOR OF ARTS

1974 APPROVAL OF BACHELOR OF UNIVERSITY STUDIES

1974 APPROVAL OF BACHELOR OF SCIENCE IN ENVIROMENTAL STUDIES
MAJOR

1975 APPROVAL OF SOCIAL SCIENCE MINOR

1975 AGREEMENT WITH COLLEGE OF LIFE SCIENCE AND AGRICULUTURE IN
ORONO FOR 15 TRANSFER PROGRAMS

1975 REACCREDITATION BY NEW ENGLAND ASSOCIATION OF SCHOOLS AND
COLLEGES

1978 APPROVAL OF THEATER MINOR

1978 APPROVAL OF HONORS PROGRAM

1978 APPROVAL OF STUDY SEQUENCE MINORS

1979 APPROVAL OF BILINGUAL BICULUTURAL STUDIES MAJOR

1980 APPROVAL OF FOREST MANAGEMENT TRANSFER PROGRAM-UMO
COLLEGE OF LIFE SCIENCES AND AGRICULTURE

1980 APPROVAL OF BACHELOR OF SCIENCE IN NURSING

1981 REACCREDITATION BY THE NEW ENGLAND ASSOCIATION OF SCHOOLS
AND COLLEGES

1981 ELIMINATION OF CANADIAN/AMERICAN MINOR

1981 APPROVAL OF COMPUTER SCIENCE MINOR

1981 APPROVAL OF USM'S NURSING PROGRAM TO BE OFFERED AT UMFK

1982 APPROVAL OF THE BUSINESS MANAGEMENT CONCENTRATION WITHIN
THE B.S. DEGREE

1982 APPROVAL OF AUDUBON EXPEDITION INSTITUTE EXCHANGE
AGREETMENT

1983 FIRST YEAR OF CLINICAL WORK FOR NURSING MAJOR

1984 APPROVAL OF THE BEHAVIORAL SCIENCE MAJOR

1984 APPROVAL OF THE ENVIRONMENTAL SCIENCE MAJOR

1984 APPROVAL OF MULTI-DISCIPLINARY MAJOR

1985 FIRST BACHELOR OF SCIENCE IN NURSING DEGREE CONFERRED

1985 TEN YEAR ACCREDIATION BY THE NEW ENGLAND ASSOCIATION OF
SCHOOLS AND COLLEGES

1986 WITHDREW FROM THE U.S.M. INDUSTRIAL ARTS TRANSFER AGREEMENT

1986 WITHDREW FROM THE U.S.M. SOCIAL WELFARE TRANSFER AGREEMENT

1986 WITHDREW FROM THE U.M. PRE-ENGINEERING TRANSFER AGREEMENT

1986 WITHDREW FOR THE NATIONAL STUDENT EXCHANGE PROGRAM

1987 APPROVAL OF THE COMPUTER APPLICATIONS MAJOR

1988 APPROVAL OF INDEPENDENT NURSING PROGRAM (DISAFFILLIATION
FROM U.S.M.)

1988 REACCREDITATION OF EDUCATION PROGRAM BY THE MAINE STATES
DEPARTMENT OF EDUCATION

1988 APPROVAL OF FORESTRY MINOR

1989 ELIMINATION OF ART/MUSIC PROGRAM

1989 COMMUNITY COLLEGE OF MAINE (ITV) PROGRAM OFFERING CLASSES

1991 ELIMINATION OF ORONO LIFE SCIENCE EXCHANGE PROGRAMS

1991 ELIMINATION OF THE GERONTOLOGY STUDY SEQUENCE UNDER THE
ASSOCIATES OF ARTS DEGREE

1992 APPROVAL OF A NEW CORE OF GENERAL EDUCATION REQUIREMENTS

- 1993 WITHDRAWAL FROM THE NATIONAL ASSOCIATION OF INTERCOLLEGIATE ATHLETICS
- 1993 APPROVAL TO PARTICIPATE IN THE NATIONAL SMALL COLLEGE ATHLETIC ASSOCIATION
- 1993 APPROVAL OF THE ASSOCIATE OF SCIENCE-FOREST TECHNOLOGY PROGRAM
- 1993 ELIMINATION OF THE FORESTRY OPTION WITHIN THE ASSOCIATE OF ARTS DEGREE
- 1993 REACCREDITATION OF EDUCATION PROGRAM BY MAINE STATE DEPARTMENT OF EDUCATION
- 1994 APPROVAL TO CONTINUE TO PARTICIPATE IN NATIONAL STUDENT EXCHANGE PROGRAM
- 1995 REACCREDITATION OF THE NURSING PROGRAM BY THE NATIONAL LEAGUE OF NURSING
- 1995 APPROVAL OF THE KENNEBECK VALLEY TECHNICAL COLLEGE PULP AND PAPER CERTIFICATE PROGRAM ARTICULATION WITH UMFK ASSOCIATE OF ARTS IN GENERAL STUDIES
- 1996 APPROVAL OF BEHAVIORAL SCIENCE EXTERNAL DEGREE PROGRAM TO BE OFFERED BY TRI-CAMPUS CONSORTIUM (UMM,UMPL,UMFK)
- 1997 REACCREDITATION BY THE NEW ENGLAND ASSOCIATION OF SCHOOLS AND COLLEGES
- 1998 APPROVAL OF RN-UPGRADE ARTICULATION AGREEMENT WITH THE UNIVERSITY OF MAINE AT AUGUSTA
- 1997 APPROVAL OF RN-UPGRADE ARTICULATION AGREEMENT WITH NORTHERN MAINE TECHNICAL COLLEGE
- 1997 APPROVAL OF NEW GENERAL EDUCATION REQUIREMENTS FOR 4-YEAR DEGREE PROGRAMS
- 1997 ELIMINATION OF THE BILINGUAL/MULTICULTURAL STUDIES MAJOR
- 1997 ELIMINATION OF THE HISTORY MAJOR
- 1997 ELIMINATION OF MATHEMATICS/SCIENCE FIELD
- 1997 ELIMINATION OF MULTIDISCIPLINARY MAJOR
- 1997 ELIMINATION OF THE TEACHER AIDE OPTION WITHIN THE ASSOCIATE OF ARTS DEGREE
- 1997 ELIMINATION OF THE COMPUTER SCIENCE MINOR
- 1998 WITHDRAWAL FROM THE NATIONAL SMALL COLLEGE ATHLETIC ASSOCIATION
- 1998 APPROVAL TO PARTICIPATE IN THE NATIONAL ASSOCIATION OF INTERCOLLEGIATE ASSOCIATION
- 1998 APPROVAL OF THE SECONDARY EDUCATION MAJOR IN ENGLISH/LANGUAGE ARTS/DRAMA
- 1998 APPROVAL OF THE SECONDARY EDUCATION MAJOR IN MATHEMATICS
- 1998 APPROVAL OF THE SECONDARY EDUCATION MAJOR IN BILINGUAL EDUCATION
- 1998 APPROVAL OF RN-UPGRADE ARTICULATION AGREEMENT WITH KENNEBEC VALLEY TECHNICAL COLLEGE
- 1999 APPROVAL OF RN TO BSN UPGRADE ARTICULATION AGREEMENT WITH FARMINGTON
- 1999 APPROVAL OF RN TO BSN UPGRADE ARTICULATION AGREEMENT WITH MACHIAS
- 1999 APPROVAL OF RN TO BSN UPGRADE ARTICULATION AGREEMENT WITH PRESQUE ISLE

- 2000 APPROVAL OF ASSOCIATE OF ARTS TO BACCALAUREATE DEGREE
PROGRAM ARTICULATION WITH NORTHERN MAINE TECHNICAL COLLEGE
- 2000 REACCREDITATION OF THE EDUCATION PROGRAM BY THE MAINE
DEPARTMENT OF EDUCATION
- 2001 RENEWAL OF COOPERATIVE AGREEMENT WITH THE UNIVERSITY OF
MONCTON – EDMUNDSTON CAMPUS (SAINT-LOUIS-MAILLET)
- 2001 APPROVAL OF ASSOCIATE OF ARTS TO BACCALAUREATE DEGREE
PROGRAM ARTICULATION WITH KENNEBEC VALLEY TECHNICAL
COLLEGE
- 2001 APPROVAL OF THE BACHELOR OF SCIENCE DEGREE IN ELECTRONIC
COMMERCE
- 2001 APPROVAL OF THE BACHELOR OF SCIENCE IN PUBLIC SAFETY
ADMINISTRATION
- 2001 APPROVAL OF ORAL COMMUNICATION MINOR
- 2002 WITHDREW FROM THE NATIONAL STUDENT EXCHANGE PROGRAM
- 2003 APPROVAL OF COACHING MINOR

UNIVERSITY OF MAINE SYSTEM
ORGANIZATIONAL STRUCTURES AND FUNCTIONS

2.1 STATEWIDE SYSTEM OF HIGHER EDUCATION

The seven-campus, statewide University of Maine System was established by the Maine State Legislature in 1968. Campuses are located in Augusta, Farmington, Fort Kent, Machias, Orono, Presque Isle, and Portland and Gorham (University of Southern Maine).

The chief administrative officer of the University System is the Chancellor. Each campus has its own President who is responsible to the Chancellor and the University of Maine System Board of Trustees.

2.2 BOARD OF TRUSTEES

The Board of Trustees is entrusted by law with the responsibility for the overall operation, maintenance, and supervision of the University of Maine System, with its several campuses. The Board consists of sixteen persons. Fourteen members are appointed by the Governor of the State for five-year terms on a staggered basis. A full-time University of Maine System student serves as a voting member for a two-year term, and the Commissioner of Education is a member of the Board, ex-officio.

The Board of Trustees delegates to the Chancellor the authority for approval of constitutions and governing procedures for campus faculty, student or other governing bodies under the conditions that:

- a) All campus constitutions and governing documents must explicitly acknowledge that the Board of Trustees is the legal governing body of the University of Maine System and that nothing within the constitution of governing body shall be construed as granting to the faculty or student or other body concerned the authority to act outside the policies of the Board of Trustees.
- b) The Board of Trustees reserves the right to suspend, amend or otherwise alter any constitution or governing document if the Board finds at any time that the provisions of such a document are contrary to the policies of the Board of Trustees.

The policies of the Board of Trustees are available in the University of Maine System Policy and Procedures Manual. A copy of this manual is located in the President's office.

2.3 CHANCELLOR

The Board of Trustees shall appoint a Chancellor of the University of Maine System who shall serve at its pleasure and be chief administrative and education officer thereof and as such accountable to the Board for making certain that the System operates in accord with Maine Statutes, governing policies and procedures, and System policies and procedures.

The responsibilities of the Chancellor shall include, but not necessarily be limited to:

- - implementation of Board policies and procedures and other such duties as the Board may delegate or assign;
- - leadership in providing the Board with professional judgements on all matters affecting the System and the universities;
- - internal governance and administration of the University System, in general, and for the governance and administration of the System Office, in particular;
- - systemwide planning, in conjunction with campus Presidents, for academic affairs, student affairs, public service programs, financial operations, capital plans, and resource utilization;
- - preparation, for approval by the Board of Trustees, of all operating and capital budgets, appropriation requests, bond issues, and statutory changes;
- - presentation of appropriation requests, bond issues and statutory changes to executive or legislative branches of Maine government in accordance with the provisions of the Maine statutes;
- - nomination of persons to head the various campuses and other system-wide major staff for appointment by the Board of Trustees, and for implementation of programs for the professional development and performance review of the Presidents and system office staff;
- - consultation with and solicitation of advice from the Presidents, both collectively and individually, on matters pertaining to the system and, as appropriate, to each campus;
- - performance as the leading spokesperson for public higher education; and
- - development of an effective statewide public relations program.

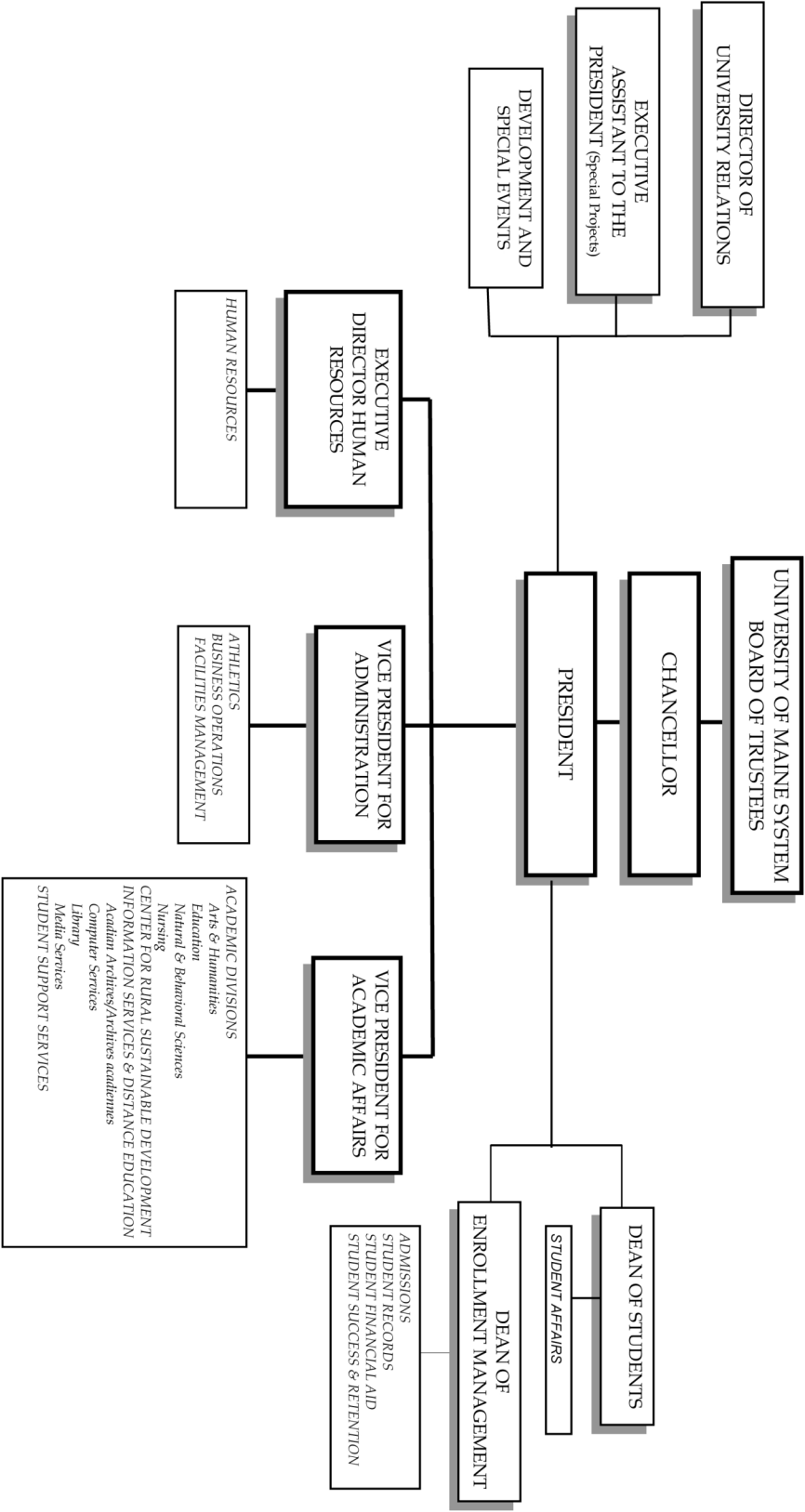
2.4 CHANCELLOR EVALUATION PROCESS

The Board of Trustees undertakes formal review of the Chancellor's stewardship every three years beginning in April and lasting no more than three months. Following are the procedures for the evaluation process which has been used by the Board since April 1982:

- - appointment of an evaluation committee by the Chair of the Board;
- - establishment of a specific schedule and time frame for the completion of the tasks necessary to the process;
- - development of criteria which are objective, observable, and within the University of Maine System context regarding resources, priorities, goals, significant accomplishments and problems. The Board policy statements on role and responsibility of the Chancellor and on qualifications for Chancellor serve as resource documents for developing criteria;
- - solicitation of comments and suggestions from each Board member to include objectives that Trustees would like to see achieved;
- - solicitation of comments and suggestions from each President to include objectives that Presidents would like to see achieved;
- - solicitation of comments and suggestions from legislators and other relevant external parties;
- - request for a self-assessment statement prepared by the Chancellor to include, but not limited to, the expectations and objectives held upon assuming office; degree to which such expectations and objectives held were achieved; assessment of major factors which altered expectations and objectives; principal issues, concerns, and opportunities presently confronting the System; and a discussion of the goals and objectives to be pursued over the next two years;
- - development, with the Chancellor, of a set of goals and objectives to be achieved within an appropriate time frame;
- - and submission of a report by the Committee with recommendations, as appropriate, to the Board of Trustees.

2.5 UNIVERSITY OF MAINE SYSTEM ORGANIZATIONAL STRUCTURE

SEE ORGANIZATION CHART FILE



UMFK ADMINISTRATION

3.1 PRESIDENT

Presidents of the various campuses of the University System shall be elected by the Board on the nomination of the Chancellor and shall serve at the pleasure of the Board. The President of a University of Maine System campus is the chief administrative and educational officer of that campus and, as such, is responsible for all aspects of campus operation within the campus mission and the plans and policies set forth by the Chancellor and the Board of Trustees. The President reports directly to the Chancellor.

The responsibilities of the President shall include, but not necessarily be limited to:

implementation of plans, policies and directives from the Board of Trustees and the Chancellor

establishment of an effective communications link between the President and the Chancellor and between the President and all of the constituencies at the campus level: faculty, students, administrators, classified employees, and alumni;

academic leadership for the campus through established planning processes and prioritizing of goals and objectives; promotion of academic excellence; development and motivation of professional staff, faculty, and classified staff to accomplish the campus mission; and promotion of innovative and efficient use of campus resources;

development and administration of the campus operational and auxiliary enterprise budgets as approved by the Chancellor and Board of Trustees, including establishment of priorities for expenditures and achievement of revenue projections as set forth in the approved budgets;

development, maintenance, and operation of campus physical plant, and the development of long-range capital construction priorities in accordance with the campus mission and guidelines set forth by the Board of Trustees;

administration of all aspects of campus affairs affecting student life and otherwise promoting the learning environment for the welfare of the student body;

development of an effective public service program for both the campus and community; and

development of an effective community relations program.

3.2 PRESIDENTIAL REVIEW PROCESS

The review process for assessing executive leadership is often an informal discussion scheduled either because specific problems must be solved or recommendations for salary adjustments must be made. The complexities involved in successfully managing a higher education institution makes such a process non-functional for improving leadership; for reviewing established institutional goals and priorities; or for matching performance attributes with achievements of institutional priorities.

Conversely, a review process, carefully designed to enhance leadership qualities and to identify performance criteria appropriate to a particular institution, will greatly contribute to the President's successful achievement of institutional goals and objectives. Establishing and nurturing such a process will allow the President flexibility for refining Priorities and time for leadership growth in an environment that expects change and quality improvement.

For the University of Maine System, the presidential review is a Board of Trustees function and process conducted by the Chancellor in behalf of the Trustees. It consists of both informal, annual reviews as well as a five year cyclical formal review throughout the incumbent's tenure as President of a System institution. The fifth year reviews shall include the use of outside consultant (s), experienced in the various aspects of personnel management; and community relations—and conversant with techniques and skills for gathering descriptive data from appropriate constituents.

The general intent of the review process is to support and strengthen presidential performance. Specifically, it provides:

- - an occasion for the President to review institutional goals and priorities;
- - a framework to assess individual and institutional achievement and/or progress in relation to goals and priorities;
- - an environment to assess presidential leadership in responding to those internal and external factors which impact upon the President's performance; and
- - an opportunity to assist a President by suggesting areas for attention that could enhance the quality of his or her leadership.

Similarly, general areas of focus obtain for the annual review and the five year review:

- academic leadership and management;
- administrative leadership and management;
- institutional goals and priorities;
- institutional tone set by the President;
- sensitivity to the needs of the campus;

- internal relationships, campus and system; and
- external relationships.

Consistent with the policy and basic assumptions of the process, specific guidelines for conducting individual presidential reviews should be formulated in consultation with the respective President. There is, however, a general framework which should include:

1. initiation of the process and time schedule by the Chancellor and the President;
2. discussion between the Chancellor and the President to establish the general framework for the process and to reach agreement upon the procedures and criteria for reviewing performance. The Board policies on roles and responsibilities for Chancellor and Presidents of the University of Maine System and qualifications for the President of the appropriate campus serve as reference for this discussion. If a five year review, this discussion will include criteria for selection of outside consultant (s), time frame, procedures, and involvement of constituent groups;
3. submission by the President of his or her Statement of Stewardship which will serve as a basic document for discussions between the President and individual (s) conducting the review;
4. gathering of data pertinent to the review process;
5. discussion of the process and formulation of procedures by the Chancellor and President for implementation of recommendations developed through the review; and
6. development of the Final Report on the Presidential Review for the Board of Trustees.

3.3 VICE PRESIDENT FOR ACADEMIC AFFAIRS AND DEAN OF FACULTY

Reports To: President

Areas of Responsibility: Academic Departments, Information Services, Academic & Counseling Services, Academic Outreach, Institutional Research, and Academic Affairs Office.

Directly Supervises: Faculty division chairs and Director, Dean of Information Services, two Directors, and one professional and one classified support staff members.

Functional relationships: Works closely with the President, Division Chairs, the Vice President for Administration, Executive Director of Human Resources, and other departments as necessary and maintains regular contact with appropriate System Office personnel.

Position statement: The Vice President for Academic Affairs is responsible for the academic curriculum of the institution, providing leadership to the faculty and managing the processes through which teaching is conducted and administered at UMFK. The Vice President insures that the curriculum appropriately reflects the mission of the campus and that it is as current as possible in terms of disciplines and delivery.

Major duties (Essential Functions):

1. Serve as chief administrative officer in the absence of the President as instructed;
2. Supervise all matters relating to curriculum and instruction in the University, including outreach, evening and summer courses, scheduling and overloads;
3. Oversee faculty and academic staff recruitment and development activities;
4. Provide advisory recommendations to the President on all academic appointments, tenure and promotion matters and ensure that such processes comply with the terms of faculty bargaining agreements;
5. Oversee development and implementation of academic strategic planning;
6. Establish priorities and plans for program development, faculty recruitment and development;
7. Provide academic input to institutional enrollment management efforts;
8. Coordinate periodic academic program review and work with Division Chairs in the review, study, and development of curriculum and in the improvement of instruction;
9. Initiate and direct divisional reviews and to serve as ex-officio member of division groups in matters pertaining to curriculum and instruction;
10. Perform other duties as assigned by the President.

Budget Responsibilities: Responsible for development and adherence to academic affairs budget and oversight responsibility for all academic and information management areas.

Campus/University Service: To chair and serve on a variety of appropriate campus and system committees and groups such as President's Cabinet, Academic Affairs Council, System Chief Academic Affairs Officers, etc.

Knowledge, Skills & Abilities: Demonstrated academic leadership, excellent communication and interpersonal skills and good judgment. Ability to formulate and articulate sound policies and demonstrated ability to identify, resolve, and consult on a wide range of administrative and personnel issues with a clear sense of institutional needs and priorities. Strong organizational and management skills.

Qualifications: Master's degree in a related field required; earned doctorate preferred and a record of teaching excellence, service, and scholarship commensurate with that of a tenured professor. Significant experience at the level of Dean or above including experience in the development and administration of curriculum, budget, personnel,

strategic planning, and the use of technology in higher education. A commitment to affirmative action principles. Administrative experience in a collective bargaining environment highly desirable.

3.4 VICE PRESIDENT FOR ADMINISTRATION - 2004

The Vice President for Administration reports to the President.

The basic objectives of this position are to supervise all fiscal, statistical, and accounting records for the campus; to assist in formulating campus budget policies and preparing budgets; to ensure campus compliance with system-wide fiscal and accounting procedures; to implement the student life and student services policies of the university; and to advise the president on matters affecting the university.

The responsibilities of the Vice President for Administration shall include, but not necessarily be limited to the following:

1. To prepare the campus budget in collaboration with budget supervisors and the president, to direct preparation of accounting and statistical statements, and to interpret those statements to the president;
2. To evaluate budget requests and/or estimates to justify funds allotted to various divisions and activities;
3. To supervise computation and monitoring of campus operating costs, to maintain stores and equipment inventory;
4. To oversee auxiliary enterprises;
5. To provide vision and leadership to achieve the goals of the university in the student services area;
6. To supervise and evaluate the business manager, the director of facilities management, the director of financial aid and the director of student services;
7. To provide liaison with the other chief student affairs officers of the University System;
8. To coordinate the development of goals and objectives in student services;
9. To anticipate, to plan, and to implement changes as needed in the student services program;
10. To represent the interests of the student body and support staff in policy deliberations of the university;
11. To develop policies and procedures for public use of campus facilities, including catering services;
12. To participate as a member of the president's cabinet; and
13. To perform additional duties as assigned by the president.

3.5 DEAN OF INFORMATION SERVICES

Reports To: Vice-President for Academic Affairs

Supervises Operations: Library, Academic and Administrative Computing, Audio-Visual Services/ITV Broadcast Technician, Nadeau Hall Teleconference/Fox Auditorium Production Associate, Acadian Archives/Archives acadiennes, and Web Services Departments.

Supervises Positions: Associate Director of the Library and WebMaster, Information Services Administrative Assistant, Computer and Network Specialist, Audio-Visual Services/ITV Broadcast Technician, Nadeau Hall Teleconference/Fox Auditorium Production Associate, Director of the Acadian Archives/Archives acadiennes, Assistant Director of the Acadian Archives/Archives acadiennes.

Functional relationships: Works closely with Division Chairs, Administration, departments campus wide.

Position statement: The primary responsibility of this position is to administer and direct information services (library and all technology services) of the university in support of instruction.

Major duties (Essential Functions):

1. Provides campus visioning, planning and administration of all Information Services (Library, Academic and Administrative Computing, Audio-Visual Services/ITV Broadcast Technician, Nadeau Hall Teleconference/Fox Auditorium Production Associate, Acadian Archives/Archives acadiennes, and Web Services.)
2. Supervises, mentors and evaluates direct reports and their operations.
3. Consults with the Vice-President of Academic Affairs about Information Services and recommends changes in policy and procedures campus wide.
4. Coordinates with faculty, staff, and students relative to information support services and non-campus support providers—UMS-ITS.
5. Establishes and maintains policies and procedures governing the activities and operations of Information Services.
6. Develops and maintains planning and evaluation procedures to promote quality services and continuous improvement among all Information Services activities and operations.
7. Prepares budget requests and supervises expenditures for Information Services.
8. Promotes the role of Information Services as active participants and contributors to the learning process of all UMFK students.

9. Apprises the university community of campus information resources, policies, and developments through participation in university committees and through dissemination of printed materials, including an annual report.
10. Represents the institution and Information Services before external organizations and groups as required.
11. To perform other duties as assigned by the Vice-President of Academic Affairs.

Budget Responsibilities: Responsible for development and adherence to Information Services budgets including the Library (3340000), Academic Computing (3310000), Instructional Technology (3350000), ITV Center (3330000), Audio-Visual Services (3323000), Information Services (3300000).

Campus/University Service: Represents the University on System-wide committees, in particular the System Library Directors Council and the IT Directors Council. Actively participates in local and system-wide meetings, conferences, and committees in support of Information Services. Serves as Chair of the Library Committee and the Academic Computing Committee.

Knowledge, Skills & Abilities: Strong analytical, problem solving, mathematical/statistical, time management, and organizational skills, particularly pertaining to information literacy and technology. Excellent written, oral, and interpersonal skills. Ability to formulate and articulate policies, procedures, expectations, and practices.

Qualifications: Advanced degree in library or information science or related field (MLIS, MSIS, MS in Information Science). Supervisory experience and/or training also required.

3.6 DIRECTOR OF ACADIAN ARCHIVES/ARCHIVES ACADIANNES

The Director of the Acadian Archives/Archives acadiennes reports to the Dean of Information Services.

The Director of the Acadian Archives/Archives acadiennes is responsible for the overall coordination of operations at the Archives. He/she is responsible for the recommendation and implementation of policies, activities, budgets, programs, and procedures for the Archives, in consultation with the Campus/Community Advisory Committee. The director also takes primary responsibility for grant writing, research and publications, and public service.

The Major duties of the position include:

1. to coordinate overall operations at the Archives;
2. to recommend and implement budgets, activities, programs, policies, and procedures for the Archives in consultation with the Assistant Director and the

- Archives Campus/Community Advisory Committee;
3. to plan purchases of archival equipment, supplies and furnishings;
 4. to develop projects in the areas of research, documentation, and preservation, and public service;
 5. to develop the Archives' collections in accordance with its policies including fieldwork, acquisition, and appraisal;
 6. to provide service in the areas of reference and outreach;
 7. to assist in traditional archival functions of accessioning, cataloging, preservation, and transcription;
 8. to inform the Archives Campus/Community Advisory Committee of resources, policies, and developments through participation at meeting and through dissemination of printed materials, including regular reports; and
 9. to write, administer, and implement grants and research contracts.
 10. Other responsibilities include the following:
 11. to represent the Archives on campus and at professional and public meetings;
 12. to support the Assistant Director in providing professional direction and training to Archives employees;
 13. to brief the Dean of Information Services on Archives developments;
 14. to serve on campus and system committees as assigned by the Dean of Information Services; and
 15. to assist the Dean of Information Services with special projects as appropriate.

3.7 DIRECTOR OF ACADEMIC AND COUNSELING SERVICES

Unit & Classification: Full-time, ten month work year, grant funded position; Job Family 18, Total points 990, Salary Band 4 (Knowledge 4, Scope 4, Impact 4, Contacts 4, Work Environment 2, Supervision 4, Fiscal Responsibility 4).

Reports To: Vice President for Academic Affairs/Dean of Faculty

Supervises: Academic and Counseling Services Staff - Currently includes the Assistant Director of Academic and Counseling Services, a Writing Specialist, and the Learning Skills/Math Specialist.

Functional relationships: The director will be a member of and work closely with the Advisory Committee and the Chairpersons of the Academic Divisions to provide them with information to meaningfully evaluate program success, and with other departments as necessary.

Position statement: The individual serves as Project Director for the University's Student Support Services grant. The primary responsibility of this position is to direct, supervise and assist program staff members so they fulfill their assigned tasks. The position also involves managing the program budget and expenditures to conform to the regulations of the federal TRIO program sponsored by the U. S. Department of Education.

Major duties (Essential Functions):

1. Advocating for Academic & Counseling Services program students to ensure that they remain in good standing and progress toward the completion of a baccalaureate degree.
2. Orienting the faculty and staff members of UMFK to the goals and objectives of the program.
3. Communicating to eligible students the services available in the Academic & Counseling Services program.
4. Overseeing selection, training, and supervising of peer tuto
5. Serving as primary program contact person for UMFK staff and faculty members.
6. Advocating for students with disabilities by providing assistance in removing barriers which may hinder their pursuit of an education
7. Planning a monthly in-service training and meetings for program staff.
8. Writing proposals for continued funding
9. Identifying and selecting program participants according to the Department of Education criteria
10. Directing, supervising, assisting, and advocating for program staff members so they fulfill their assigned tasks and obligations to the project.
11. Developing and maintaining contact with the Department of Education and other TRIO programs in the region to remain current on the development of federal regulations and program designs.
12. Serving on University committees as assigned.
13. Performing other related duties as assigned and as needed for the benefit of students who are first-generation, low income and students who have a disability.
14. To perform other duties as may be assigned by the Vice President for Academic Affairs/Dean of Faculty

Budget Responsibilities: Managing the program budget, expenditures and maintaining records for program evaluation and reporting purposes to conform to the regulations of the federal TRIO program sponsored by the U. S. Department of Education.

Campus/University Service: Serves on a variety of campus and system committees and

groups as requested

Knowledge, Skills & Abilities: History of successful interpersonal professional involvement and will possess the requisite characteristics of a professional educator. Experience in working with a disadvantaged population will be important. Good leadership and managerial skills will be essential.

Qualifications: The Director of Academic Counseling and Services must possess a minimum of a master's degree in education or related field and professional experience in higher education with student personnel services.

3.8 DIRECTOR OF ADMISSIONS

Unit & Classification: UMPSA represented full-time regular, fiscal year position; Job Family 19, Total points 1190, Salary Band 105 (Knowledge 4, Scope 4, Impact 5, Contacts 4, Work Environment 2, Supervision 5, Fiscal Responsibility 4).

Reports to: Vice President for Administration

Supervises: Admissions Office Staff-Currently includes Associate Director, Assistant Director, two Counselors, Administrative Assistant, and numerous student workers and telecounselors.

Functional Relationships: The primary responsibility of this position is to direct and oversee the marketing, recruiting and admissions program of the University of Maine at Fort Kent in a manner consistent with the institution's academic and strategic plans.

Major Duties: (Essential Functions):

1. To lead, manage and participate in recruitment and admissions activities.
2. To develop, articulate, execute, and assess Admissions Office policies, goals, procedures in order to meet the University's enrollment goals.
3. To supervise, manage, evaluate, select and discipline as necessary, all regular and temporary Admissions personnel.
4. To ensure effective data management and present the university with studies, reports, and analyses of admissions data as requested.
5. To assist in development of coordinated financial aid, advisement and registration processes for new students.
6. To oversee the design of promotional literature and display materials for admissions recruiting, and ensure appropriate coordination of admissions and public relations staff.

7. To attend conventions, meetings, and conferences as necessary to maintain knowledge of existing and new admissions and recruiting policies, practices, and procedures.
8. To perform other duties as may be assigned.

Budget Responsibilities: Responsible for the development, management, and adherence to the Admissions department budget, including accurate forecasting of needs.

Campus/University Service: Service on a variety of campus and system committees and groups as requested.

Knowledge, Skills & Abilities: Excellent communication and managerial skills. Ability to formulate and articulate policies, procedures, expectations, and practices. Strong analytical, problem solving, mathematical/statistical, time management and organizational skills. Ability to use technology efficiently and appropriately.

Qualifications: Undergraduate degree plus demonstrated knowledge, competence and significant experience in higher education admissions and/or enrollment management. Advanced degree and/or Bachelors in educational administration, communications, business, marketing or related field desirable, advanced degree preferred. Supervisory and management experience and/or training also desirable.

3.9 DIRECTOR OF ATHLETICS

Unit & Classification: Full-time regular, fiscal year Professional position –Job family 16, 910 points, Salary Band 104,

Reports To: Vice President for Administration

Supervises: Athletics Staff -currently includes three full-time professional and administrative staff, and two to six temporary coaches and assistant coaches.

Functional relationships: Works with other departments as necessary.

Position statement: The Director of Athletics provides administrative direction and oversight for all intercollegiate, intramural and recreational athletics staff, programs, facilities and activities and coaches one sport, preferably soccer. The director is responsible for ensuring compliance with all federal, divisional and university athletics regulations, administering departmental funds and accounts in a fiscally responsible manner and sustaining a culture of sportsmanship, professionalism and respect at all levels. The director also collaborates with student administrative offices and Admissions on the recruitment and retention of student athletes and with University Affairs and the media on publicity and reporting of athletic events and results. Frequent nights and week-end work and in-season travel required.

Major duties: The responsibilities of the Director of Athletics shall include, but not necessarily be limited to, the following:

1. To provide administrative direction and oversight for all athletics programs and activities and supervise the control, issuance and maintenance of recreational athletic equipment and facilities;
2. To supervise full and part-time athletics staff including shared responsibility for hiring, disciplining or firing decisions and full responsibility for training, mentoring, and evaluating coaches and athletics staff;
3. To coach at least one sports team and coordinate activities of all other coaches, teams and recreational athletics groups;
4. To plan, Implement, and promote intercollegiate, intramural, and recreational athletic programs including scheduling games for varsity sports, ensuring a robust intramural program, and developing and overseeing a range of recreational programs and activities offered for credit and not for credit, including canoeing, alpine skiing, cross country skiing, winter camping and survival, and others;
5. To establish and maintain standards of dress, scholarship and conduct for team travel and training, and practice rules for all varsity athletes;
6. To monitor strict observances of equality of opportunity in men's and women's athletics by keeping informed of legal requirements and consulting with university staff regarding compliance with the law and to initiate and coordinate the certification of academic and health eligibility of all varsity athletes;
7. To collaborate with University Relations in the preparation of press releases and the arrangement of media coverage for athletic events, and insure that the appropriate media is informed of the results of all athletic events;
8. To develop and manage departmental, team, and special events budgets; order equipment; and ensure departmental compliance with all University cash handling and management policies;
9. Collect and analyze departmental statistics and data and prepare and distribute reports as appropriate;
10. To recruit student athletes in coordination with the Admissions Office and develop alumni athletics events, community relationships, and fund-raising opportunities;
11. To teach sports activity classes as requested by supervisor;
12. Support and assist in campus wellness and other related University activities;

13. To represent the University at professional meetings and other special or public events;
14. To function as a member of the University Community by accepting special and committee assignments as may be requested by supervisor and
15. To perform other duties as may be assigned by Vice President for Administration

Budget Responsibilities: Responsible for development and adherence to Athletics department budget.

Campus/University Service: Service on a variety of campus and system committees and groups as requested.

Knowledge, Skills & Abilities: Effective communication skills required.

Qualifications: Baccalaureate degree, minimum of three to five years administrative and coaching experience. Additional supervisory and administrative experience, Master's Degree, and collegiate soccer coaching and/or playing experience preferred.

3.10 DIRECTOR OF FACILITIES MANAGEMENT

The Director of Facilities Management reports to the Vice President for Administration.

The Director of Facilities Management has supervisory responsibilities for the following areas: Campus maintenance, custodial services, security, and motor pool. Included within these areas of responsibility will be duties as assigned by the University of Maine System including but not limited to: hazardous chemical handling, campus construction projects, and solid waste disposal.

The responsibilities of the Director of Facilities Management shall include, but not necessarily be limited to, the following:

1. To maintain inventory control;
2. To maintain the phone system, including line assignment and equipment repair;
3. The physical plant director will endeavor to carry out his duties in a timely and efficient manner so as to maintain a quality level of service to the campus community.
4. To supervise all people within the Physical Plant Division, which includes establishing a working knowledge of union rules and regulations pertaining to assigned staff;
5. Other duties and responsibilities as assigned by the president.
6. Will have a working knowledge of the University of Maine polices that pertain to areas under his/her control Policies examples including bidding procedures, major

- renovation and building contractual procedures, and handicap accessibility
7. Will have knowledge of local building and fire codes, and regulations, such as those pertaining to parking regulations; etc
 8. Direct short and long range plan in maintenance and constructions, in consultation with appropriate constituency
 9. Serve on campus committees assigned by president.

3.11 DIRECTOR OF HUMAN RESOURCES

Reports to: President

Supervises: Personnel Assistant Human Resources Secretary Student Workers

Functional relationships: Works closely with senior staff, deans, directors and other supervisors as necessary. Maintains regular contact with faculty, staff, and System Office of Human Resources personnel.

Position statement: The Executive Director of Human Resources has primary responsibility for all personnel, employee relations, labor relations, workers' compensation, position and organizational management, affirmative action and equal employment opportunity functions of the University and participates as a member of the President's Cabinet in institutional planning and decision making.

Major duties (Essential Functions):

1. Administer and approve all Human Resource activities (personnel, payroll, benefits, work comp, leaves, etc.) and supervise HR support staff.
2. Advise all levels of administrators and supervisors on various HR/personnel and performance and organizational management issues and oversee non-faculty performance evaluation processes.
3. Develop, implement, and assess campus HR and EEO/AA policies and practices to ensure compliance with employment law, Board of Trustees policies and procedures and University collective bargaining agreements.
4. Coordinate and monitor all search, hiring, and orientation processes.
5. Mediate a wide variety of employee and labor relations issues and EEO and/or Human Rights complaints as well as investigate and respond to formal and informal complaints and grievances.
6. Assess, conduct and facilitate staff training and development needs and opportunities.
7. Participate on behalf of the campus on a variety of system committees and/or groups.

Budget Responsibilities: Responsible for development and adherence to Human Resources/Personnel and Search budgets.

Campus/University Service: Service on a variety of campus and system committees and/or groups such as UMS Professional Compensation Study Development Group, various ERP groups, Diversity Committee, System EEO and Workers' Compensation groups, Campus Health Improvement Committee, System Health Improvement Group and participation in a variety of professional development opportunities required.

Knowledge, Skills & Abilities: Excellent interpersonal, oral, written, and listening skills, tact, discretion, empathy, and good judgment. Ability to formulate and articulate policies, procedures, and practices, to be detail-oriented and to be flexible. Demonstrated ability to identify, resolve, and consult on a diverse range of sensitive and confidential supervisory, advocacy, and compliance issues. Strong analytical, problem solving, mathematical/ statistical, time management, and organizational skills.

Qualifications: Bachelor's degree in personnel/human resources management or organizational development, or unrelated degree plus demonstrated knowledge, competence and significant experience in human resources administration. Additional education and/or human resources certification desirable. Commitment to affirmative action principles and practices, customer service orientation, and computer literacy required. Familiarity with higher education or non-profit management a plus.

3.12 REGISTRAR/DIRECTOR OF INSTITUTIONAL RESEARCH

The Registrar/Director of Institutional Research reports to the Vice President of Academic Affairs and serves as a member of the Academic Affairs Council.

The basic objective of this position is to direct the functions of the Office of the Registrar and Institutional Research.

The responsibilities of the Registrar/Director shall include, but not necessarily be limited to, the following:

1. to supervise Registrar office staff
2. to maintain accurate student records and to issue grade reports, and transcripts;
3. to schedule classes and final examinations;
4. to publish timely listings of courses for each semester including summer;
5. to cooperate with the Coordinator of Academic Outreach in preparing schedules of course offerings and announcements;
6. to direct pre-registration and registration processes;
7. to maintain a current inventory of room and student station usage;
8. to provide information, reports, and analyses with respect to enrollment, grade distributions, and space utilization;
9. to submit an annual budget and to administer the approved budget;
10. to cooperate with Division Chairs and the Vice President in executing approved procedures for certification and degrees;
11. to evaluate transfer credits and verify the applicability of those credits to degree programs, (subject to final authorization by the Vice President);

12. to submit annual report;
13. to serve as a member of the Academic Council;
14. to validate veteran and Social Security enrollment certifications;
15. to prepare and to edit the University catalog;
16. to maintain the UMFK Statistical Abstract;
17. to submit upon request projected analyses of enrollment based upon historical records and identified trends;
18. to maintain statistical inventories for instructional state, and federal government data reports, including an update each semester of the UMFK Statistical Abstract;
19. to design and to implement data collection projects in support of analyses required by other campus units; and
20. to prepare reports for state and federal agencies;
21. to perform other duties as assigned by the Vice President of Academic Affairs.

3.13 DIRECTOR OF RESIDENCE LIFE

The Director of Residence Life reports to the Director of Student Services. This appointment is for twelve months, and the work schedule is flexible.

The Director of Residence Life is responsible for the general management of Crocker and Powell Halls, including staffing and programming, to enhance the social, cultural, and educational development of all residents.

The responsibilities of the Director of Residence Life shall include, but not necessarily be limited to, the following:

1. to develop, in consultation with the Director and the Student Services Committee, residence hall policies aimed at assuring health and safety, as well as enriching the social, cultural, and intellectual growth of students and staff;
2. to assure compliance with the residence hall and student life policies of the Trustees of the University of Maine System;
3. to assist in recruitment and selection of, and to coordinate training for, Head Residents and residence hall staff;
4. to assign rooms and to supervise the key system;
5. to conduct fire drills and to work with physical plant staff on maintenance of safety, cleanliness, and building security;
6. to coordinate residence hall staff work;
7. to work to build pride in the residence halls through planning, developing, and implementing (with assistance of residence hall staff) recreational, educational, and cultural programs for dormitory residents;
8. to chair the Residence Hall Judicial Board which implements the conduct code and disciplinary procedures of the university and maintains detailed, accurate, written records of all disciplinary actions;
9. to assist with and to implement the orientation of new students to both the campus and the residence halls;
10. to cooperate with the Student Financial Aid Office, the Student Senate, and the

- Faculty in matters pertaining to resident students;
11. to assist in the planning, implementation, and supervision of the University intramural sports program;
 12. to assist the Director in the construction of budget, annual reports, and other required documents;
 13. to function as a member of the university community, accepting special and committee assignments as designated by the President or Director;
 14. to represent the University, as required by the President or Director, at professional or public meetings;
 15. to complete other tasks as assigned by the Director.

3.14 DIRECTOR OF FINANCIAL AID

Reports to: Vice President for Administration.

Works closely with: Admissions and Business Offices and other internal and external contacts as appropriate.

Supervises: Full and part-time Financial Aid Office staff & students.

Objective: To administer all student financial assistance at the University of Maine at Fort Kent.

The responsibilities of the Director of Financial Aid shall include, but not necessarily be limited to, the following:

1. to prepare, to award, and to monitor financial assistance packages in accordance with governmental and institutional guidelines;
2. to inform the Vice President for Administration of the progress of expenditure of all funds, and to maintain careful and accurate records of such expenditures;
3. to develop operations budgets for personnel and equipment resources allocated to the office;
4. to develop institutional financial aid budget information;
5. to solicit, to administer, and to file fiscal operations reports on funds from external, federal, state, and private sources;
6. to provide supervision, control, and assessment of personnel and equipment resources allocated to the office;
7. to supervise administrative assistant and work-study employees, which includes performance appraisals and selection and training of office staff;
8. to develop, to execute, and to assess office policies, procedures and data processing systems, and to coordinate the interfacing of financial aid systems with the registration, accounts receivable, accounting, and payroll systems;
9. to develop, to execute, and to assess policies governing need analysis, student budgets, and financial aid award packaging in accordance with federal and state laws and regulations as well as institutional policies;

10. to review annually the needs for student aid funds and to submit the federal application for funding for the Perkins Student Loan, College Work-Study, and Supplemental Education Opportunity Grant programs;
11. to prepare publications as may be required for student use and University needs;
12. to coordinate the maintenance of the web site;
13. to coordinate with other offices in developing financial aid enrollment and retention strategies for the University;
14. to prepare departmental reports on an annual basis or as needed;
15. to provide individual and group financial counseling to students, parents, and secondary school personnel both on- and off-campus;
16. to maintain and to update knowledge of the requirements of existing and new financial aid programs;
17. to perform need analysis and financial aid award packaging;
18. to recommend University policies for financial aid recipients;
19. to attend such meetings as may be required to keep abreast of program changes;
20. to review federal and state proposed legislation and regulations regarding financial aid, and developing position statements as appropriate;
21. to represent the University of Maine at Fort Kent to the Maine Association of Student Financial Aid Administrators, Maine State Scholarship Agency, College Scholarship Service, the U.S. Office of Education, National Association of Student Financial Aid Administrators, and the Eastern Association of Student Financial Aid Administrators;
22. to cooperate with University officials and staff as appropriate;
23. to serve as a member on designated University committees;
24. to maintain electronic operations for providing Stafford loans;
25. to maintain comprehensive data management process between the University and outside providers of electronic data;
26. and to perform other duties as may be assigned by the Vice President of Administration.

3.15 DIRECTOR OF STUDENT SERVICES

The Director of Student Services reports to the Vice-President for Administration. This appointment is for twelve months and the work schedule is flexible.

The Director of Student Services is responsible for the general management of Crocker, Powell, and Nowland Halls and for directing the following campus programs: residential life, student activities, orientation, international and national student exchange programs, career planning, International Performers Series, dining services (ARAMark liaison), student conduct, student government, and the student health clinic (contractor liaison). The Director of Student Services also coordinates student retention and is a DSO (Designated School Official) for international students.

The responsibilities of the Director of Student Services shall include, but are not necessarily limited to, the following:

1. To supervise one Assistant Director of Residential Life and Student Activities (professional) and one Assistant Director of Residential Life and Diversity Programming (professional).
2. To develop, in consultation with the Vice-President, residence hall and campus life policies and regulations aimed at assuring health and safety, as well as enriching the social, cultural, and intellectual growth of students and staff.
3. To supervise the recruitment and selection of, and to assist in the coordination of a training program for, residence hall student staff.
4. To assure compliance with the residence hall and student life policies and Student Conduct Code of the University of Maine System.
5. To supervise the assigning of residence hall rooms.
6. To supervise the conducting of residence hall fire drills and to work with facilities management staff on maintenance of safety, cleanliness, and building security.
7. To cooperate with all campus offices and departments in matters pertaining to all students.
8. To supervise a campus-wide program of activities designed to enhance the social, cultural and educational development of all segments of student life.
9. To provide assistance to student groups and organizations in planning and implementing various student activities including scheduling and financing, and guiding students to comply with university and system policies.
10. To work in conjunction with the office of Academic and Counseling Services to inform students of available career opportunities, to provide programs and workshops on the subjects of interviews, resumes and cover letters, portfolios, to maintain placement opportunity bulletin boards (electronic and traditional), and to compile information from state and regional employers concerning employment opportunities.
11. To direct all aspects of a Fall and Spring Orientation program for all new students including designing and distributing publications, training and recruitment of volunteer staff, and maintaining contact with all aspects of the university community to ensure their involvement in the orientation program.
12. To coordinate all aspects of the International Performers Series including booking performers, advertisement, ticket sales, and publications.
13. To coordinate all international and national student exchange programs on campus.
14. To act as a Designated School Official for F-1 student affairs including INS documentation and customs information.
15. To serve as advisor to the Student Senate.
16. To serve as the chief student conduct officer and convene student conduct hearings as necessary.
17. To serve as the campus liaison with ARAMark in order to ensure quality dining services to the campus as a whole and to work closely with ARAMark and university staff in supervising the delivery of those services.
18. To serve as campus liaison with the campus Student Health Clinic contractor to ensure quality health services to the campus as a whole and to work closely with this contractor and university staff in supervising the delivery of those services.

19. To coordinate all aspects of the university Student Retention Program including data collection, assisting faculty with at risk students, responding to student needs, complaints, and issues, and co-coordinating the First Year Experience program (FYE) with the faculty director of advising.
20. To assist the Vice-President in the construction of budgets, annual reports, and other required documents.
21. To represent the university, as required by the President or Vice-President, at professional or public meetings and to function as a member of the university community; accepting special project assignments and committee assignments.
22. To complete other tasks as assigned by the Vice-President.

3.16 DIRECTOR OF UNIVERSITY RELATIONS AND ALUMNI AFFAIRS

Reports to: President

Position Objective: The position directs the university relations area including Alumni Affairs. The Director is responsible for creating and implementing the internal and external communications of the University in a way that advances the institution's mission and goals. Responsibilities include, but are not limited to activities related to the news bureau, alumni relations, and publications.

Specific Duties and Responsibilities Include:

1. Public Relations B Write and distribute news releases on a regular basis, monitoring clippings relating to the University, and remaining current with the vision and direction of senior administration. Utilize other media, as appropriate, to carry out this mission.
2. Web Site B Assist the academic computing department with the content and design of marketing side of the UMFK web site. This will include contributing materials, providing design guidance, and monitoring accuracy of materials on the site.
3. Publications B Utilize desktop publishing for designing and maintain a campus newsletter and an alumni newsletter to be distributed on a regular schedule, in addition to in-house publications such as programs, posters, and letterhead. This area also includes assisting with proofreading of larger publications. Responsible for final approval, prior to printing, of all major university publications (eg: catalog, brochures).
4. Alumni Relations B Create alumni events and activities supported by attractive publications designed to encourage alumni participation and involvement with UMFK today. Administer annual fund mailings and phonathons to alumni.
5. The Director is responsible for the preparation and submission of the Division's budget and for the disbursement of its funds.

6. Support the Community Relations efforts and agenda of the President.
7. Other duties as assigned by the President.

Supervises: Classified - Administrative Assistant I
Works with volunteers and Alumni Board

Qualifications: Bachelor's Degree in related field (eg: communications, English, marketing); Master's Degree preferred; demonstrated ability to communicate effectively through written, oral, and electronic means, three to five years experience in related fields required; track record of success dealing with media representatives and working with volunteers. Good sense of design and experience creating publications required.

3. 17 ADMINISTRATIVE ASSISTANT FOR GIFTS AND SPECIAL EVENTS

Reports To: Chief Development Officer (Currently the President)

Position statement: The Administrative Assistant provides complex bookkeeping, clerical and administrative support for development operations including maintaining appropriate donor records for UMFK Foundation and Gift accounts and carries out logistical arrangements for special events as assigned by the supervisor. The individual is expected to work under only general supervision and exercise appropriate initiative, discretion and sound judgment. Internal and external contacts are many and varied.

Classification: Administrative Assistant I (wage grade 19) with potential for reclassification to AAI (wage grade 21) at a later date if employee successfully assumes AAI duties and functions.

Duties (Essential Functions):

1. Supports and maintains records for all fiscal and administrative functions of the UMFK Foundation and development operations;
2. Utilizes campus and centralized Gift Administration systems to book and receipt gifts;
3. Prepares timely and appropriate acknowledgements and other communications to donors;
4. Assembles data and transactions, maintains records, reconciles statements and assists in preparation of reports
5. Assists in annual auditing of Foundation and gift accounts;
6. Complies with generally accepted accounting principles in executing, verifying, reporting, and reconciling Foundation and Gift account fiscal transactions and statements;
7. Schedules and carries out logistical arrangements (registration, reservations, lodging, travel, equipment and set-up, food service, preparation of brochures,

- agenda, and other printed materials) for special events and monitors expenditures and/or revenue, and prepares post-event budget statements;
8. May supervise occasional student workers or volunteers;
 9. Performs other duties as may be assigned by the supervisor

Qualifications: Demonstrated knowledge, competence and experience in bookkeeping, budgeting and/or accounting activities and excellent organizational and communication skills required. Significant office management experience and/or associates degree preferred.

3.18 COORDINATOR OF ACADEMIC OUTREACH AND DISTANCE EDUCATION

Unit & Classification: Represented professional position (UMPSA); ECCP Job Family 11, 530 total points; Salary band 103

Reports To: Associate Director of the Library & Distance Education and Vice President for Academic Affairs. (Each supervisor will direct, assign, review, and evaluate respective areas and Assoc. Director will provide primary daily supervisory functions including scheduling, task or time management and/or prioritization as necessary.)

Supervises: Occasional Allagash camp temporary or student support staff as assigned.

Functional relationships: Works closely with various information services staff; registrar; faculty, instructors, and students involved in outreach or distance offerings, environmental studies coordinator, public relations, and other offices and external organizations as necessary.

Position statement: The coordinator serves as the POC (primary point of contact) for all matters related to outreach and the Allagash camp, ensures coordination of outreach and distance education efforts, and assists in providing administrative support for outreach and distance education under the direction of the Vice President for Academic Affairs and the Associate Director of the Library & Distance Education respectively.

Major duties (Essential Functions):

1. Work with the VPAA to develop and offer a broad array of credit and non credit bearing courses on the UMFK campus year round.
2. Assist VPAA, division chairs, program coordinators, faculty or staff (where appropriate) to develop and to coordinate such outreach, field and outdoor recreation courses and activities by
 - a. scheduling activities and identifying qualified instructors,
 - b. establishing and maintaining contact with instructors,
 - c. coordinating and implementing promotional activities,
 - d. maintaining appropriate administrative records in collaboration with the Registrar, business office, or other staff as necessary.
3. Coordinate distance education course offerings by

- a. working with divisions with respect to scheduling,
 - b. working with divisions, admissions, public relations, and other appropriate parties to promote distance education courses/programs,
 - c. maintaining appropriate administrative records in collaboration with the registrar.
4. Assist the Registrar in preparing schedules of credit and non-credit outreach and distance education offerings.
5. Coordinate distance education development projects by
 - a. working with the Associate Director to identify priorities,
 - b. working with division chairs to identify faculty as necessary,
 - c. collaborating with technical support staff to facilitate course development,
 - d. assisting faculty as appropriate in administrative and technical course development processes.
6. Develop and maintain an outreach and distance education web site.
7. Provide leadership in working with community colleges, universities, and regional business interests in the development of partnerships and educational programming.
8. Provide assistance as requested to division chairs in development of a list of internship and field experience opportunities for students.
9. Serve as the POC (primary point of contact) and manage administrative activity related to the Allagash Camp facility by
 - a. working with facilities planning to ensure performance of necessary maintenance,
 - b. coordinating camp scheduling,
 - c. working with Environmental Studies Council to identify and seek avenues for camp funding,
 - d. provide oversight for occasional Allagash camp temporary or student workers under the auspices of academic affairs,
 - e. assisting the coordinator of environmental studies as requested and as approved by primary supervisor.
10. Perform other duties as assigned.

Budget Responsibilities: Responsible for monitoring and adhering to outreach and development budgets as assigned and preparing revenue and expense statements for outreach activities.

Campus/University Service: Service on distance education advisory committee and other campus, community and system committees and groups as requested.

Knowledge, Skills & Abilities: Solid administrative, communication and technical skills required as well as ability to work individually and as part of a team.

Qualifications: Bachelor's degree required. Knowledge and experience in communicating University administrative policies and procedures and coordinating multiple projects strongly preferred.

3.19 DIVISION CHAIR

The Chair of an Academic Division serves as the chief administrative officer of the Division. Division Chairs/Directors report to the Vice President for Academic Affairs and serve as members of the Academic Affairs Council. Division Chairs are elected by Division members and recommended to the Vice President for Academic Affairs whose acceptance or rejection is final (see AFUM Agreement, Section 13). In the case of nursing, the Director is appointed by the Vice President for Academic Affairs in consultation with the faculty. The term of appointment for Chairs and Directors is three years subject to administrative and departmental review. The term is renewable one time. A Division Chair/Director may be continued in office for more than two consecutive three-year terms only under exceptional circumstances. The Division Chair/Director provides leadership for academic program planning, program assessment and mentoring of faculty. The Chair/Director is expected to conduct the business of the Division in a collegial, fair and constructive atmosphere.

Specific responsibilities of Division Chairs/Directors include the following:

1. Attend Academic Affairs Council meetings as scheduled, chair Division meetings, provide the VPAA with information about issues and events within the Division, and communicate information from the VPAA to members of the Division.
2. Conduct regular division meetings and appoint appropriate divisional committees to ensure a timely and effective method of completing Divisional business.
3. Manage and administer division budgets in consultation with members of the Division; authorize divisional expenditures up to \$1000; submit the Division Budget for the next academic year to the VPAA.
4. Coordinate with the Dean for Information Science, the purchase of materials for the library to support Divisional programs.
5. Make decisions in conjunction with other appropriate administrators on class scheduling, course sequencing, course rotations and faculty assignments.
6. Coordinate with other members of the Division all revisions of the curriculum, encouraging innovative programs and pedagogies.
7. Aid in the recruitment of students and in the visibility of the Division on campus and in the community.
8. Encourage involvement with professional organizations and appropriate members of the community allied with the discipline and alumni of the Division.
9. Provide support, guidance and objective feedback to all personnel assigned to the Division including progress towards any improvement that is needed.
 - a. submit an annual written performance review of full-time faculty and staff whose primary assignment is within the Division by the end of June;
 - b. approve and recommend adjunct faculty to teach within the Division in consultation with appropriate discipline faculty;
 - c. provide direction to adjunct faculty in consultation with appropriate full-time faculty in the discipline

- d. propose new faculty positions within the Division as needed, assist the VPAA with position descriptions and search committees for full-time faculty searches.
10. Ensure the availability of consultation with the Coordinator of Advising during the summer and assist the Coordinator in assignment of students to appropriate faculty advisors within the Division.
11. Coordinate the effective assessment of all programs and of student outcomes in all programs within the Division, including all activities related to accreditation and regularly scheduled Divisional external reviews mandated by the University of Maine system.
12. Submit an annual report by the end of May describing the activities and accomplishments of the Division and its members.
13. Represent the Division as needed and carry out other responsibilities agreed upon with the VPAA or unique to the particular programs of the Division.

3.20 ENVIRONMENTAL STUDIES PROGRAM COORDINATOR

Requirements: The Program Coordinator shall be a full-time member of the faculty appointed by the President of UMFK to direct the Environmental Studies Program for a three-year term. The Program Coordinator reports to the Vice President of Academic Affairs.

Duties: Responsibilities of the Program Coordinator shall include, but not necessarily be limited to the following

1. To represent the Environmental Studies Program to the administration faculty, students, professions and public.
2. To report all pertinent matters of the Environmental Studies Program to the Natural and Behavioral Sciences Division:
3. To administer the program:
4. To supervise curriculum development;
5. To promote student, faculty, and public involvement in the program
6. To act as Chair of the Environmental Studies Council
7. To coordinate with other campus departments, particularly the Academic Outreach and Alumni Services offices;
8. And to perform other duties as assigned by the Vice President of Academic Affairs.

Special Activities:

1. Work with the Academic Outreach office to coordinate student internships and job placement
2. Assist enrollment management personnel in student recruitment and retention activities
3. Maintain the alumni tracking database
4. Assist Web Administrator in maintenance of the Environmental Studies Program

5. Coordinate scheduling of courses relevant to the Environmental Studies Program
6. Develop and coordinate student activities to enhance student opportunities and program visibility
7. Work with the Registrar's office to coordinate matters such as students Practicum registration and course waivers.

3.21 FOREST TECHNOLOGY PROGRAM DIRECTOR

The Program Coordinator is a full-time member of the faculty appointed by the Vice President for Academic Affairs to direct the forest technology program for a three-year term. The Program Coordinator reports to the Vice President of Academic Affairs through the Chair of the Division of Natural and Behavioral Sciences.

Responsibilities of the Program Coordinator shall include, but not necessarily be limited to the following:

1. to represent the Forest Technology Program to the administration, faculty, students, profession, and public;
2. to report all pertinent matters of the Forest Technology Program to the Natural and Behavioral Sciences Division;
3. to administer the program and budget;
4. to supervise curriculum development;
5. to recruit students, faculty, and the public to participate in the program;
6. to consult with the Forest Technology Advisory Council;
7. to coordinate with the Career Placement and Alumni Services offices;
8. and to perform other duties as assigned by the Vice President of Academic Affairs.

Coordination Activities for the UMFK Forest Technology Program include:

1. Coordinate forest technology curriculum development
2. Develop and oversee forestry program budget
3. Coordinate forestry equipment purchasing
4. Organize and supervise forestry equipment, equipment room, and forestry laboratory.
5. Coordinate forestry activities in Biological Park (in consultation w/ bio-park coordinator)
6. Chair Forest Technology Advisory Council
7. Develop and coordinate Use Agreements with Area Landowners
8. Coordinate Activities on Area Woodlots
9. Representative to Council of Northeastern Forest Technology Schools – annual meetings and hosting of meetings periodically
10. Representative to Society of American Foresters' Committee on Recognition
11. Ex-officio representative to the Environmental Studies Council
12. Develop and maintain alumni tracking database
13. Coordinate student placement
14. Develop internships for students

15. Develop regular orientation sessions at start of school year
16. Assist Enrollment Management Personnel in student recruitment and retention
17. Oversee development and maintenance of forest technology program web site

4.1 PRESIDENT'S EXECUTIVE COUNCIL

The President's Executive Council is an information sharing group where issues of importance to the campus are discussed. Members of the Council are the Vice President for Academic Affairs, Vice President for Administration, Special Assistant to the President, Director of University Relations and Alumni Affairs, Dean of Information Services, Director of Student Services, Director of Admissions, Director of Financial Aid, Director of Human Resources, Executive Director of Corporate Relations and Director of Facilities Management.

4.2 QUALITY UNDERGRADUATE EDUCATION COUNCIL

The Quality Undergraduate Education Council is an information sharing and academic policy-making group focused on academic affairs and academic quality chaired by the Vice President for the Academic Affairs. The Council consists of the Divisional Chairs, Program Coordinators, the Registrar, the Student Success Coordinator, and the Directors of Information Services, Student Support Services, Institutional Research, and Center for Rural Sustainable Development. The Dean of Enrollment Management and Director of Admissions will be invited as is needed.

4.3 ACADEMIC DIVISIONS

University of Maine at Fort Kent has four academic divisions. Each Division is administered by a Division Chair who reports to the Vice President for Academic Affairs. The Bachelor of Science in University Studies can be obtained through any Division. Specific academic programs housed in each Division are:

Arts and Humanities

- Bachelor of Arts in English
- Bachelor of Arts in French
- Minors in Art, English, French, History, Music, Oral Communication, Theater

Education

- Bachelor of Science in Elementary Education
- Bachelor of Science in Secondary Education
- Bachelor of Science in University Studies leading to certification in elementary or secondary education
- Minor in Education

Natural and Behavioral Sciences

- Bachelor of Science in Behavioral Science
- Bachelor of Science in Biology
- Bachelor of Science in Computer Applications
- Bachelor of Science in Environmental Studies
- Bachelor of Science in Social Science Field
- Bachelor of Science in Public Safety Administration

Bachelor of Science in Electronic Commerce
Associate of Arts in General Studies (Criminal Justice, Human Services, Computer Science, Business Management)
Associate of Science in Forest Technology
Minors in Behavioral Science, Biology, Environmental Science, Forestry, Mathematics, Social Science

Nursing

Bachelor of Science in Nursing
RN to BSN Studies Program

4.4 ENVIRONMENTAL STUDIES COUNCIL

This council shall serve as an advisory group to the appropriate faculty body and/or administration of UMFK. Its purpose shall be to enhance the status and quality of the environmental studies program and to facilitate public service partnerships with the St. John Valley community and with the region's public schools.

Election of Members:

Interested parties may approach the council chair or program coordinator to have their name placed on the ballot. The election shall be conducted through the Environmental Studies Council.

Membership:

The membership of the council shall consist of faculty, staff, students, and off-campus representatives.

- A. Any faculty or staff member interested in actively contributing to the environmental studies program may be eligible.
- B. An effort should be made to include two UMFK students on the council. Interested students should contact the council chair and will be approved by the vote of the council.
- C. Representatives from two off-campus environmentally- related organizations should be included on the council. Following consultation with the Vice President for Academic Affairs, the council shall ratify these individuals.

Officers:

- A. The Coordinator of the Environmental Studies Program shall act as Chair of the Environmental Studies Council. The Chair shall call all meetings

and establish all agendas with the recommendation of the Council.

- B. Other officers may be appointed or elected from time to time as deemed necessary by the Council in consultation with the UMFK administration and faculty.
- C. Terms of office shall be one academic year with possible reelection or reappointment.

Ad-hoc Committees:

Ad-hoc committees may be established by the Council or the Chair of the Council in consultation with the members of the council.

Meetings:

Regularly scheduled meetings shall be called by the Council Chair as necessary, usually on a monthly basis. A simple majority of the membership of the Council shall be considered a quorum.

Provision for Amendment:

- A. This document may be amended from time to time as deemed necessary by the Council.
- B. A simple majority of the membership shall be required to amend this document.

Approved by the Council 12/12/01

Revised and Approved 2/5/04

4.5 LIBRARY ADVISORY COMMITTEE

Library Advisory Committee Charter

Membership: The Library Advisory Committee shall consist of:

1. the Vice President of Academic Affairs, *ex officio*;
2. the Director of the Library and the professional librarians;
3. one faculty member from the Nursing Division, one member from the Natural and Behavioral Science Division, one member from the Arts and Humanities Division, and one member from the Education Division; and
4. two students to be selected by the student senate.

Functions:

1. Acts as the liaison group between the Library and the rest of the University.
2. Acts in an advisory capacity to the Librarian on matters of general policy, the development of resources, and the integration of the library program with other academic activities.
3. Assists the Librarian in obtaining lists from faculty and students of needed and recommended books, periodicals, and other library materials.
4. Acts in an advisory capacity in long range planning and budget construction.

Meetings:

The Committee shall hold a minimum of one meeting per semester during the Academic year with additional meetings as scheduled by the Chair.

Procedures:

1. A quorum shall consist of 60% of the Committee.
2. Each member shall have one vote; a majority shall be required for passage of a resolution. In the event of a tie the Chair shall cast the deciding vote.
3. The Committee may amend or change this document by 2/3 vote.
4. The Committee shall follow Robert's Rules of Order in conducting its business.
5. The Library representative will assume chairmanship of the Committee.

4.6 NURSING ADVISORY COMMITTEE

Purpose:

- To provide a forum for communication and interaction between nursing educators, public service sector, and community.
- To establish on-going collaboration between nursing education and practice with the goal of developing high quality practitioners to meet the needs of the community.

Meetings:

- Advisory Committee members serve as communication links between the Division of Nursing and service providers within the community. It is expected that representatives of agencies will report activities of the Committee to their respective agencies and will bring information from the agency to the Committee meetings to be considered for follow-up and action.

- In the event that a member is no longer associated with a represented agency, the agency will select a new member and replace the representative.
- The Advisory Committee elects its own Chair to conduct all meetings. The Chair has no other official responsibilities except as directed by the Committee from time to time.
- The Administrative Assistant from the Division of Nursing acts as the secretary for these meetings. This person prepares the agenda, sends out notices of meetings, contacts members as needed, etc.
- The committee will set the tentative date for the next meeting at each meeting.
- Minutes, correspondence, or any other materials accumulated by the Committee will be retained by the University to be used for the purposes of continuity and accreditation.
- Meetings should be held once a semester, or more often, depending on the activities of the Committee and the needs of the agencies.

Membership:

- Representation to the Committee includes, but is not limited to a representative from schools of nursing, local health care institutions, service providers, as well as currently enrolled nursing students and graduates.
- Membership may be recommended by the above agencies, committee members and/or nursing faculty. In the event that a member is no longer associated with a represented health care, education, or service provider agency, a new member will be designated as the representative.

Approved 10/20/99

Re-approved 4/12/02

4.7 RURAL PUBLIC SAFETY ADVISORY BOARD – established Oct. 2002

Purpose:

This board shall serve as an advisory group to the appropriated faculty body and/or administration of UMFK. Its purpose shall be to: enhance the status and quality of the Public Safety Administration and Criminal Justice studies program; facilitate public service partnerships with municipal, county, state and federal agencies and with the other components of the St. John Valley community and the State of Maine.

Membership:

The membership of the Advisory Board shall consist of leaders within the Public Safety and Criminal Justice community of the State of Maine and Aroostook County.

Additions and deletions to the membership will be considered and voted upon by the membership at its annual meeting.

Officers:

The Chair for this Advisory Board will be the senior faculty member of the Rural Public Safety Administration program.

This Board is made up of individuals who are working full time within the Public Safety and Criminal Justice community and serve on the committee as volunteers. Therefore the membership will act in an advisory capacity with the Chair of the Board filling the role of all officers.

Committees:

Ad-hoc committees may be established by the Board or the Chair in consultation with the members of the Board.

Meetings:

This Board shall have a minimum of one meeting each academic year. The Chair of the Board will set the date, time and agenda (with comments and advice of the membership). A simple majority of the original membership of the Board shall be considered a quorum.

Provision for Amendment:

- a. This document may be amended from time to time as deemed necessary by the Board.
- b. A simple majority of the membership shall be required to amend this document.

4.8 THE STUDENT CONDUCT COMMITTEE

The Student Conduct Committee is appointed by the President (or his/her designee) annually. Composition of the committee includes two faculty members, two professional staff members, and two students. The President shall also appoint the chairperson from among the committee members.

The committee deals with student conduct cases that could not be resolved by the Chief Student Conduct Officer on campus (Director of Student Services) or acts as an appeals body for student-conduct related decisions made by the Conduct Officer. The Chief Student Conduct Officer may not be a member of the Student Conduct Committee.

FACULTY GOVERNANCE STRUCTURE

5.1 FACULTY GOVERNANCE

The Vice President of Academic Affairs is the Chief Academic Officer, and all decisions reached by faculty bodies are subject to his or her approval or concurrence and, when appropriate, his or her recommendation to the President.

Faculty Governance at UMFK is represented by the following bodies: the Faculty Assembly, the Academic Divisions, and the standing committees of the Faculty Assembly (see Robert's Rule of Order Revised, for a definition). The structure and function of the Faculty Assembly is as follows.

5.2 CONSTITUTION OF THE FACULTY OF THE UNIVERSITY OF MAINE AT FORT KENT

Approved by the Faculty - April, 1995

Approved by the President - May, 1995

Re-approved by the Faculty – April, 2004

The Constitution of the Faculty at the University of Maine at Fort Kent establishes the fundamental role of the faculty in determining academic policy within the university structure. The faculty affirms that it has primary responsibility for curriculum, instructional methods, research, faculty status through the peer review, degree requirements, and those aspects of student life that relate to the educational process. The Constitution defines the procedural structure for conducting faculty business, voting, election of officers, and the creation of faculty committees. The Board of Trustees is the legal governing body of the University and nothing within the Constitution shall be construed as granting to the faculty of the University of Maine at Fort Kent Faculty the authority to act outside the policies of the Board of Trustees.

Article I: Name

The name of the organization shall be the Faculty Assembly of the University of Maine at Fort Kent.

Article II: Membership

Membership in the organization is limited to full-time and permanent part-time faculty at the University of Maine at Fort Kent.

Article III: Officers and Responsibilities

1. Each year the faculty shall elect from its membership the following officers: Chair, Vice-Chair, and Secretary.

2. Functions:

Chair: The Chair shall appoint a Parliamentarian for the academic year and be responsible for summoning the faculty to meet at least one each month during the academic year and may call additional meetings as needed. The Chair shall prepare and circulate an agenda 24 hours before the meeting and shall preside at meetings of the organization.

Vice-chair: The Vice-chair of the faculty shall assume the responsibilities of the Chair in the event the Chair is unable to transact faculty business and shall carry out other responsibilities as delegated by the Chair. In addition, the Vice-chair, in consultation with the Chair, shall have the responsibility of preparing a slate of candidates, from nominations submitted, to him or her, for faculty committees and for faculty office, prior to any meeting where elections will be held.

Secretary: The Secretary shall be responsible for recording and circulating the minutes of each faculty meeting. The Secretary, in conjunction with the Parliamentarian, shall tabulate votes on motions and elections.

Parliamentarian: The Parliamentarian shall advise the presiding officer on matters of parliamentary procedure according to Robert's Rule of Order, Revised.

Article IV: Term of Office and Election Procedures for Faculty Officers

1. Faculty officers are elected for a one academic year term. Elections shall occur during an April meeting of the faculty.
2. The Vice-chair shall present to the faculty the list of candidates for all positions. Additional nominations may be made from the floor.
3. To be elected, a candidate must receive an absolute majority of the votes from the eligible voting faculty as defined in Article V. In the event no candidate receives an absolute majority on the first ballot, a run-off election shall be immediately held between the two candidates with the largest number of votes on the initial ballot.
4. No member of the faculty may serve more than two consecutive one year terms as faculty officer in the same office.
5. Newly elected officers shall assume office on the first day of July in the year of their election.

Article V: Voting

1. The right to vote on all faculty matters is restricted to members of the organization as defined in Article II.
2. Members of the faculty on leave or sabbatical surrender their right to vote for the duration of their absence.

3. In the event a member of the faculty is absent for the election of faculty officers or faculty committee members, the absent member may vote by proxy as defined by Robert's Rules of Order, Revised.
4. Election of faculty officers and to faculty committees shall be by ballot. Faculty matters requiring a vote shall proceed by a show of hands, unless the Chair receives a request from a member of the organization for a ballot vote.

Article VI: Removal and Resignation of Faculty Officers

The process for removal and resignation of faculty officers shall be as provided by Robert's Rules of Order, Revised.

Article VII: Procedures for Conducting Faculty Business

1. The Faculty Chair or highest ranking officer shall prepare and circulate an agenda 24 hours prior to each faculty meeting. The Chair of highest ranking officer shall call faculty meetings to order after determining whether a quorum is present.
2. A quorum is a majority of eligible faculty.
3. In transacting faculty business, the term majority shall refer to a majority of the faculty present at a meeting once quorum requirements have been met unless otherwise stated in Article VII, #5.
4. The faculty shall establish standing and ad hoc committees as it deems fit and necessary to consider such matters as the faculty assignments to committee deliberation.
5. Establishment of committees, ratification of charters, amendment to charters, and abolishment of committees shall be by a majority vote of the eligible voting membership.
6. All assignments to faculty committees shall be voluntary on the part of the appointee.

Article VIII: Organizational Structure

For Organizational and instructional purposes, the faculty shall review, propose, and recommend changes to its divisions. The administration shall consult with and seek approval of the faculty as a whole prior to final action on all administrative changes to the structure of its governing divisions.

Article IX: Ratification and Amendment

This Constitution may be amended according to the following procedure: proposed amendments must be submitted in writing to the faculty at least ten (10) business days prior to voting. Amendments require a two-thirds vote of the eligible voting members of the organization.

The Faculty at Large is subdivided into four academic divisions: Arts and Humanities, Education, Natural and Behavioral Science, and Nursing.

Divisions meet on a regular--usually monthly--basis. They are headed by a Division Chair who is nominated by the division and appointed by the President to a one year renewable term. The Division Chair receives administrative direction from and reports to the Vice President for Academic Affairs. The number of the terms which a Division Chair may serve is determined by each division.

Divisions prepare divisional budgets for submission to the Vice President for Academic Affairs for approval by the President, approve adjunct faculty and syllabi for all new courses, and recommend to the Dean of Academic Affairs policy with regard to general education and other requirements for degree programs under their supervision. They also devise forms for evaluation of faculty by students and propose general faculty evaluation criteria for approval by the President in agreement with Article 10, Section B-3 of the AFUM Agreement.

5.4 PEER REVIEW COMMITTEE – reviewed and approved 2001

Composition:

1. Each division shall elect, prior to the conclusion of the academic year, representatives to the Peer Review Committee hereafter referred to as PRC. Two representatives are to be elected from the Natural and Behavioral Science Division and one from the Nursing Division, the Education Division, and the Arts and Humanities Division. Representatives to the committee should be tenured faculty. Exceptions will be allowed if the division does not have tenured faculty. The chair of the division is not eligible.
2. The faculty at large will select four alternates, one from each division, from its ranks at its April meeting.
3. The chair of the PRC will be the Faculty Chair.
4. A candidate to be evaluated will have the right to request that one member, but only one, of the PRC be replaced by one of the elected faculty alternates.
5. If a member of the Peer Review Committee is to be evaluated for promotion, tenure, or contract renewal, then the member under evaluation will be replaced by one of the alternates.
6. If the chair of the Peer Review Committee is removed in accordance with the above provision, then the Peer Review Committee will elect a chair pro-tem to moderate the evaluation of the candidate.

Process:

1. All faculty to be evaluated for promotion, tenure, post-tenure, or contract renewal and other full-time faculty members whether visiting or otherwise designated at, and only at, their specific request will receive official written notification of the

- impending evaluation from the chair of the PRC. This will also provide names of the committee members and alternatives and an explanation of the candidate's right to select and alternate and will remind the faculty member to obtain the approved division evaluation criteria from the Faculty Handbook. Notification will be sent to the candidate no later than 18 September.
2. If the candidate wishes to exercise his/her right to replace one member of the Peer Review Committee, the candidate must notify the Faculty Chair in writing at least ten (10) days prior to the review.
 3. All candidates being considered for tenure, promotion or contract renewal will be invited to appear before and submit to the PRC documentation which will demonstrate satisfactory performance as defined in divisional criteria. This is to minimally include but not be restricted to:
 - a. Student course evaluations.
 - b. Up to three letters from peers. Members of the PRC are excluded.
 - c. Letters of support from outside the institutions starting the third year contract.
 - d. Division Chairs will submit a written evaluation of the candidate utilizing divisional criteria.
 4. After the candidate has completed presentation, the PRC will go into executive session to deliberate.
 5. The PRC will prepare a letter of recommendation to be sent to the Vice President for Academic Affairs. Prior to forwarding the letter to the Vice President for Academic Affairs, the letter of recommendation will be sent to the candidate. If the candidate under review, after receipt of the letter, wishes to address the PRC, he or she shall notify the chair within one week. The chair shall notify the members of the PRC who shall listen to the presentation, then in executive session, review the letter of recommendation for possible changes.
 6. The PRC shall forward its recommendation to the Vice President for Academic Affairs, the Divisional Chair and the faculty candidate. The letter will include the vote count on the candidate's application and copies of the letter will be circulated among the members of the PRC before being forwarded.
 - a. If the candidate's performance is deemed satisfactory, then the PRC will recommend promotions, tenure, or contract renewal.
 - b. If the candidate's performance is judged unsatisfactory, the PRC will recommend that the candidate be given one (1) year to overcome specified deficiencies before recommending non-renewal of contract. Areas in need of improvement must be explicitly stated.
 - c. If the candidate is in his or her sixth year of tenure track service at the University of Maine at Fort Kent, then he or she is excluded from the one year provision in "b" above.
 7. The candidate has one (1) week to respond to the PRC. The written response, if any, will be forwarded to the Vice President for Academic Affairs.
 8. In cases where the PRC judged a candidate's performance less than satisfactory the year before, the committee will give particular attention to those deficiencies in the

next year's evaluation. However, the committee need not restrict its evaluation exclusively to those deficiencies.

CRITERIA FOR PROMOTION, TENURE, AND CONTRACT RENEWAL

1. The divisions should re-evaluate the criteria for promotion, tenure or contract renewal. The PRC recommends that divisions accord particular attention to the following:
 - a. The criteria outlined in the AFUM contract;
 - b. The requirements of teaching, scholarship, community service, publication and research.
 - c. Documentation of all facets of workload: to include subjective and objective data.
 - d. The role of release time.
 - e. The criteria should be rank specific and based upon excellence.
2. The PRC recommends that each division conduct an annual review of its evaluation criteria.

Approved and Revised 03/13/01

Reviewed 2004

5.5 ACADEMIC COUNCIL CHARTER - revised 1994; revised 2004/approved

Preamble: The Academic Council is a standing committee of the University of Maine at Fort Kent Faculty from whence it receives its charge and to which to discharges its obligations.

Membership: Each of the divisions will elect one representative to the Council. The remaining three members will be elected from the faculty at large.

1. The council must be constituted so that it will consist of at least two tenured faculty members.
2. Terms are to be for a three year period with at least 1 faculty position being elected each year.
3. Other elections will be held as needed to replace faculty on leave, retirement, etc.

A Chair with at least one year of Academic Council experience will be elected by members of the Council by a majority vote. This chairperson will be responsible for setting meeting times, and for disseminating publication of agendas and minutes of the meeting. (See also under Procedures for further responsibilities.)

The Registrar serves as an ex officio (non-voting) member of the Council.

Meetings: The Council will meet at least once per semester with other meetings scheduled as needed. (See also under Procedures.)

Responsibilities: The Council will be responsible for the following:

1. Conducting periodic reviews of academic policies, academic standards, academic procedures;
2. Reviewing and evaluating all proposals for curriculum changes including:
 - a) General Education Requirements
 - b) additions and deletions in major, minor, or program requirements
 - c) new program proposals
 - d) interdisciplinary course proposals
3. Reviewing existing programs on a continuing basis, particularly, but not limited to, those requested by the Board of Trustees;
4. Providing a hearing committee for the academic concerns of any member of the academic community;
5. Accepting further responsibility as requested by the faculty;
6. Considering all student requests for exemption for General Education requirements (as defined under Course Waivers or Substitutions in the University catalog.)

Procedures:

1. The Chair, elected by the Council, will call meetings and preside over them. In the event the Chair cannot attend the meeting, the Chair will designate one of the Council members to preside over the meeting
2. All faculty members of the Council are voting members; four voting members constitute a quorum. In the event of a tie, the Chair will cast one vote.
3. Any member of the University community may request to attend the Council meetings. The request must be made in writing to the Chair, at least 24 hours prior to the meeting. Participation in the Council deliberations is restricted to the explicit recognition by the Chair.
4. The Chair will prepare an agenda for each meeting to be distributed to all council members, the Division Chairs, the Vice President for Academic Affairs, and the President. One copy will also be publicly posted. All distributions should be made one week but no later than 24 hours before the scheduled meeting.
5. The Council will decide if submitted issues should be handled by the Council on the basis of the responsibilities as outlined above.
6. After full deliberation, the Council shall report its findings to the faculty, and if appropriate, ask for action. Recommendations that do not require faculty action will be forwarded to the Division Chairs or Vice President for Academic Affairs as deemed appropriate.

7. Recommendations for action which the Council is unable to approve as it will be remanded to the appropriate body for revision and resubmission to the Council. A copy of all appropriate documentation will be submitted to the Vice President for Academic Affairs.
8. Minutes of the Council's meetings are to be published in the same manner as the agenda. (see 4 above).
9. Any matters pertaining to the Council responsibilities outlined above arising between June 1 and September 1 will ordinarily be reviewed at the first fall meeting.

5.6 HONORS PROGRAM - approved 1994

Description

The Honors Program at the University of Maine at Fort Kent is designed to challenge the student with an intensive and rigorous course of study, the goal of which is to enhance research skills. The Honors Program is intended to complement existing academic programs. It was approved in 1978 as part of the baccalaureate curriculum.

Each semester the Honors Program offers a topical Honors seminar, Honors 400. Students enrolled in the seminar earn 3 hours of upper level credit. Seminars are to be formally cross-listed as a 400-level seminars under at least one existing academic program, such as Music or Anthropology, with the approval of the faculty in that program and the Honors Director. Students may elect to take the course as Honors, or as its cross-list alternative.

*On a case-by-case basis the Honors seminar may be taken for 400- level elective cross-listed credit in any other appropriate academic program, such as Business, with approval of the Director, Committee, and appropriate alternative program faculty. A **full time, tenure-track** faculty of the program being proposed as a cross-list alternative must approve the request in writing.*

Students who successfully complete a minimum of four seminars graduate with the designation Honors Scholar recorded on their degree and transcripts.

Each semester a different professor or team of professors leads the seminar. In the seminar format, instructor and student share in the excitement of scholarly exploration, utilizing a variety of information resources, including primary data. A final project is required at the end of the seminar. It is expected students will present on their projects at the annual Honors symposium.

Other activities of the Honors Program include sponsorship of Honors Forums and a Spring Honors Symposium and Banquet; and participation in events sponsored by the UMS Honors Association.

HONORS PROGRAM CHARTER

Name

This program is to be called the Honors Program of the University of Maine at Fort Kent

Goals

The Honors Program is grounded in the perspectives of the liberal arts and sciences. The Honors Program is designed to encourage advanced research skills in students and to offer topical research seminars as complements to academic programs at UMFK. Regardless of specific topic, the goals of the topical seminars are to develop

- 1. critical evaluation of primary source materials*
- 2. critical thinking and discussion*
- 3. research and writing skills*
- 4. oral presentation skills through supporting student presentations of projects at campus and regional symposia*

Administration

The Honors Program is administered by a Director and a 4-person Committee who are expected to work consensually.

1. The Honors Program Directorship

The Honors Program Director position can be a co-directorship. The Director [or co-Directors, hereafter referred to as the Director] is a member of the full-time UMFK faculty. The Director is appointed by the Vice President of Academic Affairs at UMFK for a 3-year, renewable term.

The Director is responsible for the following:

- A. representing the Honors Program to the administration, faculty, students and the public*
- B. administering the budget*
- C. recruiting students and faculty/seminar leaders*
- D. acting as liaison to the System Honors Association and its publication, The Maine Scholar*
- E. working with and consulting with the Honors Committee, including setting meeting times and agendas, chairing meetings and distributing minutes*
- F. planning for the future Honors offerings*

- 2. The Honors Committee is an advisory group made up of 4 faculty members elected from the faculty at large and serving staggered 3-year, renewable terms. No more than 2 members should rotate off the Committee in any given year. No fewer than 3 divisions should be represented on the Committee.*

The Honors Committee advises and assists the Honors Director in all matters concerning the Honors Program, particularly

- A. identifying and selecting seminar topics and faculty*

- B. *organizing and attending Honors Program events, such as the campus and state Symposia*
- C. *working with students who desire to publish their papers in the Maine Scholar as editor; and working with students who wish to present at regional Honors symposia to ensure professionalism*
- D. *identifying Honors Scholars and recipients of scholarships and awards, such as the Haenssler Fellowship, as appropriate*
- E. *reviewing the program as required by the Academic Council review process*

Additional responsibilities

The Director and/or the Honors Program Committee will serve as advisors for UMFK's chapter of the Alpha Chi Honors Society and any other national honors society with campus chapters as appropriate, and if needed in the event that a faculty advisor for these campus chapters is not forthcoming.

Faculty

All UMFK full-time and adjunct faculty are eligible to teach in the Honors Program.

The Courses

The Seminars

Faculty may submit seminar proposals to the Director at any time. The Director will bring all proposals to the Committee in a timely fashion. The Committee and the Director shall make appropriate seminar selections. Proposals for Honors Seminars should be concept-based and should encourage critical thinking and the pursuit of ideas through research. The Committee and Director shall evaluate these proposals and work with appropriate divisional chairs and sponsoring faculty to run these courses. Normally, Honors seminars will be considered part of a faculty's 4-course load; however, there may be occasions in which they are overloads. If the seminar is an overload, the division that the seminar topic is most appropriate for will be asked to sponsor it. [for example, the Honors seminar on Utopia was considered sociological, so was sponsored by Natural and Behavioral Sciences].

Other Courses

*Other courses in the catalog may be designated as Honors **for a particular semester** on a case-by-case basis by the Honors Director, upon the advice of the Committee, and at the suggestion of the faculty of record. For example, the research course BIO 401 could be designated Honors Biology 401.*

Criteria for these other courses must include a significant research component.

Upper level courses designated as "Honors" for a particular semester will be the equivalent of an Honors seminar. A lower-level research-based course shall be considered the equivalent of an Honors seminar for the purposes of designating Honors Scholars.

The Haenssler Honors Center

The seminar room of the Haenssler Honors Center is reserved for Honors Program seminars and meetings, and for the informal use of Honors Program faculty and students.

A portrait of Robert Jacob Haenssler, for whom the Center is named, hangs in the seminar room. Plaques with the names of alumni Honors Scholars and Haenssler Fellows are on display in the seminar room also.

5.7 ACADEMIC DEVELOPMENT COMMITTEE

Philosophy

Academic development is a key element of the professorial role of faculty, and a vital component of the academic culture of UMFK.

Purpose

The purpose of the committee is to:

1. promote the academic development of faculty in the areas of teaching, scholarship, research, and community service, which is consistent with the mission of UMFK as related to quality education; and,
2. recommend the resources needed for academic development.

Funding

1. The administration of UMFK allocates a budget of \$40,000 per year to the Academic Development Committee;
2. A 5% increase be allocated annually to meet inflationary costs; and,
3. The Vice-President will retain a separate and additional discretionary fund for assessment projects and other academic initiatives.

Procedure

The Committee supports the academic development of faculty in the following ways:

1. Each semester will be allocated 30% of the available fund (Fall, Spring and Summer).
2. A 10% reserve will be held by the Academic Development Committee for academic contingencies.
3. Applications will be reviewed following the first and second deadlines for each semester as follows:

SEMESTER	FIRST DEADLINE	SECOND DEADLINE
Summer June - August	February 1	May 15
Fall September - December	March 15	October 1
Spring January - May	November 15	January 20

4. The second deadline is for non-disbursed funds only.
5. Any funds remaining after the second deadline date will be forwarded to the next semester.
6. Proposals will be funded in whole or in part, depending on availability of funds. Partially funded projects may receive additional funds, not to exceed original proposed amounts, should any monies become available, for example, unused funds.
7. The fund is available to all full-time faculty members who submit a project proposal. Faculty on campus will be given priority consideration over those on sabbatical or on educational leaves.
8. The fund is available to support transportation only, for faculty members pursuing post-graduate studies in their respective disciplines.
9. The committee is composed of Divisional members as follows:

Arts and Humanities	1 member
Education	1 member
Natural and Behavioral Sciences	2 members
Nursing	1 member
10. A chairperson will be selected by the committee from amongst its members.
11. A quorum shall consist of three-fifths of the members in attendance.
12. The Committee uses established criteria to review applications and to make its recommendations to the Vice-President of Academic Affairs.
13. A written record of the committee's decision will be kept on file.
14. Application forms are available from and must be submitted to the office of the Vice-President of Academic Affairs.
15. The Vice-President of Academic Affairs notifies the applicants in writing of the final decision.

Sample Projects

The fund can be used to attend or present at conferences, workshops, and professional meetings; as well as course development and field trips. The fund can also be used for support while completing research or writing related to the professional discipline of the faculty member.

Evaluation

The following criteria will be used in consideration of all submitted applications:

1. Priority consideration will be given to applications that are most likely to benefit the multiple interests of the following constituents:
 - ❑ individual faculty member
 - ❑ campus
 - ❑ academic community
 - ❑ profession
 - ❑ students
 - ❑ strategic plan
 - ❑ public at large
2. If all things are equal, applicants who have not received funding more recently than others will be given priority consideration.

Accepted by Faculty Assembly 12/15/01

5.8 FACULTY SEARCH POLICIES AND PROCEDURES – reviewed 2004

Shared Roles and Responsibilities:

Responsibility for the selection process is shared among the President's Office, the Office of the Vice President for Academic Affairs, Human Resources, the Division which has the vacant position, and the Faculty.

Division: The Division is responsible for presenting a request to the Vice President for Academics to initiate a search and for recommending major duties of the position. The Division also makes suggestions regarding search committee composition to the Vice President for Academics and once the President approves the position, the Division assists in the preparation of the position announcement and advertisement(s).

Human Resources: Human Resources is responsible for monitoring to ensure that searches are conducted in compliance with Equal Employment Opportunity, Affirmative Action, Board of Trustees, and campus policies and procedures. The Human Resources Director reviews proposed Hiring salary ranges, posts and advertises position openings, accepts and verifies applications, and provides assistance to the Faculty, Divisions, Vice President, and the President in carrying out each phase of the search process.

Vice President for Academics: The Vice President is responsible for reviewing and recommending to the President all requests to fill instructional positions, for suggesting the scope and nature of the search, for approving advertisement for the position, and appointing

the Search committee and Chair. The Vice President interviews finalists and, based on developed criteria, makes the final hiring recommendation to the President.

President: The President is responsible for approving the initiation of a search. When finalists visit the campus, the President may also interview them. The President is responsible for making the hiring decision using the developed criteria, negotiating and confirming the salary, and making the appointment.

Request for Approval to Fill Vacancy

When a position becomes vacant or a new position is proposed, the Division and the Vice President for Academics must assess divisional and institutional needs prior to seeking approval to fill the vacancy from the President. Such approval must be obtained before a search may begin or before the position can be filled non-competitively.

The Division Chair initiates the request to the Vice President for Academics for approval for either new or replacement positions using the Position Authorization Form (available through the Human Resources Office). The following information must accompany the request:

1. job description reflecting the duties and responsibilities of the position;
2. proposed salary range;
3. proposed academic rank;
4. minimum qualifications; and
5. narrative justifications for filling the position.

The Vice President, after consultation with the Division Chair and Director of Human Resources, makes a recommendation to the President. Based upon the information presented and with the advice and recommendation of both vice presidents, the President will transmit a decision to the Vice President for Academics in as timely a manner as possible.

1. In case of a negative decision, the reasons for the decision will be provided in writing to the Vice President.
2. In the case of a favorable decision, the following information will be provided:
 - a. appointment type—Regular, Probationary, Fixed-length;
 - b. proposed academic rank; and
 - c. salary range.
3. The Vice President of Academics will transmit copies of the President's decision to the Division Chair and the Director of Human Resources. In the case of a favorable decision, Human Resources will begin the official search file.

Waiver of Search

In certain circumstances, a search may be waived. The Vice President for Academics, in consultation with the Division Chair and the President, must request such a waiver in writing from the Director of Human Resources. Following are some instances in which a request for a waiver may be appropriate:

1. immediate need to fill the position because an employee is leaving on short notice;
2. need to fill a teaching position for a single semester;
3. need to fill a position of fixed length (no longer than a year);
4. need to fill a position because an employee is on leave of absence; or
5. need to fill a position requiring unusual qualifications or special expertise when a qualified candidate is known and available.

The Director of Human Resources after consultation with appropriate faculty and administrators will either approve or deny the request.

Search Process

The Search Process involves recruiting as well as screening. Fairness, courtesy, enthusiasm and professionalism are all important elements throughout the process in order to ensure that we are successful in hiring individuals who best match the institution's needs. Everyone involved in the search process must honor the candidates' rights to confidentiality, not divulging their names to anyone until the on-campus interviews. Access to application files is limited to the search committee, the Vice President for Academic Affairs, the President, and Human Resources. All questions regarding salary or terms of employment should be referred to the Director of Human Resources so that a consistent official response may be given.

Search Strategy: There are four kinds of search possibilities for faculty positions: international, national, regional, and local. Generally, all tenure track positions require a national search. The Vice President for Academics makes the determination of the scope of the search, in consultation with the Division Chair, the Director of Human Resources, and the President.

Recruitment may include a combination of, but need not be limited to:

- * advertisement in appropriate journals, newspapers, and websites;
- * mailing of position announcements to appropriate organizations (professional or community groups, women's organizations, minority organizations, universities, etc.);
- * phone calls to appropriate individuals;
- * requests for nominations or suggestions of candidates from professional associations; and/or
- * recruitment at appropriate professional conferences.

Position Announcement: Human Resources develops a written position announcement in consultation with the Division for submission to and approval by the Vice President for Academics. The position announcement is to include the following elements:

- * title/rank of position;
- * summary of major responsibilities;
- * qualifications (required, preferred and/or desired);
- * salary (minimum and maximum range);
- * preferred start date;
- * required application materials and postmark deadline or review date (a minimum of three weeks should be allowed from ad appearance to deadline); and
- * the following statement--"The University of Maine at Fort Kent is an AA/EEO Employer"; and

In addition, appropriate information may be added about the University, the geographic area, cultural and recreational opportunities, and the academic program. Since the position announcement is used for mailing and posting, it should be clear and limited to one page. In addition to providing specific information, the position announcement is a way of attracting potential candidates who may not be familiar with UMFK or northern Maine.

The Director of Human Resources sends approved position announcements to:

- Public Relations Office for publication in the campus newsletter;
- campus webmaster for posting on the University website;
- six other University of Maine EEO Offices;
- schools, organizations, and individuals identified by the Vice President for Academics or Division or Human Resources; and
- special groups (i.e., women, minorities, disabled, national origin, etc.).

All national, regional, and statewide recruitment must include a minimum of one ad (paid or unpaid) in a widely circulated journal/newsletter/newspaper in combination with other outreach methods.

Advertisement: An advertisement based on the position description is developed and placed by Human Resources in consultation with the Division Chair and the Vice President for Academic Affairs. Copies of all ads are maintained in the official search file.

Search Committee(s): The Vice President for Academics appoints search committee members based in part on suggestions indicated on the Position Authorization Form submitted by the Division. Depending on the type of position opening, these appointees may be from the division only, across division lines, across professional/ faculty/ classified/ student lines and in some instances may include alumni, community representatives or the like. At least one member of the Search Committee must be from the Division and diversity on the committee should be represented to the extent possible.

Search Chair: The Chairperson will conduct the search in accordance with affirmative action and faculty bargaining unit guidelines and ensure that proper documentation is maintained throughout the process.

Screening

Acknowledgement of Application: A letter of acknowledgement will be sent by the Director of Human Resources within 48 hours of receipt of an application or nomination.

Review Search Committee Procedures: At least five working days prior to the application deadline, the Search Chair convenes the Search Committee and the Director of Human Resources in order to discuss policies and procedures that must be followed for a fair and legal search. The Committee then reviews the written description of responsibilities, position announcement, and advertisements.

Develop a Schedule: A preliminary timetable will be completed to include such things as times for reading and scoring all the applications, scheduling and conducting interviews and the like. If an application deadline was not set, the committee must also decide at what point they will discontinue screening of applications received late in the process. The timetable will be distributed to all involved.

Develop Screening Criteria: The Committee develops objective criteria based on the position description, position announcement, and ads and these criteria should not change during the process. Any change in criteria will constitute a new position and will necessitate a new search. The selection criteria must be cleared by the Director of Human Resources prior to screening of applications to ensure that criteria are non-discriminatory and appropriate to the position.

Screen Each Applicant: Using a checklist based on the above criteria, all resumes are screened to (a) ensure that candidates meet minimum qualifications for the position; and (b) rank those who do meet the qualifications. Those who do not meet the minimum required qualifications as stated in the ad and position announcement should be eliminated at this point, and should be notified promptly of their status by the Director of Human Resources by letter signed by the Search Chair. Applications not postmarked by a published application deadline cannot be considered.

If some files are incomplete, the Committee reviews the submitted materials and determines whether to consider or drop applicants with incomplete files (This decision must be consistent for all applicants.) Human Resources staff will contact applicants regarding missing materials at the Search Committees request.

At the conclusion of the screening process, the Search Committee submits screening sheets and the preliminary committee ranking of all qualified candidates for review by the Director of Human Resources (a) to monitor fair and consistent application of screening

criteria; (b) to ensure that all candidates meet the qualifications as specified in the ad; (c) to ensure compliance with collective bargaining agreements; and (d) to monitor the representation of women and minorities. If women, minority, or disabled candidates have applied but have not been identified as semi-finalists, the search documentation must specify how each has not met the selection criteria.

Upon clearance by the Director of Human Resources, the list of semi-finalist and their files are submitted to the Vice-President for approval to begin the interview process.

Interviews

Conduct Phone Interviews:(Not required in all searches) The Committee plans one or more days for telephone interviews and the Human Resources Office schedules the telephone calls. An interview format, including points for discussion and questions to be asked, is then drafted. (The questions must be related to the specific job, and when appropriate, to broader issues related to the University). Upon approval from the Human Resources Director, the interview format and questions should be used in a consistent way for all candidates. However, follow-up to the main questions may be spontaneous. Many committees have found that they get to know candidates best by presenting them with scenarios in some of their questions and asking how the applicant would handle the situation. Each candidate should be phone interviewed by the majority of the search committee. Telephone conversations with applicants as well as others must be documented in writing and each candidate should be scored immediately after the interview. The chair should ask candidates in the telephone interview permission to contact their references.

Conduct Reference Checks: References must be checked prior to inviting finalists to campus. Two or more committee members will conduct the reference interviews using a question format that has been prepared in advance by the Search Committee and approved by the Director of Human Resources. The format should be consistent for all candidates, and careful notes should be taken and made available to all those involved in the selection. References other than those suggested by the applicant should only be sought with the knowledge of the applicant.

As a result of the phone interviews and reference calls, a list of highly qualified applicants will be identified. Again phone interview notes, reference notes, scoring sheets, and committee records regarding finalists are submitted to the Human Resources (1) to ensure the integrity of the selection process and; (2) to monitor the representation of women and minorities.

The Search Committee will forward a ranked list of candidates with a rationale for each candidate nominated for campus interviews to the Vice-President for Academics for recommendation to and approval by the President. Usually no more than three (3) candidates are invited for campus interviews. If indicated, the Director of Human Resources

may request that additional candidates be interviewed; this may mean the inclusion of a qualified woman, minority, or disabled candidate who has applied but has not been recommended. If women, minority, or disabled candidates have applied but have not been recommended, the Search Chair must specify how each has not met the selection criteria.

If there is not a viable applicant pool of qualified candidates, the application deadline may be extended, subject to the Director of Human Resources' and the Vice President's approval. Further advertising and recruitment may take place.

Plan and Conduct Campus Interviews: After approval by the President, the Committee plans the agenda for campus visits and interviews. The agenda should include a teaching demonstration, lecture and/or seminar, interviews with the search committee, the Vice President for Academics. Opportunities to meet with people from outside the department and/or community representatives, sessions with students, and campus and community tours may also be desirable. Human Resources will make arrangements for candidates, plan itineraries as requested by the committee, and send informational materials about the program, University, and/or local area to each candidate. As far as possible, the same schedule is arranged for all candidates and the Search Committee hosts the visits.

In the interest of fairness, in-house candidates are treated like other candidates as much as possible, even though that may seem artificial at times. Members of the search committee must be careful to provide them with the same information, no more or less, than other candidates and of course, confidentiality must be maintained. Internal candidates may opt to forego such activities as the campus tour.

The Search Committee will draft an interview format including points for discussion, and questions to be asked. The questions for candidates should be related to the specific job and, when appropriate, to broader issues related to the University. After approval by the Director of Human Resources, the interview format should be used in a consistent way for all candidates and each candidate should be scored immediately after the interview.

Feedback from teaching demonstrations and other campus or community sessions should be submitted in writing to the Search Committee as soon as possible after the session.

Cost Guidelines

For candidates invited to campus for job interviews, we will pay lodging and transportation costs equivalent to the amount that it would cost to bring them from the area in which we have advertised (usually National, but could be Regional for short-term appointments). While we do not discourage applicants from outside the recruitment area, we cannot cover their transportation costs beyond it. For international applicants, we will generally pay transportation costs from Boston or New York airports. Exceptions can be made if the home country is significantly closer to another U.S. airport.

Human Resources will try to arrange the most economical travel and lodging available. However, under no circumstances will an applicant be housed in the home of a University

staff or faculty member. If auto travel is feasible and costs less than airline tourist fare, UMFK will reimburse the cost of auto travel at the current University mileage rate.

Economical air travel frequently entails a Saturday night stay and when necessary, candidates can be put up in a hotel in Presque Isle rather than Fort Kent due to early morning flights. A member of the Search Committee will provide transportation to and from Presque Isle, and generally no more than three faculty members will dine off-campus with the candidates. University funds cannot be used to purchase alcohol.

Recommendation and Appointment

Assessment of Finalists: After all finalists have completed their campus visits, the committee will meet to review all the information available and make recommendations to the Vice President. (Committee either ranks finalists or submits unranked list that identifies relative strengths and weaknesses of finalists depending on the VP's preference) All candidates will be rated by the same criteria.

Recommend Candidates to Appropriate Administrators: The Search Committee makes recommendations to the Vice President for Academics, who may accept or reject them. However, prior to rejecting the recommendations, the Vice President will meet with the President to discuss them. The President makes the final decision to approve or reject. In case of rejection, the President will meet with the committee and the Vice President to provide reasons. Minutes from this meeting, as well as written reasons from the President, will be kept in the search file by the Director of Human Resources.

EEO Clearance on Appointment: Prior to recommendation to the President, the Vice President for Academics will contact the Director of Human Resources to ensure that all aspects of the search have been cleared and to request confirmation of educational qualifications of the candidate.

Negotiation of Terms of Employment: The Search Committee does not discuss salary, moving expenses or other terms of employment with the finalists. Only the President or the President's designee conducts these negotiations.

Once an agreement is reached, the Vice President for Academics communicates the information to the Search Chair.

EEO Clearance to Extend Search: If the candidates interviewed are not satisfactory, the Search Committee, with Human Resources approval, may bring in other top candidates to interview.

Close a Search: If a decision is made to close a search without an appointment, the Director of Human Resources notifies all candidates by letter signed by the Search Chair that the search is closed. If the search is reopened at a later date, these same procedures will apply and candidates must reapply.

Confirm Appointment: The President writes the letter of appointment.

Notification of Finalist not selected: The Vice President or Search Chair calls finalists not selected to let them know that the position has been filled.

Closing Administrative Work

Send Rejection Letters: After final selection has been made, the Director of Human Resources sends rejection letters signed by the Search Chair to all candidates not previously notified.

Collect Documentation: The Search Chair assists Human Resources in collecting all relevant documentation of the search process. Such documentation includes:

- Copies of position request, position announcement, all selection instruments, and ads placed anywhere.
- List of all candidates who submitted applications
- Brief checklist of why people were eliminated at the first cut (e.g., does not possess doctorate, teaching experience considerably less than other candidates). All reasons that candidates were eliminated need to be clearly job related and traceable to the required and preferred qualifications for the job. **Note:** Screening sheets from individual search committee members must be kept.
- List of those who made the first cut and individual explanations about reasons for subsequently eliminating some in that pool. This can be a brief description, just a phrase or sentence, but it should be more extensive than the checklist used in describing those eliminated in the first cut.
- List of candidates interviewed by telephone and reason why some of them were not invited to campus. Since these candidates are presumably qualified, the reasons need to be spelled out very carefully. **Note:** All telephone interview notes from individual search committee members must be kept.
- List of candidates interviewed on campus and reason for ranking. **Note:** All notes from individual search committee members made while interviewing candidates on campus must be kept.

Complete Affirmative Action Summary: The Director of Human Resources completes the Affirmative Action Summary within two weeks after the appointment is made. If a search is closed without an appointment, a brief statement of the reasons is to be attached to the Affirmative Action Summary and kept in the Human Resources Office.

Arrival of New Faculty Member

Reporting: Upon arrival, the new faculty member reports to the Vice President for Academics and to the Division.

Human Resources/Personnel Office: Within the second day of the effective appointment date, the faculty member arranges an appointment at the Personnel Office to complete appropriate forms and arrange for benefits and payroll.

5.9 HUMAN SUBJECTS PROTECTION COMMITTEE CHARTER - reviewed 1994

Purpose: *This is a standing committee responsible for the review and regulation of all research involving human subjects in any way, conducted by or under the direction of employees or students of the UMFK campus as called for by the University of Maine Policies and Procedures for the Protection of Human Subjects in Research and in accordance with the Code of Federal Regulations Title 45, Part 46.*

Membership: *The committee shall consist of three faculty members drawn from the divisions engaged in research involving human subjects. Members shall be selected from the appropriate divisions by the Faculty Nominating Committee in consultation with the Dean of Academic Affairs.*

Members will serve for three years with staggered terms. Reappointment is possible. The senior member will act as the Chair and will also keep a record of the actions of the committee.

Responsibilities: *The responsibilities of the committee are to:*

1. *review all applications for research involving human subjects as submitted by the Division Chairs or through the appeals process as outlined in the "Procedures for Obtaining Permission for Research Involving Human Subjects" on file in the Office of the Dean of Academic Affairs;*
2. *evaluate all applications for congruence with the principles outlined in the Belmont Report, DHEW publication no. (OS) 78-0012;*
3. *refer all questionable applications for further review to the Human Subjects Review Board;*
4. *monitor all research it has approved;*
5. *report all infractions in previously approved research to the Human Subjects Review Board; and*
6. *maintain records of all committee action.*

Meetings and Conduct of Business:

1. *There will be at least one explanatory and organizational meeting at the beginning of each semester and at least one meeting at the end of each semester to review actions taken. Additional meetings shall be called by the Chair as necessary to fulfill the responsibilities of the committee.*
2. *All approvals of applications must be unanimous. Referrals to the Human Subjects Review Board may be initiated at the request of any single member of the committee.*
3. *If it is necessary to call for a review by the Human Subjects Review Board, the Chair, with the advice and consent of the members, shall notify the Dean of Academic Affairs to initiate action as called for in the University of Maine Policies and Procedures for the Protection of Human Subjects of Research.*

5.10 PROCEDURES FOR OBTAINING PERMISSION FOR RESEARCH INVOLVING HUMAN SUBJECTS

Purpose: The following guidelines were developed in accordance with the University of Maine Policies and Procedures for the Protection of Human Subjects of Research. These guidelines delineate the steps to be followed by investigators wishing to conduct research involving human subjects. (Taken from Human Subjects Protection Policy at UMPI).

- 1. Investigative procedures must often be distinctly impersonal, in order to avoid contamination of data. Where the method is impersonal, exaggerated care must be taken to ensure that the well-being of the subject as a person is protected. For this reason, statistical error-rates may fail as indices of the importance of injury; even a single lasting injury to any individual subject, in body, capacity, or dignity, is important. Additionally, because redress through legal means is almost always awarded in terms of dollars, and not in terms of kind, it may at times be apparent that available redress cannot begin to approach the importance of an injury.*
- 2. Consent by the state, by some corporate body, by some individual acting in an impersonal capacity, such as a lawyer, or by some relative not of the immediate family should not be interpreted as a guarantee of ethical informed consent. Where the only concern for the well-being of the subject is a legal concern, the Human Subjects Review Board should independently determine the subject's best interest.*
- 3. Certain kinds of research may be inadvisable in an institution which maintains close connections with the community and with community values. For example, studies in radioactivity, psychoactive substances, physiological pain, and extraordinary psychological stress, or investigations utilizing subjects near, at, or apparently just beyond the point of death may be especially sensitive to criticism. Prior education of the public may be helpful in such cases; in others, the research may be judged unsuitable for institutional support.*
- 4. In research proposals, and in the consent form signed by the subject, the proposed use and disposal of identifiable records, such as photographs, video-tapes, or voice-tapes should be clearly indicated.*
- 5. Assurance of access to professional attention and facilities should be provided by the University or by some insuring body, and should include the provision of appropriate specialized care and expertise over an indefinite time and distance. It is unreasonable to assume that the investigator will be responsible for such care and cost, since few investigators will have sufficient net worth to satisfy all the legitimate claims which might result from accident or negligence.*

Applicability: Any student or faculty member involved in research which incorporates or includes human subjects outside of the standard classroom setting shall be subject to the rules and regulations of the University of Maine Policies and Procedures for the Protection of Human Subjects of Research and must apply for approval prior to the onset of research if the research:

1. is sponsored by the University; or
2. is conducted by or under the direction of any employee, student, or agent of the University in connection with his or her institutional responsibilities; or
3. is conducted by or under the direction of any student, employee, or agent of the University using any property or facility of the University; or
4. involves the use of the University's non-public information.

Procedures for Application and Approval:

The principal investigator or the faculty sponsor shall prepare a formal Application for Approval. Application forms, which are available from the Office of the Dean of Academic Affairs or from the Human Subjects Protection Committee, elicit the following information:

1. title of project and objective of project;
2. protocol to be used in the research project (All instruments designed for measuring human behavior, values, and attitudes must be constructed according to the accepted research procedures of the discipline.);
3. statement of Risks and Benefits (See Section D1 of University of Maine Policies and Procedures for the Protection of Human Subjects Research for clarification.);
4. description of safety measures which will be followed to protect the anonymity as well as the physical and psychological well-being of the subjects;
5. documentation of written informed consent or an explanation of why written consent will not be obtained (See Section D2 of University of Maine Policies and Procedures for the Protection of Human Subjects of Research for the requirements of informed consent and for the exceptions to the requirements for informed consent.); and
6. explanation of final dissemination of findings.

All applications should be submitted at least one month prior to the proposed starting date of the research.

The application for approval shall be submitted by the principal investigator or the faculty sponsor to the appropriate Division Chair. The Division Chair has the following options:

- A. If the proposed research meets the criteria for exempted research as defined in Federal Exemption Categories under 45 CFR 46.101, then the Division Chair may approve the application and research may begin. The Division Chair shall submit copies of all documents pertinent to the research to the Human Subjects Protection Committee.
- B. The Division Chair may remand the proposal to the principal investigator with recommendations for modification and the principal investigator may then re-submit to the Division Chair.
- C. If the proposal does not meet the criteria for exempted research, the application for approval shall be submitted to the Human Subjects Protection Committee by the Division Chair for their approval. Their permission must be obtained before research is begun.

- D. *If the Division Chair rejects the application with a written statement of justification, the principal investigator may appeal to the Committee for approval.*

The Human Subjects Protection Committee will review all applications submitted by the Division chairs and by Principal Investigators as part of the appeals procedure. The Committee may take one of the following actions:

- A. *Approve the application: No further communication is required from the investigator. Upon receipt of the Committee action letter, the study may begin. Approval is good for one year.*
- B. *Request further information: The study may not begin until the investigator has responded to the Committee action letter and final approval has been granted in writing.*
- C. *Defer approval: A deferred proposal must be reviewed by a full Human Subjects Protection Board. In such cases the Committee usually asks that the proposal be rewritten and resubmitted. The study may not begin until after the Board has given its approval.*
- D. *Not approve: A proposal may be disapproved in those instances where the risks outweigh the benefits. This action is usually not taken until the investigator has had time to resubmit the proposal as indicated under 3B.*
- E. *When the Committee takes any one of the actions indicated in items B, C, or D, the Committee action letter will state the concerns of the Committee so that the investigator will know specifically what to address in a response or rewrite.*
- F. *The Committee may also halt any ongoing research which it believes has gone beyond the parameters defined by the original proposal or if it believes that the benefits of the research are outweighed by the risks. In such cases, the Committee shall notify the investigator in writing, indicate the reason for its action, and call for an investigation by the Human Subjects Review Board.*

The Human Subjects Review Board as defined in the University of Maine Policies and Procedures for the Protection of Human Subjects in Research will meet as necessary to review all applications which have been deferred by the Subjects Protection Committee. It shall also meet when requested by the Human Subjects Protection Committee to review ongoing research. The Review Board may take the following actions:

- A. *approve, withhold approval or require modifications in the research protocols submitted to it by the Human Subjects Protection Committee;*
- B. *monitor the research it has approved by any means it deems appropriate, including observation of the consent process and the research, and appointment of a third party to undertake such observation; or*
- C. *suspend or terminate approved research whenever the research is not being done in accordance with the Board's requirements or whenever it has been associated with unexpected harm to the human subjects.*

FACULTY PERSONNEL POLICIES

6.1 COLLECTIVE BARGAINING AGREEMENT

Faculty personnel policies are determined through collective bargaining efforts between the University of Maine System and the Associated Faculties of the University of Maine (AFUM). These faculty personnel policies are contained in the Agreement: University of Maine with Associated Faculties of the University of Maine (AFUM contract).

Information contained in the Agreement: University of Maine with Associated Faculties of the University of Maine is not duplicated in this handbook. Only those policies which apply to UMFK faculty and those which have been developed at UMFK are included. For a complete copy of the AFUM contract, please refer to one of the following web sites: www.afum.org or www.maine.edu.

BOARD OF TRUSTEES POLICY: Procedures for Awarding Tenure. University of Maine System effective 6-7-70; last revised 7/99
Personnel and Employee Relations; Section: 406Tenure

6.2 Definition:

Tenure . . . an arrangement under which faculty appointments are continued until retirement or disability, subject to dismissal for cause, termination due to financial reason, and/or termination due to change in the University program offerings.

6.3 Policy Guidelines:

These are guidelines only. The decision to grant or not to grant tenure rests solely with the Board of Trustees. Nothing in these guidelines, or in the criteria developed under these guidelines, or in the approval of the criteria, shall limit or restrict that discretionary authority of the Board.

6.4 Policy Criteria:

1. Each new appointee should receive a letter of appointment which includes, as a minimum, such data as:
 - a. academic rank and/or title of position;
 - b. general duties to be performed;
 - c. beginning and ending dates of appointment;
 - d. type of appointment- probationary, temporary;
 - e. indication of amount, if any, of prior service to be counted toward probationary period;
 - f. salary.

2. The specific assignment of prior credit will be part of the letter received at the time of initial appointment. The time credited as probationary years with regard to service at other institutions of higher education, whether units of the University of Maine System or not, shall not exceed three years.
3. A probationary appointment shall not exceed six consecutive academic years in a full-time position on a single campus. A leave of absence, sabbatical, or teacher improvement assignment shall not constitute a break in continuous service, nor shall it be included in the six-year period without prior written agreement between the faculty member and the President at the time of the request.
4. Individuals on probationary appointments shall normally complete the full term, i.e., the sixth year, before the Board awards tenure.
5. At the time of initial appointment, exceptionally qualified individuals may be awarded tenure at the rank of full professor, with the approval of the appointment by the Trustees. In other cases, as the institutions deem appropriate, full professors may receive an initial appointment without tenure but, with Trustee approval at the time of their appointment, may be given the opportunity to apply for tenure during the second year of their appointment.
6. Tenure shall not be awarded ordinarily below the associate professor level or its equivalent.
7. Each institution shall develop its criteria for promotion and tenure, and, once developed, a statement of such criteria shall be forwarded to the Chancellor and the Trustees for review and approval and thereafter be made available by the campus administration to all faculty members in the institution. These criteria shall include reference to teaching, public service, research, and scholarship activities as are appropriate to the University System and institution missions. Criteria may vary among units or departments, but shall be in accord with the overall campus criteria.
8. Student input is a desirable and meaningful part of faculty evaluation, and the contribution students make to the evaluative process is essential to the improvement of instruction. Student evaluations are to be secured on a regular, systematic, and equitable basis and made part of the official record.
9. Evidence shall be obtained from outside the institution and from outside the University of Maine System, as appropriate, regarding the scholarship and research of candidates for tenure.
10. Tenured faculty, as well as nontenured faculty, shall be reviewed on an annual basis. Each institution shall develop its own criteria for faculty evaluation, and, once

developed, a statement of such criteria shall be forwarded to the Chancellor and the Trustees for review and approval and thereafter be made available by the campus administration to all faculty members in the institution.

11. The tenure guidelines provide the policy framework for the process to be followed on each institution. Where exceptions are sought, it is necessary that the campus present its request in detail, including the rationale for the exception, to the Chancellor and the Board of Trustees.
12. Tenure may be transferable among the institutions of the University of Maine System at the discretion of the Board of Trustees, consistent with the tenure policies of the institution to which transfer is sought.
13. Senior administrators shall not be awarded tenure as part of their administrative contracts. However, the Trustees will consider, on an exceptional basis, a nomination to tenure for an academic dean, when presented under these conditions:
 - a. the nominee will have been accepted by the appropriate academic department and accorded faculty rank, at the time of appointment as academic dean:
 - b. the nomination will have been duly evaluated through the campus' tenure processes.
14. A chief academic officer or other university employee in a position at the level of vice president may be considered for tenure to be effective upon assuming a full-time faculty appointment after completion of service in the administrative position. The employee must have been accepted by an appropriate academic department and accorded faculty rank at the time of appointment to the administrative position. Evaluation for tenure will occur under the university's tenure process at the time of initial appointment, or with approval of the President, during the final year of service in the administrative position. The final decision regarding the award of tenure is made by the Board of Trustees. If tenure is granted, it will not be effective until the date the employee assumes the full-time faculty position and the term in the administrative position ends.

6.5 UMFK CRITERIA FOR PROMOTION AND TENURE--GENERAL - reviewed 2004

Each member of the academic faculty will be assigned one of the following six ranks. The first two are special ranks; the last four are regular ranks.

Teaching Associates have at least a bachelor's degree or its equivalent, are hired usually on a temporary part-time basis, and are currently not being considered for future appointment at an instructor or higher rank. Teaching associates are appointed on an annual basis and are not eligible for tenure. Time served as a teaching associate will not count toward fulfilling a probationary period.

Lecturers are usually distinguished individuals whose appointments are temporary because of a limited need for their services. No limit is placed on the number of reappointments, but tenure may not be granted. Time served as a lecturer will not count toward fulfilling a probationary period.

Instructors are appointed on an annual basis, and the appointment will be temporary unless the individual exhibits qualities desired in higher ranks and there are openings in such ranks to which he or she can be promoted. A decision as to whether an instructor can be promoted should be reached within four years but must be made at the end of the sixth year of probationary status. An instructor must hold a master's degree. Tenure will not be granted at the instructor rank.

Appointment or promotion to the rank of Assistant Professor presumes that the individual possesses potentialities which, when further developed, will merit promotion in rank or the granting of tenure. The assistant professor should have the highest degree traditional to his or her discipline or should have made substantial progress towards its attainment, except in unusual cases. He or she normally should have completed at least three years of college-level teaching. However, this experience criterion may be waived for the exceptional individual. During the probationary period, appointment will be made on an annual basis. The probationary period, including credit for prior service, will not exceed seven years. The assistant professor will be granted tenure only in unusual circumstances.

An individual holding the rank of Associate Professor must have thorough professional competence and must have demonstrated creative performance in those areas required by the division to which he or she belongs. Also, he or she must show promise of continued development. The associate professor normally should hold the highest earned degree traditional to his or her discipline. He or she normally should have completed at least six years of college-level teaching. However, this experience criterion can be waived for the exceptional individual. During the probationary period, the appointment will be on an annual basis. The probationary period, including credit for prior service, will not exceed seven years. The associate professor may be eligible for tenure after two years of service within the university.

The Professor must have demonstrated ability and scholarship of a high order. As a teacher, he or she should show great ability to stimulate in students a genuine desire for scholarly work. His or her professional reputation should enhance the reputation of the University. The professor shall have an earned doctorate or the highest earned degree traditional to his or her discipline. He or she should normally have completed at least nine years of college-level teaching. This experience criterion may be waived for the exceptional individual. During the probationary period, the appointment will be on an annual basis. The probationary period, including credit for prior service, will not exceed seven years. The professor may be eligible for tenure after one year of service within the university. In unusual cases, initial appointment may carry tenure, subject to approval by the University of Maine System Board of Trustees.

6.6 The Principle of Tenure

The principle of tenure imposes reciprocal responsibilities on the University and on the faculty member. In order to meet its responsibilities to its students and to society, the University must attract and retain faculty of outstanding quality. To this end, the University provides academic freedom and a level of economic security, which are implicit in the principle of faculty tenure. The faculty members, on their part, are obligated to maintain high standards of teaching, scholarship, reactivity, service and professional conduct. Tenure considerations must recognize the diversity and contexts of units within the University as well as the mission of the whole. Sufficient evidence documenting a faculty member's ability to perform satisfactorily in each area as well as a strong promise of achieving promotion in rank within the University is expected for a successful recommendation of tenure.

6.7 Promotion

The criteria and evidence for promotion are similar to that of tenure. Faculty are expected to demonstrate their contributions to the academy from the time they received a terminal degree, were appointed to a tenure track appointment at UMFK or an equivalent institution. Normally a candidate will be expected to have a terminal degree before being promoted to associate professor. In the case of request for appointment to full professor, evidence should focus on contributions subsequent to the last promotion. In all three areas of teaching, scholarship and service, the quality and scope of evidence will be expected to go beyond campus contributions when seeking promotion to full professor.

6.8 Criteria for Teaching

UMFK is primarily a teaching institution and as such, holds its standards and expectations of a faculty member's teaching abilities to be very important when granting tenure. There is not one universally-accepted definition of effective teaching but a broad definition that is generally accepted is:

“Effective teaching produces beneficial and purposeful student learning through the use of appropriate procedures.”

Similarly, extensive research over a long period of time has identified a series of characteristics that are widely accepted and referred to in numerous publications on effective teaching. Those characteristics are:

- Appropriate organization of subject matter and course
- Ability to establish appropriate student learning outcomes
- Effective communication
- Knowledge of and enthusiasm for the subject matter and teaching
- Positive and unbiased attitudes toward students
- Fairness in examinations and grading
- Flexibility in approaches to teaching

Faculty may not be strong in all of these characteristics and may display different patterns of strengths. However, careful evaluation of any faculty member's ability to teach effectively should find most of these behaviors exhibited. The type of teaching a faculty member is called upon to do should also be weighed as part of the overall determination of effectiveness.

6.9 Criteria for Scholarship

The history of American colleges and universities is inextricably bound to the intellectual and cultural heritage of the nation itself. Basic features of scholarly and professional (creative) work have traditionally been viewed as work that requires a high level of discipline-related expertise; breaks new ground, is innovative; can be replicated or elaborated on; its results documented; and the results peer-reviewed for its significance or impact. The view of scholarship at UMFK is much broader. Professional development includes anything that one does to improve oneself professionally. It can be in the area of improved teaching, service or scholarly work. One can develop professionally without doing research or scholarship. The area of scholarship is more narrowly defined to include the traditional modes of research and creating knowledge that is new, newly defined or presented in a way that contributes to new understanding for someone else.

At UMFK, it is important that scholarship be evaluated in the context of our mission of undergraduate education. Professional work at UMFK is often more appropriately concerned with scholarship that focuses on overcoming the isolation and fragmentation of the disciplines encouraging connections within and between the disciplines, integrating specialist's knowledge with application to bring new insights to solving problems in the workplace, in society and in the classroom.

The standards of scholarly work, however, are the same. Scholarly activity must continue to demonstrate (1) *Clear goals*, (2) *Adequate preparation*, (3) *Appropriate methods*, (4) *Significant results*, and (5) *Presentation and reflective critique*. Engagement in a classroom research project, working with colleagues in the field, partnership with a colleague in another discipline does not fulfill the criteria for scholarship when attention to these standards is ignored. These standards are the delineation between professional service, professional development and scholarship.

6.10 Criteria for Service

Service opportunities for faculty at UMFK are diverse and broadly defined. It is one of the areas in which faculty have the greatest selection based on person preference. Faculty may present evidence of divisional, university (including administrative service), community (public) service or professional service to one's discipline organizations. In order to judge the quality of a faculty member's service, it is helpful to understand how the service was of benefit. Serving on large numbers of committees is less desirable than serving on a few well-chosen committees where one's influence and expertise contributes to the accomplishment of committee goals. Criteria for service might consider (1)

appropriateness of service to the mission of the University or to the faculty member's discipline or profession; (2) quality of service; (3) benefit of service.

6.11 Conclusion

An organized dossier, documenting a faculty member's contribution in a way that suggests the contributions were thoughtful and deliberate rather than random acts of circumstance makes a strong case. Giving evidence of the quality of one's contributions is very important and finally, showing links between professional activities and one's professional goals documents that the professionalism is likely to continue.

Finally, there is the issue of collegialism. While tenure decisions are not made solely on one's ability to get along with others, on a campus our size, this issue can't be ignored. A faculty member's enthusiasm for cooperation, behaving in ways that support the community atmosphere as well as presenting a positive image of the University are factors that must be considered when making a long-term commitment to an employee. Tenure is not an inalienable right; it is a privilege that is earned.

For additional information see: Charles Glassick, Mary Huber, Gene Maeroff for ideas taken from *Scholarship Assessed* (1997); John Dentra, Robert Froh, Peter Gray, Leo Lambert for ideas from *A guide to Evaluating Teaching for Promotion and Tenure* (1997); and Robert Diamond for ideas from *Preparing for Promotion and Tenure Review* (1995)

GUIDELINES FOR TENURE AND PROMOTION SUPPORT LETTERS - University of Maine System

6.12 The Departmental Peer Committee Letter

(The evaluation must be based on the Unit's evaluation criteria.)

1. Evaluation of Teaching

* Evaluate the faculty member's performance as a teacher and advisor of undergraduates (classroom, laboratory, office, special projects, etc.). Comment on strengths and weaknesses, student evaluation results, syllabi, and evaluations by colleagues.

* Evaluate the faculty member's role in the program of the department, college, and/or University.

* Evaluate the faculty member's performance as a graduate teacher and thesis advisor when applicable.

* Note any special efforts undertaken to enhance the effectiveness of the faculty member's teaching.

2. Evaluation of Scholarship

* Evaluate the quality of the faculty member's scholarly writing and the journals in which it appears. Which appear in the major refereed journals in his/her field?

* Assess the faculty member's regional, national, and/or international reputation in his/her field. Has the faculty member been sought out to review papers submitted for publication/presentation, grant proposals, and/or to serve as a member of a review panel?

(Frequently faculty members are active in more than one area of scholarship and collaborate with persons in other departments or in scholarly groups off campus. Letters that speak explicitly to the kind and quality of the faculty member's contributions should be requested from the responsible individual in such scholarly organizations.)

3. Evaluation of Service

* Evaluate the faculty member's public service activities, both compensated and uncompensated, that utilize professional expertise. These should be activities carried out as a faculty member, rather than those performed as a citizen.

(Particular emphasis should be given to service that contributes to the economy, culture, and quality of life of citizens of Maine, the region, and the nation. If appropriate, letters of evaluation of public service activities should be included in the appendices.)

* Evaluate the faculty member's service to the department, if applicable, and to the University, school or college, or other committees.

6.13 Departmental Peer Committee: Recommendation/Recommended Action Document

* The dated recommendation should be prepared on separate departmental letterhead.

It must list the names of the voting members of the committee along with their signatures, and be copied to the unit member.

* If the recommendation for action is not unanimous, the vote tally shall be noted.

* The recommendation should include a notation that the faculty member received a copy.

* Recommendations for tenure before the end of the probationary period represent an exception to Board of Trustee policy. If this recommendation is an exception, the departmental peer committee evaluation should include a brief rationale for such an exception.

6.14 Other Support Letters

1. Letters Internal to the Campus

* Support letters should address one or more of the three areas of evaluation: teaching, scholarship, and service.

* **In the area of teaching**, the letter should be based primarily on first-hand observation of the candidate in the classroom or in other recognized teaching contexts such as workshops, as well as on review of teaching materials and syllabi.

* **In the area of scholarship**, the letter should be based on examination of the candidate's written and/or creative work as well as on scholarly discussions with the candidate or attendance at conference presentations where applicable. The writer should have expertise in the area being evaluated.

* **In the area of service**, the letter should be based on first-hand experience with the candidate in some service activity. The service activity in question should be directly related to the candidate's academic expertise or to his/her collegial or governance role as a faculty member. The letter should address the candidate's academic contribution to the shared service activity or evaluate the way in which the candidate carried out his/her responsibilities as a faculty member.

2. Letters External to the Campus but Internal to the University of Maine System

* (See the Guidelines for Letters Internal to the Campus)

* (If comparable programs and faculty do not exist within the System, the candidate may solicit letters from state agencies, colleges, laboratories, or museums within the State of Maine, if they employ individuals possessing the appropriate expertise and acquaintance with the candidate).

3. Letters External to the Campus and the University of Maine System.

* (See guidelines for Letters Internal to the Campus)

* **In the area of service**, two conditions on acceptable letters of support should be highlighted:

(a) For the purposes of tenure evaluation, service activities do not include activities that one engages in simply as a neighbor, organization member, or citizen. Service activities must relate directly to the academic expertise of the candidate or to the institutional expectations of faculty members as participants in the governance and administration of their campus.

(b) Those who comment on service activities from outside the campus and the University of Maine System should have first hand experience of the candidate's activities and have the relevant expertise to evaluate the candidate's performance.

UMFK DIVISIONAL CRITERIA FOR PROMOTION AND TENURE

6.15 ARTS AND HUMANITIES DIVISION – Revised – April 30, 2003

Faculty members are expected to actively pursue strengths in Teaching, Scholarship, and Service.

Following are examples designed to serve the Arts and Humanities Faculty as a career guide, and as a means of promotion mentoring within the division as it enhances the campus community.

- Developing and revising course content and materials with regard to curricular development and/or campus/community needs and/or emerging technology.
- Engaging in a variety of venues (i.e. classroom, collaborative teaching, ITV, compressed video, on-line courses, off-site classes, service learning, and/or other opportunities) as deemed appropriate by the individual faculty member.
- Exploring new subject areas.
- Actively engaging in Professional/Scholarly activities (such as appropriate research as described in the work of Boyer's *Scholarship Reconsidered*, publishing, presentations) related to their areas of expertise.
- Service to the Division, Faculty and University through regularly attending meetings, serving on committees, and by advocating a collegial environment that fosters discourse and respects differences of opinions.
- Contributing to the mission of the University by engaging in Community service related to one's field(s) of expertise.
- Supporting the quality of Student Life as determined by the faculty member through appropriate activities which may include sponsoring, directing, or advising clubs, groups, or organizations as determined by the faculty member.

6.16 EDUCATION DIVISION approved 4-22-02

Faculty members should address the three areas of teaching, scholarship/professional development and service using this document as a guide. The three areas of teaching, scholarship/professional development and service may be emphasized to different degrees;

however, regardless of the particular emphasis, at no time will expectations in any of the three areas be reduced to zero.

Faculty members are responsible for explaining the relevance of evidence submitted in their portfolio and guiding the reader through the material by arranging and presenting it clearly. They should remember that some readers will not be familiar with the candidates' area of expertise or with the proper weight to be given to some specialized evaluations (e.g. refereed journals).

SUGGESTED OUTLINE FOR PORTFOLIO

I. Introduction

- A. Title page (specifying whether for tenure or promotion or both)
- B. Table of contents

II. University Documents

- A. Letter of appointment
- B. Curriculum vitae
- C. Annual service reports and supervisor's annual reviews

III. Recommendations

- A. Statements from official P & T levels of review
- B. Statements from outside reviewers
- C. Letters from faculty, administrators, students, and others

IV. Teaching Narrative

V. Service Narrative

VI. Scholarship and Professional Development Narrative

VII. Appendices containing evidence for sections IV, V, and VI.

TEACHING

For each of the following evaluation criteria, a teacher should demonstrate continued improvement. Effective teaching is an ongoing journey, not a final destination.

Evaluation Criteria

** Knowledge in academic field

** Is aware of and practices varying teaching techniques

** Organizes a well constructed course framework according to appropriate goals and expectations that benefit the students

- ** Is a good communicator
- ** Utilizes appropriate and varying assessment tools
- ** Provides useful feedback to students
- ** Makes use of student feedback for improvement of course and teaching
- ** Available to students outside of class
- ** Periodically sets goals and does self evaluation of progress toward achievement
- ** Is involved with improving program curriculum such as revising or creating courses that serve curricular goals
- ** Engages in forms of professional development devoted to the improvement of various aspects of teaching

Suggested Forms of Evidence

- ** Narrative of professional growth as a teacher (use above evaluation criteria as frame of reference)
 - ** Annual faculty evaluation report from Division Chair
- ** Attendance at conferences devoted to teaching and learning
- ** Summary of students' evaluation of course and its delivery
- ** Contributions to other teaching activities such as Independent Studies
- ** Evaluations of faculty member's presentations of workshops (if any)
- ** Letters from peers who have observed faculty member's classroom teaching
- ** Updated syllabi
- ** Student product(s)
- ** Other documents as deemed appropriate by faculty member

SERVICE

Evaluation Criteria

** Education faculty are expected to share their professional knowledge and abilities, for the betterment of the division, the campus community (colleagues and students), the public arena (both community and schools) and the profession.

** As a faculty member gains more experience as a divisional member, there should be an obvious shift from participation to leadership in service opportunities.

** Evidence of excellence in service should be documented as part of the portfolio developed by the faculty member for tenure, where they detailed their involvement and outline the benefits to the perspective groups.

** While faculty members are not responsible for providing service in every area mentioned above, it is the expectation of the division that faculty serve in a well rounded fashion.

** The division of education promotes service that is attached to faculty member's scholarship efforts.

Suggested forms of evidence:

(Faculty should explain their role in these areas and how it connects to service):

** Public school in-service

** Workshop presentations for peers and students

** Tutoring students

** Campus committee work

** Systems committee work

** Community presentations (both oral and written)

** Community committee work (in relationship to profession)

** Mentoring other faculty members

** Professional Service Reviewing of textbooks; reviewing articles for a journal, etc.

** Other work deemed appropriate by the faculty member

SCHOLARSHIP AND PROFESSIONAL DEVELOPMENT

Research in higher education is more than a one-way analysis of the faculty conducting his or her research. This tenet is particularly critical to University of Maine at Fort Kent where teaching is a focus and a four-course load is the norm. The reality is that faculty

are involved in research beyond the scope of conducting studies. For instance, with professional development, faculty are learning what new research is out there and determining whether it is valid, whether it is applicable to his/her field and how. Research includes the process of attaining knowledge, not just the creation of original studies. A program of applied scholarship resulting in products that may be used within an academic discipline or by other professionals may be appropriate form of evidence.

Evaluation Criteria

** Clear goals/objective: Narrative should include goals/objectives in pursuing the specific scholarship opportunities listed. Should be able to demonstrate how these scholarship pursuits are compatible with the long-term needs, objectives and missions of the program, the division, and/or the university.

** Appropriate methods: Narrative should defend why these particular scholarship endeavors were the best way to attain the goals and objectives listed in the first section. In other words, the faculty should be able to defend how these opportunities aided him or her in attaining a broad grasp of his or her own field.

** Significant Results: The narrative should identify explicitly how the scholarship endeavors met the objectives outlined in the first section. Emphasis should be placed on the attainment of knowledge based on scholarly research, and how it has been used to benefit your teaching, the program, division, and/or university. Faculty will describe in detail no more than three products that they feel best demonstrates this achievement.

Suggested forms of evidence

For some, publication in scholarly or professional journals or the publication or specialized monographs or books may be appropriate. For others, a program of applied scholarship resulting in products that may be used within an academic discipline or by other professionals may be an appropriate form of evidence. Presentations at professional meetings, demonstrations to other professionals, or proposals reviewed by other professionals may provide evidence. Faculty members in areas in which creative production plays a significant role may give evidence of the productivity through public exhibiting and showings or public performances and readings, as well as through published works.

The following listing is not definitive, but provides possibilities. Not all forms or even a minimum number of forms are required to be utilized.

** publications

** presentations at professional meetings

** consulting that advances knowledge in the field

** attendance at and participation in professional meetings

** awards or grants

** research related to her or his teaching

** development of professional workshops

6.18 NATURAL AND BEHAVIORAL SCIENCE DIVISION – Revised 01-29-03

The Peer Review Committee and the administration should use the following criteria in arriving at decisions regarding promotion, tenure and continuing contract for Natural and Behavioral Science Division faculty members. The areas of teaching, scholarship, and service must be viewed as part of a whole rather than as distinct entities; however, the Peer Review Committee will give primary emphasis to the candidate's teaching. This does not imply that a faculty member contribute equally in each area. It is expected that influencing factors, such as personal interest, strengths, academic program needs, advising loads, administrative responsibilities, and current rank, will affect the faculty member's participation within each area.

When the candidate's application is for tenure and/or promotion, the decisions made by the Peer Review Committee and administration should be consistent with the interpretation of these criteria and corresponding, evaluative remarks and recommendations provided by peer(s) in the candidate's own discipline.

Teaching

The Natural and Behavioral Science faculty asserts that teaching is the fundamental purpose of the University of Maine at Fort Kent. Competent teaching includes meeting traditional classroom responsibilities, mentoring, advising, and facilitating the development of independent learning. The faculty member's teaching responsibility requires currency in the relevant discipline, frequent assessment with feedback on student progress, and the incorporation of motivating and inspiring students to learn.

Faculty members are encouraged to prepare evidence of one or more of the following:

1. Competence in teaching through peer, student, and self evaluations.
2. Development of new curricula and materials as needed for the discipline
3. Incorporation of technologies and pedagogies as appropriate.
4. Willingness to provide advising, mentoring and tutorials.
5. Willingness to participate in advising students.

Service

The Natural and Behavioral Science faculty interprets this category to include service to university, profession and general community. The faculty recognizes service to the general community, when it reflects the faculty member's professional or academic expertise. Faculty members are expected to participate in service to the University of Maine at Fort Kent and/or the University of Maine system. The faculty also encourages members to apply their academic and professional expertise for the public good.

Faculty members are encouraged to prepare evidence of one or more of the following:

1. Active participation in program, divisional, campus, and/or system committee and administrative work.
2. Responsible committee service through such actions as leadership, initiating and carrying out committee purposes and goals.
3. Engagement in community outreach and service, using his/her professional expertise, such as guest speaking, consultation, and community program development.
4. Work on collaborative projects with colleagues and campus community members.

Scholarship

Scholarship is the origin of research, publication, presentation, public service and quality education. The Natural and Behavioral Science faculty recognizes traditional research and publication – as defined by the candidate's discipline – as evidence of scholarship; however, the division also holds to be equally valid demonstrations of scholarship that supports the educational mission of the campus community and regional needs. Furthermore, the Natural and Behavioral Science faculty accepts the interpretation and synthesis of current scholarly literature for undergraduate education and its public service mission as evidence of scholarly activity.

Faculty members are encouraged to prepare evidence of one or more of the following:

1. Engagement in scholarly activities related to his/her teaching or discipline.
2. Application of scholarship to teaching and/or service.
3. Development and incorporation of innovative methodologies into his/her classroom.
4. Professional development and continued discipline enrichment such as
 - a) participating in conferences and workshops,
 - b) presenting of scholarship at professional conferences, workshops, or seminars,
 - c) engaging in scholarly writing, and
 - d) using professional expertise in non-peered reviewed activities.

Criteria for Promotion to:

ASSISTANT PROFESSOR

Scholarship of Teaching

- Is knowledgeable in subject area of discipline and applies it to teaching role.
- Utilizes skillful and creative teaching methodologies and technologies as evidenced by peer, student, and self evaluations.
- Provides guidance and mentorship to promote student academic success and career development.

Scholarship of Practice

- Applies theoretical knowledge and clinically relevant research in area of expertise.

Scholarship of Service

- Actively participates in divisional, campus, and community activities or professional organizations.

Scholarship of Discovery

- Submits grant proposals for funding for program and/or professional development.
- Demonstrates professional development through participation in conferences and workshops, and integrates research findings in area of expertise.

ASSOCIATE PROFESSOR

Scholarship of Teaching

- Contributes to the knowledge base of the discipline through scholarship and/or practice.
- Utilizes innovative teaching methods and evaluates their effectiveness.
- Provides mentorship of students, novice faculty, and colleagues to promote professional development.

Scholarship of Practice

- Enhance competency beyond the basic practice of professional nursing and research in area of expertise.

Scholarship of Service

- Assumes leadership role in divisional, campus, and the community by providing professional expertise.

Scholarship of Discovery

- Seeks authorship in peer reviewed publications.
- Presents at professional conferences, workshops, or seminars in area of expertise and consults with clinical agencies in utilization of research findings.

PROFESSOR

Scholarship of Teaching

- Is recognized as an expert in content area within discipline.
- Provides leadership in program development, implementation, and outcome evaluation.
- Assumes leadership in curricular and/or accreditation activities.

Scholarship of Practice

- Promotes testing and evaluation of nursing knowledge and/or new practice strategies.

Scholarship of Service

- Promotes the profession through board or regional committee membership, interdisciplinary grant writing, and/or consultation.

Scholarship of Discovery

- Disseminates new knowledge through publications and presentations.
- Sustains research contributions to nursing in area of expertise.

6.19 SABBATICAL POLICIES AND PROCEDURES

The AFUM Contract Specifies:

1. The University allows one sabbatical for UMFK. Additional sabbaticals may be available. (See Contract Article 19, Section B.1.c.).
2. Unit members may apply for sabbatical during their sixth year.
3. Applications must be submitted to the Chief Academic Office and shall be reviewed and recommended in accordance with the procedure established at each campus. (Article 19, Section B.3.a.)

4. Each application shall consist of a program proposal which includes a statement of intent and the benefits of the proposed sabbatical to the individual, the campus, and to the profession. All other things being equal, time since the last sabbatical shall be considered a relevant factor in the awarding of sabbaticals. (Article 19, Section B.3.a.)
5. Sabbatical salaries shall be one-half pay for the academic or fiscal year; or full pay for one semester or half year. Individuals receiving sabbaticals must return to the campus for at least one full year following the leave, or receive agreement to the contrary prior to the leave. (Article 18, Section B.4.a.& b.)
6. Individuals must provide a written report of the participation in the program to the chief academic officer.
7. Unit members are eligible for another sabbatical after completion of six years full-time service since the sabbatical. Full Professors will be eligible after completion of five years of full-time service. (Article 19, Section B.4.d.)

Procedure at UMFK:

1. Letter of notification to Vice President of Academic Affairs by October 1st, or next working day, including time and duration desired, and intent.
2. Full documentation to Vice President of Academic Affairs by December 1st, or next working day, for any proposal designed to take place during the following academic year.

Documentation for review must include, but is not limited to:

- A. a completed cover sheet (available from academic affairs)
 - B. a description of program, including goals and planned activities; and
 - C. a detailed presentation of the benefits of the proposed program for the individual, the campus, and the profession.
3. Applications will be reviewed and recommended by the UMFK Peer Review Committee.
An interview with the committee may be requested.

Criteria:

The following criteria will serve as a guide for judgment and the assignment of priorities. Each proposal will be evaluated on its merits, and priorities will be established by a majority vote of committee members.

1. Merit and Expected Benefits of Proposal
 - A. clarity of purpose;
 - B. relevance of planned activities;
 - C. benefits to the campus;
 - D. benefits to the individual;

- E. benefits to the profession.
- 2. In proposals of equal merit, time since last sabbatical will be a contributing factor in making decisions.

These policy, procedures and criteria shall be continually monitored with respect to the contract and reviewed by the Peer Review Committee in four-year intervals for their appropriateness. Any changes in this document must be approved by the usual two-thirds majority of the eligible voting members of the faculty.

6.20 EMERITUS POLICY

Consistent with the Board of Trustees Policy (308.8), the awarding of emeritus titles is an administrative responsibility, with the exception of President-emeritus. The President submits nominations to the Chancellor based upon local campus criteria and procedures. Emeritus titles should generally be reserved for persons retiring after at least 15 years of service to the University of Maine System.

Criteria

Faculty candidates should normally have achieved the rank of professor. Candidates should have shown outstanding service to the department, the university, the larger community through teaching, research, and public service.

Procedures

The Faculty Chair, upon receiving nomination from one full-time faculty member, of a retired professor up to one year following retirement, will ask the Peer Review Committee to consider the candidate's credentials. Using the above criteria, the Peer Review Committee will bring a presentation of the nominees to the Faculty Assembly meeting for a vote. *Method of voting:* by distributed secret yes/no ballot. The final results may represent a majority of the total tenure/tenure-track faculty and all full time faculty on continuing contract status. Recommendation will then be made to the Administration.

Significance of Emeritus Rank

Emeritus rank is a singular honor, and entitles a retired faculty member to the following privileges: participation in academic convocations, including commencement; faculty privileges at the library and computer center; possession of a University identification card; inclusion on mailing lists. Emeritus faculty may attend faculty meetings, but may not vote.

ACADEMIC AND PROFESSIONAL SUPPORT SERVICES

7.1 ACADEMIC AND COUNSELING SERVICES - reviewed 2004

The Office of Academic and Counseling Services, located in Cyr 107, provides services and activities to support the academic success of students at UMFK. Funded by a TRIO grant from the U.S. Department of Education, the assistance provided by Academic and Counseling Services is comprised of developmental instruction; word processing and spread sheet instruction; academic assistance in the form of individual and small group tutoring, proofreading, study skill assistance, and sample exam copies as study aids; and personal, academic, and career counseling.

Academic and Counseling Services provides reasonable assistance to students with documented disabilities (physical and learning) as mandated by the Americans with Disabilities Act.

7.2 ACADIAN ARCHIVES/ARCHIVES ACADIENNES - reviewed 2004

Mission:

The Acadian Archives/Archives acadiennes at the University of Maine at Fort Kent documents, preserves, celebrates, and disseminates information about the culture, way of life, and history of the Upper Saint John Valley. In pursuing this mandate of cultural conservation and affirmation, the Archives focuses particular attention on the Acadian presence. The Archives serves the University community as well as individuals and organization regionally, statewide, nationally, and internationally.

Collecting Scope:

The Acadian Archives/Archives acadiennes is a repository for audio-visual documentation and manuscript materials relevant to the folklore and folklife of the Upper Saint John Valley and for original documents and copies of archival materials pertaining to the history of the region. Audio-visual documentation and manuscript materials include: textual records; maps, plans, drawings, and diagrams; photographs, slides, films; paintings, pictorial and graphic works; microfilms, sound recordings, videotapes, and machine readable records.

The Archives also maintains a small library of relevant reference books and publications (i.e., rare or out-of-print books and publications, as well as reference tools which are required on a daily basis.)

History:

A fledgling institution, the Archives was funded by the Maine State Legislature in 1989 and began full-time operations in July 1991. At present, the Archives is in the process of acquiring and accessioning several significant collections which include both historical documentation as well as contemporary oral history and folklore fieldwork.

Key Collections:

Saint John Valley Folk Arts Survey; Maine Acadian Culture Survey; Beatrice Craig working papers on regional demography and economy; song collections of A.J. Michaud, Patrick Bourgoin, and Denis Martin; T.R. Brown map collection; Fort Kent Historical Society collection; student research on folklore and folklife for the Upper Saint John Valley; local business records.

Size and Format of Collections:

The collection includes approximately 100 pieces of ephemera, 408 tape recordings, 13 linear ft. of manuscript, 80 rolls of microfilm, 6000 photo images and slides, 47 videotapes, and 1500 reference books and journals.

Special Projects in Progress:

Special projects in progress include a documentary survey of folk arts in the Saint John Valley (funded in part by the Maine Arts Commission) and participation in Multi-Media Access to Archival Resources, a University of Maine System project.

Research Facilities:

Research facilities include a reading room, files, an on-line computer catalog, audio and visual equipment, a public access computer connecting to mainframe services at the University of Maine (Orono) which includes URSUS, CAPS, and Internet/Bitnet, a photocopier and microfilm/fiche readers.

Services and Public Hours:

The Archives is open Monday through Thursday from 1:00-5:00 or by appointment. Staff limitations and vacation schedules occasionally require schedule changes.

Logging onto the Archives Database:

The ARCHIVES database is accessed through the University of Maine System's URSUS library catalog via TELNET. Once you are connected to the Internet, enter the command:telnet ursus.maine.edu" or "telnet 130.11.64.2."
At the URSUS login screen, enter "ursus" following the login prompt. Select an appropriate terminal type, and press Y to confirm. When the URSUS GATEWAY screen

appears, press 3 to select "Other Information Resources." then 5 for "Archival and Special Collections," and finally 1 for "UMS Archives and Special Collections."

Once connected, you can search the combined holdings of the database by using the standard search functions: name, subject, etc. You can also search by geographic area or by genre.

You will be able to identify Acadian Archives records by their "MCC..." accession numbers. You can limit the results of any search to include only our records by pressing L for "limit," W for "where," A for "FK Acadian Archives," and F for "find." If you simply want a list of all of our catalogued holdings, press K for "keyword search," and enter "mcc" as the search string.

7.3 ADMISSIONS - reviewed 2004

The UMFK Admissions Office is the lifeline of the university. The admissions effort involves teamwork and cooperation from the entire University community. From time to time faculty can expect to be called upon to assist the Admissions Office with a variety of recruitment activities. Faculty members may be asked to meet with prospective applicants who visit the campus, to telephone students who have expressed an interest in a particular academic discipline, and, in general, assist the admissions staff to the extent that time and ability permit.

The Admissions Office will provide the expertise, informational material, and, in many instances, the financial support required to accomplish the specific activity. Faculty members are asked to keep the Admissions Office informed when they are to speak to individuals and/or groups that might be a potential source of future applicants to UMFK.

On a small campus such as ours, it is essential for the faculty to take advantage of all the available resources in order to maximize our recruitment effort. Admissions, truly, is everyone's business!

7.4 AUDIO-VISUAL SERVICES - reviewed 2004

The Audio-Visual Center maintains and distributes the University's audio-visual equipment for instructional support. The A-V inventory includes standard equipment such as televisions, videocassette recorders, slide projectors, overhead projectors, filmstrip readers, and tape recorders/players. In addition, A-V provides a multimedia computer and video projector for instructors' use in the classroom and a public address system.

Staffed by work-study students under the supervision of the Librarian, the Audio-Visual Center will arrange for scheduling and set-up of equipment, as well as for duplication and off-air taping of programs as permitted by copyright guidelines described below.

The A-V office is located in Cyr Hall, Room 108, and telephone extension 507. Reservations for equipment and requests for assistance should be submitted 48 hours in advance.

Copyright and Audio-Visual Taping: Reproduction of any copyrighted audio or visual recording without the permission of the copyright owner is illegal. The Audio-Visual Center will not make any such copies unless written permission from the copyright owner is submitted with the request for copying.

The Audio-Visual Center will adhere to the Guidelines for Off-Air Recording of Broadcast Programming for Educational Purposes when taping programs off-air. These guidelines specify that recordings must be used by individual teachers in actual instruction, and that programs recorded for instruction may be retained 45 days after the date of broadcast. Faculty who request and receive tapes of broadcast programs assume responsibility for erasing or otherwise destroying those tapes once the fair-use retention period has expired. All requests for taping should be made at the Audio-Visual Center 48 hours in advance, and blank tapes of appropriate quality should be provided.

7.5 BLAKE LIBRARY - reviewed 2004

Blake Library is the center of information services at UMFK. The professional staff provides guidance in the use of information resources in the University of Maine System, as well as bibliographic instruction and traditional reference services. Library facilities include a collection of over 55,000 volumes, subscriptions to more than 350 periodicals. In addition, the Library has 6000 microfilm reels, 200 videocassettes, 135 compact discs, 1500 phonograph albums, 875 maps and 18 CD-ROMS. Blake Library participates in URSUS, the online catalog which allows access to the University of Maine System libraries, as well as other libraries in the State of Maine. The library houses a Special Collections Room (rare books and materials about Aroostook County and the St. John Valley), an exhibit room, an all-night study room, and the multi-media center.

Library Services:

URSUS: University Resources Serving Users State-Wide (URSUS) offers access not only to our online catalog which includes the holdings of all University libraries, but also to several periodical indexes and to many databases on the Internet. Each faculty member can connect to these resources directly from his or her office. Added capabilities of the online catalog include the ability to request books from other libraries in the University of Maine System electronically. For more information about the online databases and their uses, contact a librarian.

Bibliographic Instruction: The Library staff will provide class tours, demonstrations, and lectures as requested by faculty. Librarians will also work with faculty to ensure that information skills are included in course work across the curriculum.

Borrowing Privileges: Circulation policies are formed on the recommendation of the Library Committee. Faculty members may borrow books from the general collection for a semester at a time. Periodicals may be borrowed for short periods of time. Reference books must be used in the library. Reserve materials are loaned on a restricted basis by assigning faculty.

Collection Development: The Library welcomes material purchase recommendations by the faculty. All faculty requests are given first consideration in future acquisitions. From time to time, faculty may be asked to assist the Librarian in evaluating a specific subject area of the collection as their expertise is needed.

Research Assistance: The professional staff of the library will assist any patron in locating information for classroom or personal use. Librarians are willing to help students in preparing term papers, locating supplementary reading, and identifying appropriate sources for assignments. Notices of special research workshops are posted, and individual requests for assistance are always welcome.

Interlibrary Loan: The library cooperates with other institutions nationwide to provide patrons with materials which are not available locally. The interlibrary loan system allows patrons to request photocopies of specific articles and to borrow specific books or other circulating items not available through URSUS. All interlibrary loan activity is subject to limitations as defined in the Copyright Law and accompanying guidelines.

Library Committee: The Library Committee, which includes a representative from each academic division, provides a forum for faculty to express concerns about the library and its programs, and for faculty to become informed about new developments in library services. Faculty are encouraged to address the Library Committee directly or through their representatives as concerns arise.

7.6 CHILD CARE PROGRAM - reviewed 2004

Location: Maine State National Guard Armory Building

Hours: 6:30 a.m. to 5:30 p.m. - Monday through Friday except on holidays

The ACAP Day Care Center at the Maine State National Guard Building provides high quality care for young children by utilizing the High/Scope Curriculum program. The Center is open to all UMFK students, faculty and staff and the general public on a first-come, first serve basis and operates on a flexible schedule according to the people's needs. Advance registration is required.

ACAP provides exclusive management rights, including all decisions regarding personnel, working conditions, wage and fringe benefits, and all other factors associated with management of the operation. UMFK provides some furniture and playground

equipment. In addition, UMFK makes available work-study students who serve on the staff of the Center.

7.7 COMPUTER FACILITIES - reviewed 2004

The University provides each faculty member with an MS-DOS computer for word processing and other applications. The computer is also connected to the campus network and to the Internet, including the CAPS mainframe in Orono, providing electronic mail service. Applications for an account on the CAPS mainframe should be submitted to the Dean of Information Services, whose office is in the Library, Ext. 522.

The UMFK Campus Computer Network:

All buildings at UMFK are connected by fiber optics. This network provides access to three campus file servers: FK_GRAND_ORIGINAL (Big Moose), FK_PETITE_SOURIS (Little Mouse), and ARCHIVES; to URSUS; to the CAPS MAINFRAME; and to the INTERNET. All faculty, professional staff, and a majority of the classified staff are fully connected to the network resources. FK_Grand_Original is the primary student file server which delivers a variety of applications to support the academic curriculum.

Computer Classrooms:

Cyr Hall Computer Classroom contains 25 student stations and 1 faculty station. A color LCD panel is used by faculty to project computer output to a screen. The Annex Computer Center houses twelve 486/25 MS-Dos machines. Both rooms are available for student use when not being used for classes.

Computer Clusters:

Three other clusters of computers are provided for student use. Each is equipped with 486/25 MS-Dos machines. They are located in the Library (4), Powell Hall (2) and Crocker Hall (2). Each dorm also has an older, stand-alone machine for word processing.

Student Dormitory Rooms:

Each dorm room has two data connections. Students who have computers can be connected to all network resources.

Printing:

Academic Computing provides 5 networked laser printers for use by students. They are located in the Cyr Hall Computer Classroom, the Annex Computer Center, the Library,

Powell Hall and Crocker Hall. These printers are maintained through the student technology fees and are provided at no extra cost to the student.

Non-Network Systems:

Labs: Electronic equipment is provided in five labs. The Foreign Language Lab has two multimedia computers, a laser disk player, a television and a color LCD panel with overhead. The Forestry Lab houses a 486/50 MS-Dos machine, a plotter and a graphics tablet. The Biology Lab is equipped with an electronic microscope. The Nursing Lab contains 4 MS-Dos computers, televisions and VCR's. The Electronic Music Lab has one computer for music composition and an electronic piano.

Multimedia Stations: Two additional multimedia machines, an MS-Dos machine and a MacIntosh, are available to students. They are located in the Audio-Visual Room of the Library. A third multimedia machine is maintained in the Cyr Hall Audio-Visual Services for use by faculty in the classroom. It is equipped with video projection capabilities.

7.8 GYMNASIUM - reviewed 2004

The gymnasium is available for faculty use during all times the building is open.

Loan of Equipment: camping, skiing, basketball, volleyball, floor hockey, golf, softball, gymnastics, and racquet ball equipment is available for faculty use.

Locker Room/Shower Facility: faculty may sign out a personal locker.

Intramural Athletic Programs: faculty and students participate in basketball, volleyball, and other interest generated sports.

Intercollegiate Athletic Events: faculty are welcome and encouraged to attend all events.

Racquet Ball Court: the courts are open at all times the gym is open; phone ext. 574 for reservations.

Weight Room: free weights and universal equipment are available for individual and group use.

Training Room: a whirlpool is available for rehabilitation of minor injuries.

7.9 HEALTH CARE SERVICES – REVIEWED 2004

The UMFK Student Health Clinic, located in Nadeau Hall, is a service of Valley Medical Association. The Health Clinic is a primary health care facility that provides a wide array of student health procedures and services. Visits to and services in the Health Clinic are

free of charge for all UMFK students. The Clinic is open approximately 20 hour/week. Contact Student Services of the Health Care Clinic for specific hours. Below is a list of some of the services offered.

Physical Exams	Pap smears
STD Checks	Birth Control Counseling
Basic Suturing	Sports Physicals
Tobacco Cessation	Basic Nutritional Counseling
Ear Lavage	Minor Excisions
Treatments for Upper Respiratory & Urinary Tract Infections	

The Heath Clinic also contracts a mental health counselor for free student consultation with Aroostook Mental Health Services. For more information on hours and services, please contact the Student Services Office.

7.10 INSTRUCTIONAL COMPUTING DEVELOPMENT FUND - reviewed 2004

Purpose: To provide financial support for integrating computers into the academic infrastructure to enhance instruction and to support academic excellence at UMFK.

Priorities:

- a) General classroom instruction support
- b) Discipline specific support
- c) Research and Development support - general
- d) Research and Development support - discipline specific

Criteria and Guidelines:

The proposal should:

- a) State clear goals and objectives that support the purpose of this fund.
- b) Identify the intended audience/beneficiaries.
- c) Explain how the expenditure will positively impact on the teaching/learning process.
- d) Provide for a final assessment report
- e) Provide a clear, detailed budget.
- f) Provide an implementation timetable.
- g) Provide for user training.

Application forms are available from the Dean of Information Services.

7.11 TRUSTEE PROFESSORSHIP - approved 1992, revised 2004

Purpose

The purpose of the Trustee Professorship is to "promote excellence in programs that make a major contribution in enhancing the mission of the institution." The primary mission of UMFK is teaching, and improvement in teaching and learning is considered to be the primary method UMFK faculty members seek to promote excellence in programs. UMFK will initially use its Noyce funds to provide support for faculty members who seek to improve teaching and learning in their courses. The award may take a variety of forms, but the goal of contributing to UMFK's mission through enhancement of teaching and learning will be foremost in making such awards.

Eligibility for Awards

Only full-time teaching faculty members may receive Trustee Professorship awards. Within a faculty member's award may be funds for hiring faculty to teach part of all of the faculty member's regular load during a semester or academic year or to bring in a visiting professor for limited period of time.

Types of Awards

Preferably, one award will be granted during an academic year. Such an award may be granted to an individual faculty member, a division, or a group of faculty who are interested in taking part in the same teaching and learning project. The trustee professorship funds are not intended to be used as or in place of the regular sabbaticals that are available. As noted above, a variety of projects may qualify for awards. Expenses may include salaries for replacement teachers and visiting professors as well as funds for travel, tuition, equipment, and/or materials; but expenses may not exceed to specified amount available from the endowment fund. When no appropriate project is identified in an academic year or the full amount is not awarded all funds or remaining funds will be added to the principal to increase the value of the endowment.

A. Academic Year Award

The project requires a full year to develop, evaluate, implement, and/or prepare for implementation. The amount available for an academic year award is to be publicized annually.

B. One Semester Award

The project requires a semester to develop, evaluate, implement, and/or prepare for implementation. The amount available for a semester award is to be publicized annually.

C. One- or Two-Year Summer Award

The project can be completed in on or two summers. The amount available for summer awards will be publicized annually.

Application Procedures and Selection Criteria

Interested faculty will be invited to apply for one of the above types of award on or before March 1 for the following year. The principal criterion for selection will be the proposed project's contribution to UMFK's mission through enhancement of teaching and learning. Application forms are available for the secretary for the Dean of Academic Affairs.

Recommendations for recipients of awards will be made by a faculty committee of five members (currently the Academic Council) with the addition of the Dean of Information Services as an ex officio member. Members of the committee will be selected and chaired by whatever method is deemed appropriate by the UMFK Faculty Governance organization. Members shall serve staggered terms to insure continuity of the committee. If a committee member is applying for an award, an alternative must be appointed to the committee to take that person's place. This committee may develop additional criteria for selection, but flexibility of award types is considered important.

Application and nomination for the award may be submitted to the Dean of Academic Affairs for referral to the committee at any time but no later than March 1 for awards for the following year. Summer awards may also be for the following academic year or may be considered for the approaching summer. The committee may refuse to recommend an award for any year.

Committee recommendation will be submitted to the Dean of Academic Affairs who will make the recommendation to the President. The president's decision is final.

Review of Award Recipient's Accomplishments during Award Period

Within one month after completion of the project the faculty member(s) shall submit a preliminary written report describing the outcomes of the project. Within six months the recipient shall submit a final report detailing statistical and other data, where appropriate, and specifically identifying the relationship of the project to improvement of teaching and learning. Recipient(s) may be requested to present results of the project to the faculty as a whole.

7.12 PHYSICAL PLANT - reviewed 2004

The Physical Plant Department at the University of Maine at Fort Kent is responsible for the following:

1. to maintain telephones, telephone lines, and telephone equipment;
2. to reserve motor vehicles for faculty, staff, and (work-study) students;
3. to purchase and to maintain vehicles for the motor pool, as well as the service and maintenance department;

4. to purchase heating fuel and L.P. gas for campus buildings;
5. to budget for electricity, water, and sewer;
6. to maintain all campus grounds, including all sidewalks and driveways;
7. to purchase and to maintain grounds equipment, such as lawn mowers, snow blowers, etc.;
8. to contract out snow removal for campus parking areas and roadways;
9. to maintain and to clean buildings by, for example, sweeping and mopping floors, emptying waste receptacles, changing light bulbs, moving furniture, etc.;
10. to install and to maintain computer lines and some equipment;
11. to maintain facilities--repairing items such as doors, windows, walls, roofs, and anything else pertaining to the buildings;
12. to heat buildings, and to maintain boilers, pumps, control circuits, HVAC units, etc.;
13. to maintain plumbing--water lines, sewer lines, domestic hot water, showers, faucets, etc.;
14. to maintain electrical service--lighting, transformers, power panels, control circuits, motor circuits, etc.;
15. to ventilate campus buildings and to maintain fans and other equipment; and
16. to purchase and to maintain laundry equipment in Powell Hall, Crocker Hall, Nowland Hall, and the P.E. Building.

7.13 REGISTRAR - reviewed 2004

The Registrar's Office serves the faculty by providing information on student enrollment. Specifically, the Registrar's Office performs the following functions:

1. maintains lists of student advisees assigned to faculty advisors;
2. provides faculty with class lists at different intervals during the semester, that is, after registration, after add- drop, at mid-semester, and at the end of the semester;
3. provides faculty with student biographic data needed for report generation or enrollment projections; and
4. collects grading information from faculty to be reported to students.

The Registrar's Office also assists faculty by providing non-student information--specifically:

1. information on the availability of classrooms for activities or meetings; and
2. current catalog information pertaining to university academic policies.

7.14 STRATEGIC PLANNING SPECIAL INITIATIVES FUND - reviewed 2004

As a small, regional baccalaureate institution, UMFK has a distinctive mission. Its priorities are to provide students with an undergraduate experience of the highest possible quality; to preserve, celebrate, and promote the French language and the Acadian and Franco-American cultures; and to serve the public in the St. John Valley, northern Aroostook County, and the State of Maine. In pursuit of its priorities and goals, the

University seeks to enter into collaborative arrangements and partnerships with other educational institutions, to develop the professional skills of faculty and staff, and to maintain an optimal teaching/learning environment. The Special Initiatives Fund has been established to support the pursuit of the University's mission and associated priorities and goals as described in the UMFK 2003-2008 Strategic Program Plan.

Applicants, who may be members of the faculty or staff or University offices/units, should obtain an application form from the Administrative Assistant in the President's Office. The President will have the completed application reviewed by the Strategic Planning Steering Committee, which will make funding recommendations to the President according to the following criteria:

- 1) How closely related is the initiative to UMFK's Mission Statement? (pages 9-10 of the plan)
- 2) How closely related is it to the Priorities and Goals of UMFK's 2003-2008 Strategic Program Plan? (pages 1-3 of the plan)
- 3) How consistent is the initiative with the Key Planning Assumptions? (pages 11-14 of the plan)
- 4) Does the initiative build on one or more of UMFK's strengths? (pages 15-16 of the plan)
- 5) Does it help to compensate for one or more of UMFK's weaknesses? (pages 16-17 of the plan)
- 6) Does it take advantage of one or more opportunities in UMFK's external environment(s)? (page 17 of the plan)
- 7) Does it help to guard against or help protect UMFK from one or more external threats? (page 18 of the plan)
- 8) Is the initiative financially feasible in terms of UMFK's current resources (staffing, facilities, equipment, supplies, etc.)? If not, is it reasonable to expect that additional resources might be available?
- 9) Is the need for implementing the initiative urgent?
- 10) Will the implementation of the initiative help to enhance the quality of UMFK in preparation for the 21st Century?

Applications for the Special Initiatives Fund may be submitted anytime during the calendar year. The initiatives themselves may begin on any appropriate date, and they may also vary in terms of their duration.

Questions or suggestions about the philosophy, purposes, or implementation for the Special Initiatives Fund may be directed to the President or the Coordinator of Planning, Assessment, and Special Projects.

UMFK/UMS POLICIES

For UMS Policies and Procedures see www.maine.edu/p%26p.html

8.1 ACADEMIC FREEDOM

The teacher is entitled to full academic freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly defined in writing at the time of appointment.

The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he at all times should be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

*Association of American Colleges and
the Association of University Professors - 1941*

1970 Interpretive Comments:

Following extensive discussions on the 1940 Statements of *Principles on Academic Freedom*, a joint committee of the AAUP and the Association of American Colleges met in 1969 to reevaluate this key policy statement. The committee submitted to the two associations the following "Interpretive Comments" which were adopted by the Council of American Association of University Professors in April 1970 and endorsed by the Fifty-sixth Annual Meeting as Association policy.

"The Association of American Colleges and the AAUP have long recognized that membership in the academic profession carries with it special responsibilities. Both associations either separately or jointly have consistently affirmed these responsibilities in major policy statements, providing guidance to professors in their utterance as citizens, in the exercise of their responsibilities to the institution and to students, and in their conduct when resigning from their institution or when undertaking government-sponsored research. Of particular relevance is the *Statement on Professional Ethics*, adopted in 1966 as Association policy. (A revision, adopted in 1987, was published in *Academe: Bulletin of the AAUP* 73)."

"The intent of [the original statement] is not to discourage what is "controversial." Controversy is at the heart of the free academic inquiry which the entire statement is designed to foster. The passage serves to underscore the need for teachers to avoid persistently intruding material which has no relation to their subject."

"If the administration of a college or university feels that a teacher has not observed the admonitions of paragraph (3) of the section of Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning the teacher's fitness for his or her position, it may proceed to file charges under paragraph(a)(4) of the section on Academic Tenure. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens."

8.2 ACCESSIBILITY

The University of Maine System is committed to providing access to the University for people with disabilities.

The University of Maine System is committed to providing access to the University for people with disabilities. Our goal is to enable students, staff, applicants, and the public to participate in the academic, employment, cultural, and recreational life of the University. Under University policy and federal and state laws, qualified people with disabilities are entitled to reasonable accommodations that will allow them access to University programs, jobs services, and activities unless the accommodation would pose an undue hardship on the University.

A person with a **disability** is anyone who either has, used to have, or is treated as having a physical or mental impairment that substantially affects a major life activity (such as seeing, walking or working). A **qualified** person with a disability is someone whose experience, education, and training enable the person to perform the fundamental job duties to meet essential course or program requirements, with or without a reasonable accommodation. An **accommodation** is any change in the work or learning environment or in the way things are customarily done that enables a person with a disability to have equal employment or educational opportunities.

People with disabilities have a right to ask for an accommodation and are encouraged to talk directly with the responsible faculty member, supervisor, or other staff person. Faculty, supervisors, and administrators are responsible for responding to accommodation requests. The attitude and responsiveness of faculty and staff with whom people with disabilities interact often determine, even more than physical barriers, the degree of access they feel they have to the University. If an accommodation is requested by someone whose disability is not apparent, the University should request medical documentation. Some of the common types of accommodations requested include:

*A student with a hearing impairment who needs a note taker or qualified interpreter in class.

*A student with a learning disability who needs additional time to complete an exam.

*A visually impaired job applicant who needs assistance to complete a job application.

*A full-time employee returning from a medical leave who asks to work part-time for medical reasons relating to a disability.

*A person who needs the graduation ceremony to be held in wheelchair accessible facilities.

A faculty member or supervisor who receives an accommodation request should explore possible accommodations with the person who has a disability. University policy, the law, and common sense require that a flexible, interactive process which involves the person with a disability be used to select an effective, reasonable accommodation. Asking about the disability itself is inappropriate and unnecessary. The discussion should focus on accommodations that would help the person meet the requirements of the job or program. A supervisor or faculty member must **not** seek documentation of the disability or deny an accommodation request without consulting with the Equal Opportunity Director and carefully following University procedure. All requests for accommodation must be carefully documented.]

The University's Procedure for Accommodating Individuals with Disabilities is available from the campus Equal Opportunity Director. On this campus, contact the following people with your questions or concerns about specific accommodations for:

**Employees- Director of Human Resources/EEO Coordinator
834-7533**

**Students- Director of Academic and Counseling Services
834-7530**

**Physical Facility Questions- Director of Physical Plant
834-7671**

8.3 AFFIRMATIVE ACTION (EEO/AAO Policy Statement)

In complying with the letter and spirit of applicable laws and pursuing its own goals of diversity, the University of Maine System shall not discriminate on the grounds of race, color, religion, sex, sexual orientation, national origin or citizenship status, age, disability, or veteran status in employment, education, and all other areas of the

University System. The University provides reasonable accommodations to qualified individuals with disabilities upon request.

The University will regard freedom from discrimination and discriminatory harassment as an individual employee and student right which will be safeguarded as a matter of policy. Any employee or student will be subject to disciplinary action for violation of this policy. Retaliation against anyone who makes a complaint of discrimination or harassment or who is involved in a complaint process will not be tolerated.

Copies of the current institutional Affirmative Action Plan and Equal Opportunity Complaint Procedures are on file in the Office of Human Resources.

Requests for more detailed information on the complaint procedure or questions and complaints about discrimination in any area of the University should be directed to the Director of Human Resources/EEO Coordinator, Cyr Hall, (207) 834-7533 (voice), (207) 834-7466 (TTY/TDD). To request an alternate investigator for complaints contact the University of Maine System EEO Coordinator Sally Dobres, 107 Maine Avenue, Bangor, ME 04401, (207) 621-3199. Inquiries about discrimination may also be referred to the Maine Human Rights Commission, U.S. Equal Employment Opportunity Commission, Office for Civil Rights of the U.S. Department of Education, or other appropriate federal or state agencies.

For further information please see the UMFK Human Resources web page which has a link to the UMS HR home page. These sites contain the EEO complaint procedure and link to a description of our EAP program, to all benefits information, EEO/AA, Collective Bargaining agreements and board policies pertaining to Human Resources and Affirmative Action.

8.4 CONFLICT OF INTEREST

Policy Statement:

APPLIES TO: All Officers and Employees

To ensure continued confidence of the people of Maine in the University and its personnel, individuals serving the University shall at all times act in a manner consistent with their public responsibilities to the University and shall exercise particular care that no real or perceived detriment to the University results from conflicts between personal interests and those of the University. Conflict of interest situations, or the appearance of conflicts of interests, have the potential to result in serious harm and direct losses to the University. The losses are often difficult to detect and include not only direct monetary losses and loss of confidence in the University, but also negative publicity and erosion of employee morale.

It is the policy of the University that its officers, faculty, staff and others acting on its behalf have the obligation to avoid ethical, legal, financial or other conflicts of interest and to ensure that their activities and interests do not conflict with their obligation to the University

or to its welfare.

This policy applies to all University officers and employees. The policy also applies to persons affiliated or associated with the University, including members of advisory boards to the University. All provisions, except those relating to outside employment, apply to persons affiliated with the University. This policy does not apply to the Board of Trustees who are already covered by similar provisions in the Board's Financial Code of Ethics and State Law.

The policy is to be interpreted and applied in a manner that will best serve the interests of the University and that distinguishes between those minor and inconsequential conflicts which are unavoidable and those conflicts which are substantial and material. A conflict of interest may exist when an employee, a close relative, or a person or organization with whom the employee is associated has an existing or potential financial or other interest which involves the employee's University responsibilities.

The policy does not prohibit an employee from freely pursuing those teaching, research, and professional and public service activities which will not result in such a conflict, nor prohibit an employee from accepting pay, compensation, fees, honoraria, or reimbursement of expenses which may be offered in connection with such activities.

For more information, visit the web site: www.maine.edu/HR410.html

8.5 COPYRIGHT REGULATIONS

Copyright is a legal provision protecting the creators of original works in tangible form, including but not limited to books, articles, tests, music, plays, paintings, drawings, models, films, and computer software. The Copyright Law allows people to make reasonable use of copyrighted material without the specific consent of the copyright owner. Provisions for such "fair use" are codified in Section 107 of Title 17 of the of the U.S. Code, which states that use of copyrighted material "for purposes such as criticism, comment, news reporting, teaching, scholarship, or research is not an infringement of copyright."

However, in any particular case consideration must be given to the following factors in determining "fair use" of copyrighted material:

1. the purpose and character of the use, including whether such use is of a commercial nature or
is for nonprofit educational purposes;
2. the nature of the copyrighted work;
3. the amount and substantiality of the portions used in relation to the copyrighted work as a
whole; and

4. the effect of the use upon the potential market for or value of the copyrighted work.

The description of fair use has been left deliberately imprecise, so that it is flexible enough to apply to a wide variety of circumstances.

In addition to Section 107, libraries and institutions are subject to strict limits on the copying of material as defined in Section 108, Title 17 of the U.S. Code. This section concerns the copying for reserve materials and for interlibrary loans.

8.6 Guidelines:

A. Single Copying for Teachers

A single copy may be made of any of the following by or for a teacher at his or her individual request for his or her scholarly research or use in teaching preparation to teach a class:

1. A chapter from a book;
2. An article from a periodical or newspaper;
3. A short story, short essay, or short poem, whether or not from a collective work;
4. A chart, graph, diagram, drawing, cartoon or picture from a book, periodical or newspaper.

B. Multiple Copies for Classroom Use

Multiple copies (not to exceed in any event more than one copy per pupil in a course) may be made by or for the teacher giving the course for classroom use or discussion; provided that:

1. The copying meets the tests of brevity and spontaneity as defined below; and
2. Meets the cumulative effect test as defined below; and
3. Each copy includes a notice of copyright.

8.7 Definitions:

Brevity:

a) Poetry: 1) A complete poem if less than 250 words and if printed on not more than two pages or 2) from a longer poem, an excerpt of not more than 250 words.

b) Prose: 1) either a complete article, story or essay of less than 2500 words, or 2) an excerpt from any prose work of not more than 1000 words or 10% of the work, whichever is less, but in any event a minimum of 500 words.

c) Illustration: On chart, graph, diagram, drawing, cartoon or picture per book or per periodical issue.

d) "Special" works: Certain works in poetry, prose or in "poetic prose" which often combine language with illustrations and which are intended sometimes for children and at other times for a more general audience fall short of 2500 words in their entirety. Paragraph "b" above notwithstanding such as "special works" may not be reproduced in their entirety; however, an excerpt comprising not more than two of the published pages of such special work and containing not more than 10% of the words found in the text thereof, may be reproduced.

For information on copyright, there is a folder of articles available in the Blake Library on reserve or consult the list of sources below and/or seek appropriate legal counsel.

Crews, K. (2000). Copyright essentials for librarians and educators. American Library Association: Chicago, IL.

Copyright Clearance Center (1995-2001). Copyright Clearance Center, Inc.: Copyright.Com, [Online]. Available: <http://www.copyright.com>, [2002, February 6].

Field, Tom (2001, September). When works pass into the public domain, [Online]. Available: <http://www.unc.edu/~uncclng/public-d.htm>, [2002, February 6].

Indiana University/Purdue University Indianapolis (2001, August 13). Copyright Management Center, [Online]. Available: <http://www.iupui.edu/~copyinfo/home.html>, [2002, February 6].

Library of Congress. (2002, January 25). The United States Copyright Office, [Online]. Available: <http://www.loc.gov/copyright/>, [2002, February 6].

Washington State University (2002). Copyright Facts, [Online]. Available: <http://www.wsu.edu/publications/copyright/factseries.html>, [2002, February 6].

8.8 EDUCOM Code:

Academic Computing adheres to the EDUCOM Code as follows concerning software and intellectual rights:

"Respect for intellectual labor and creativity is vital to academic discourse and enterprise, this principle applies to the works of all authors and publishers in all media. It

encompasses respect for the right to acknowledgement, right to privacy, and right to determine the form, manner, and terms of publication and distribution."

"Because electronic information is volatile and easily reproduced, respect for the work and personal expression of others is especially critical in computer environments. Violations of authorial integrity, including plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations, may be grounds for sanctions against members of the academic community."

8.9 EQUAL OPPORTUNITY COMPLAINT PROCEDURE for the University of Maine System

For current policies see: www.umfk.maine.edu/pdfs/eoe.pdf

The University of Maine System is committed to maintaining a respectful, fair educational and work environment, free from discrimination or harassment that violates our nondiscrimination policy. The University has an Equal Opportunity Complaint Procedure to deal promptly and fairly with concerns and complaints about discrimination or harassment. The procedure may be used by any student or employee who believes that he or she has been discriminated against or harassed based on race, color, religion, sex, sexual orientation, national origin or citizenship status, age, disability, or veterans status. Sex discrimination complaints alleging discrimination based on marital status, pregnancy, or parental status may also be raised through this procedure.

Anyone may bring information or a concern about discrimination or harassment to the campus Equal Opportunity Officer. Any employee or student who feels that he or she has experienced discrimination or harassment, and anyone with knowledge of an incident, should contact his or her supervisor or the Equal Opportunity Officer as soon as possible after the incident. The complainant and the person accused have certain rights to representation during the complaint process, which includes the right to be accompanied by a grievance representative for an employee who is a bargaining unit member. Any supervisor who becomes aware of a problem should promptly consult with the Equal Opportunity Officer. If the Equal Opportunity Officer files a complaint, is the subject of a complaint, or has a substantial conflict of interest regarding the complainant or the person accused, an alternate investigator may be requested.

The Equal Opportunity Officer discusses informal and formal options for resolving the problem. Complaints are handled as confidentially as possible to protect the rights of both the complainant and the person accused. Retaliation against anyone who makes a complaint or participates in a complaint process will not be tolerated.

The goal of the informal process is to seek a resolution acceptable to everyone involved. Most concerns can be addressed through the informal process, which provides the maximum privacy and an opportunity for the earliest possible resolution.

If the complainant chooses or if a problem cannot be resolved informally, the complainant may request a formal investigation. When the person accused of discrimination or harassment is a student and a formal complaint is filed, the Student

Judicial Officer conducts the investigation according to the procedure in the Student Conduct Code. When the person accused is an employee, the Equal Opportunity Officer assesses whether the University's policy prohibiting discrimination or harassment has been violated and notifies the complainant, the person accused, and the responsible administrator. The administrator is responsible for taking action on the findings and making decisions about corrective or disciplinary action.

Under certain circumstances, either the complainant or the person accused may appeal the Equal Opportunity Officer's findings or the responsible administrator's decision to the Equal Opportunity Coordinator for the University System. The Equal Opportunity Coordinator reports the results of the review to those directly involved, the campus Equal Opportunity Officer, the responsible administrator, and the campus President. The final decision on an appealed complaint is made by the campus President.

Students, staff, and faculty are encouraged to use this procedure to raise concerns or complaints, but may choose instead or in addition to file a grievance (for employees) and/or complaint with the appropriate government agency.

If you have questions or concerns about discrimination or harassment which violates the University's nondiscrimination policy, contact: Director of Human Resources/EEO Coordinator, Cyr Hall, (207) 834-7533 (voice), (207) 834-7466 (TTY/TDD).

8.10 FACULTY OFFICE ALLOCATION POLICY -approved 10/10/02

1. All space within university buildings belongs ultimately to the institution, and will be allocated, according to the desires of the university president or the president's designees. However, the institution recognizes that the quality of individual work spaces/offices has a significant effect upon morale and productivity, and will strive to ensure that all faculty have appropriate office facilities.
2. The chairs of the academic divisions (in consultation with their respective divisions) will constitute and Academic Space Committee for purposes of assigning/reassigning faculty offices, and will manage a specific number of work spaces/offices to be designated by the university.
3. Division chairs will notify faculty in their divisions regarding offices vacancies, and will solicit written requests from any faculty wishing to relocate prior to convening as the Academic Space Committee. The committee will evaluate requests and approve office placements based upon (1) the applicant's academic rank, (2) years in rank, and (3) total years of service to the university.
4. When a faculty position search is authorized, the Academic Space Committee will make every effort to designate and office for the successful applicant prior to the arrival of finalists on campus. The appropriate division chair will apprise finalists of the designated space available to them should they accept the position.

5. Approved relocations must be scheduled in advance with Facilities and Information Services in order to avoid conflicts with other university needs during peak activity periods.

6. Faculty will be responsible for packing and unpacking boxes; emptying desks, cabinets, and bookshelves; and removing personal items from walls, etc. Desks and other standard office furniture will not be moved from one office to another.

7. Requests from patching, painting, re-wiring, and other improvements or modifications to offices must be submitted separately and in advance of any moves to the Vice President for Academic Affairs for approval.

8.11 FAMILY EDUCATION RIGHTS AND PRIVACY ACT POLICY- revised 12/17/03

The Family Education Rights and Privacy Act of 1974, known as the Buckley Amendment, requires that institutions receiving funds from programs for which the U.S. Commissioner of Education has administrative responsibility must obtain consent before releasing education records of students (or partially identifiable information contained therein) except to specified parties or in specified situations. The Act intends to protect the privacy of students with regard to access of records, release of such records, and the opportunity for a hearing to challenge such records should they be inaccurate, misleading or inappropriate. Third parties that may have access to, or release of, education records of personally-identifiable information contained therein include:

- A. university officials, who have legitimate education interest;
- B. officials of other schools in which the student seeks or intends to enroll;
- C. certain authorized federal agencies;
- D. persons in connection with the student's application for, or receipt of financial aid;
- E. state and local authorities to whom such information is specifically required to be reported by state statute prior to November 19, 1974;
- F. organizations conducting studies for, or on behalf of educational agencies or institutions,
- G. accrediting organizations;
- H. parents of a dependent student as defined by the Internal Revenue Code of 1954; or

I. in compliance with judicial order.

The University of Maine at Fort Kent considers as directory information the following items and will release them to persons requesting the information unless the student requests the Registrar's Office not to do so: student's name, class level, degree and major, date and place of birth, dates of attendance, dates of graduation, enrollment status (FT/PT), degrees awarded, sports and activities participation, awards and honors. Students may request that directory information be suppressed from public distribution. The University of Maine at Fort Kent will endeavor to suppress all information concerning the student's relationship with the University if the student completes the ADirectory Information Disclosure Form@ with the Registrar's Office.

NOTE: Before taking advantage of this privilege, Students should be aware that any request from parents, relatives, friends, student organizations, University of Maine's Public Information Service, and others who may wish to contact the student will not be fulfilled.

The law provides students with the right to inspect and review information contained in their education records, to challenge the contents to their education records, to have a hearing if the outcome of the challenge is unsatisfactory, and to submit explanatory statements for inclusion in their files if they feel the decisions of the hearing panels to be unacceptable. The Registrar at the University of Maine at Fort Kent has been designated by the institution to coordinate the inspection and review procedures for student education records, which include admissions, personal, academic, financial aid files, and academic, cooperative education, and placement records. Students wishing to review their education records must make written requests to the Registrar listing the item or items of interest. Only records covered by the Act will be made available within forty-five days of the request. Students may have copies made of their records with certain exceptions, (e.g., a copy of the academic record for which a AHOLD@ exists, or a transcript of an original or source document which exists elsewhere.) Education records do not include records of instructional, administrative, and education personnel which are the sole possessions of the maker and are not accessible or revealed to any individual except a temporary substitute, records of the law enforcement unit, student health records, employment records or alumni records. Health records, however, may be reviewed by physicians of the student's choosing.

Students may not inspect and review the following outlined by the Act: financial information submitted by their parents; confidential letters and recommendations associated with admissions, employment or job placement, or honors to which they have waived their rights of inspection and review; or education records containing information about more than one student, in which case the institution will permit access only to that part of the record which pertains to the inquiring student. The institution is not required to permit students to inspect and review confidential letters and recommendations placed

in their files prior to January 1, 1975, provided those letters were collected under established policies of confidentiality and were used only for the purposes for which they were collected.

Students who believe that their education records contain information that is inaccurate or misleading, or is otherwise in violation of their privacy or other rights may discuss their problems with the Registrar. If the decisions are in agreement with the students' requests, the appropriate records will be amended. If not, the students will be notified within a reasonable period of time that the records will not be amended; and they will be informed by the Registrar, of their right to a formal hearing. Student requests for a formal hearing must be made in writing to the Vice President of Academic Affairs who, within a reasonable period of time after receiving such requests, will inform students of the date, place, and the time of the hearing. Students may present evidence relevant to the issues raised and may be assigned or represented at the hearings by one or more persons of their choice, including attorneys, at the students' expense. The hearing panels which will adjudicate such challenges consist of the Vice President of Academic Affairs, Vice President for Administration and President of the Student Senate.

Decisions of the hearing panels will be final, will be based solely on the evidence presented at the hearing, and will consist of written statement summarizing the evidence and stating the reasons for the decisions, and will be delivered to all parties concerned. The education records will be corrected or amended in accordance with the decisions of the hearing panels, if the decisions are in favor of the students. If the decisions are unsatisfactory to the student, the students may place with the education records statements commenting on the information in the records, or statements setting forth any reason for disagreeing with the decisions of the hearing panels. The statements will be placed in the educational records, maintained as part of the students' records, and released whenever the records in question are disclosed.

8.12 INTELLECTUAL PROPERTY

Policy Statement:

The University of Maine System is a public institution devoted to teaching, research, service and other scholarly activities. Its personnel, including faculty, staff, and fellows, wage-payroll employees and persons on "visiting" appointments carry on research and other activities supported by the University System, from their own resources and/or by contracts or grants with outside sponsors. The Board of Trustees encourages and supports the development of intellectual property, which is defined as any inventions, copyrightable works, trademarks and tangible research property. Through its policies and procedures, the University System recognizes the interests of all the parties involved, provides the mechanism for making a proper and equitable distribution of benefits, and assists scholars in benefiting from their creative efforts. Recognizing the many circumstances in which intellectual property may be produced, the need for equitable division of income with its scholars, and the prudent exercise of public trust, the University System Intellectual Property Committee, consisting of seven persons

recommended by University Presidents and appointed by the Chancellor, shall be established to review the procedures periodically and hear appeals, and when appropriate, make recommendations to the Chancellor.

Related documents: Administrative Procedures on Intellectual Property

8.13 NON-SMOKING POLICY FOR UMFK *under review 2004*

Rationale:

There is overwhelming evidence that smoking not only affects the health of the smoker, but also affects the health of non-smokers passively exposed to tobacco smoke. The Surgeon General of the United States has determined that involuntary smoking is a cause of disease, including lung cancer, in healthy nonsmokers and that the simple separation of smokers and nonsmokers within the same airspace may reduce, but does not eliminate, the exposure of nonsmokers to environmental tobacco smoke. The United States Environmental Protection Agency has identified environmental tobacco smoke as among the most harmful indoor pollutants.

The Maine Department of Human Services, Bureau of Health, has adopted Rules to assist employers in developing written policies to protect employers and employees from the detrimental health effects of environmental tobacco smoke and to enforce provisions of the Workplace Smoking Act of 1985. These Rules require a policy that protects employees from involuntary exposure to smoke within a business facility. The rules also provide that any designated smoking area must be designed to prevent smoke from reaching the portion of the business facility where employees are performing services for the employer. In order to achieve this, the designated smoking area may be located outside of the business facility. The authority to adopt policies in response to the law has been vested in each campus.

For the most current policy, see www.maine.edu/smokefree.html

8.14 SEXUAL HARASSMENT

Policy Statement:

Sexual harassment of either employees or students is a violation of federal and state laws. It is the policy of the University of Maine System that no member of the University System community may sexually harass another. In accordance with its policy of complying with non-discrimination laws, the University System will regard freedom from sexual harassment as an individual employee and student right which will be safeguarded as a matter of policy. Any employee or student will be subject to disciplinary

action for violation of this policy.

In conformance with this policy, the University of Maine System will ensure fair and impartial investigations that will protect the rights of the person(s) filing sexual harassment complaints, the person(s) complained against, and the institution or unit. Retaliation against anyone who makes a complaint of sexual harassment or who is involved in a complaint process will not be tolerated.

Consenting relationships may constitute sexual harassment under this policy. When a professional power differential exists between members of the University of Maine System and a romantic or sexual relationship develops, there is a potential for abuse of that power, even in relationships of apparent mutual consent. Faculty and staff members are strongly advised not to engage in such relationships. Further, the University System prohibits the abuse of power in romantic or sexual relationships.

To assure that power is not abused and to maintain an environment free of sexual harassment, a faculty or staff member must eliminate any current or potential conflict of interest by removing himself or herself from decisions affecting the other person in the relationship. Decisions affecting the other person include grading, evaluating, supervising, or otherwise influencing that person's education, employment, housing, or participation in athletics or any other University System activity.

For more information, please visit www.maine.edu/eo.html

8.15 POLICY ON SOLICITATION AND ON-CAMPUS ADVERTISING –approved 9/6/02

In order to advance the mission of the University of Maine at Fort Kent as an institution of higher education and as a cultural resource for its region, and to maintain an environment conducive to learning and working, the University will permit lawful advertising and solicitation activities in designated areas of campus on a limited basis as provided in this policy.

I. Posters/Placards/Advertisements

Poster Hanging, For Sale Ads, For Rent Ads, Activity Promotion, etc.

A. On-campus Organizations

1. All on-campus organizations, made up of students, employees, or both, can freely advertise their activities on campus grounds. All posters or such materials must include the name of the organization sponsoring the activity.
2. Materials should be posted in areas commonly designated for posters and placards on campus (i.e. bulletin boards, and surrounding walls areas). Advertisements should not be posted on windows or other glass surfaces and should **never** cover safety signs or equipment.

3. All posted material must comply with all applicable laws and University policies.
4. Advertisements must be removed promptly after they have expired.
5. The University reserves the right to remove postings which do not comply with the requirements of this policy.

B. On-campus Individuals

1. Students and staff of the University must follow the same rules outlined for on-campus organizations.
2. Individuals must indicate their name at the bottom of each posted item

C. Off-campus Organizations and Individuals (Corporate & Non-Profit)

1. Off-campus organizations and individuals must submit all posted advertisements to the Office of Student Services prior to posting.
2. Advertisements by off-campus groups or individuals must be posted only in areas specifically designated for public postings.
3. All rules listed above for on-campus organizations and individuals must be adhered to.

II. On-Campus Marketing/Solicitation/Booths

On-campus sales, credit card promotions, clothing sales, raffles, fund raising sales, educational promotion, health promotion, soliciting donations, etc.

A. On-Campus Organizations

1. On-campus organizations, made up of students, employees, or both, can sell or distribute items for fund-raising or educational purposes or solicit donations for a cause on campus premises.
2. Raffles held by on-campus organizations must first be approved by the Vice-President for Administration.
3. On-campus organizations may sell or distribute items or solicit donations for a cause from office to office.
4. All on-campus organizations must comply with all applicable laws and University policies pertaining to fund-raising, soliciting donations, and selling or distributing items.

B. Off-campus Organizations and Individuals

1. Off-campus organizations and individuals who wish to sell or distribute items for fund raising or educational purposes or to solicit donations for a cause must first attain the permission of the Director of Student Services.
2. The Director of Student Services will schedule dates and times with the organization or individual and will coordinate set-up of a booth space with Facilities Management. Booths will be set up in the main lobby space of Cyr Hall. Other locations will be used only if the main lobby is not available. Solicitors must not actively solicit from any university student or employee in any other public area of the campus.
3. No off-campus organization or individual may sell food items on campus. This is due to contractual stipulations agreed upon by the University and ARAMark Corporation (food service).
4. Off-campus organizations, individuals, and university employees or students representing off-campus organizations or themselves may not sell items or solicit donations from office to office.
5. The University reserves the right to remove a solicitor from its premises if all applicable laws and University policies are not adhered to.

III. **On-Campus Recruiting**

Job Recruiting, Graduate School Recruiting, Peace Corps Recruiting, Post-Graduate Military Recruiting, etc.

A. All Recruiters

1. All recruiters who wish to recruit on campus must first attain the permission of the Director of Student Services.
2. The Director of Student Services will schedule dates and times with the recruiting entity and will coordinate set-up of a booth space with Facilities Management. Booths will be set up in the main lobby space of Cyr Hall. Other locations will be used only if the main lobby is not available. Recruiters must not actively recruit from any university student or employee in any other public area of the campus.

3. The Office of Student Services will ensure that all recruiting booths are provided with a sign that states the purpose of the recruitment effort (i.e. Career Opportunities, Graduate School Recruiting, etc.).
4. No other undergraduate university, community college, or college may recruit on campus.

IV. Use of On-Campus Spaces by Off-Campus Groups or Individuals

Public meetings, religious services, political campaigns, public forums, etc.

A. Off-Campus Organizations or Individuals Sponsored By or Invited By a University Entity

1. Off-campus organizations or individuals who are sponsored by or invited by the University or a University organization will be allowed to use campus spaces free or charge.
2. Arrangements for custodial services and other such services must be handled by the University or University organization.

B. Off-Campus Organizations or Individuals Not Sponsored by a University Entity

1. Off-campus organizations or individuals who are not sponsored by a University entity will be charged for the use of campus facilities.
2. Arrangements for the renting of campus space for activities must be handled by the Facilities Management Office.

8.16 UNIVERSITY POLICY ON SUBSTANCE ABUSE

Policy Statement:

The University of Maine System Board of Trustees recognizes that substance abuse is a complex problem which is not easily resolvable solely by personal effort and may require professional assistance and/or treatment. Accordingly each university and System-wide Services shall designate an individual to assist employees who seek referral for assistance with a substance abuse problem. The universities shall take necessary steps to insure the confidentiality of all inquiries and referrals. All employees shall be informed periodically of the availability of help for substance abuse problems. Each university shall also make available to employees informational materials regarding substance abuse.

Faculty and staff members with substance abuse problems are encouraged to take advantage of available diagnostic, referral, counseling, and prevention services. However, employees availing themselves of these services will not be granted special privileges and/or exemptions from standard personnel practices applicable to job performance

requirements. The University will not excuse acts of misconduct committed by employees whose judgment is impaired due to substance abuse.

The possession, use, manufacture or distribution of illegal drugs as defined by federal, state, and local statutes is prohibited at any time on University property. Employees known to possess, use, manufacture or distribute illegal drugs are liable to public law enforcement sanctions and University disciplinary action. Use of alcoholic beverages on University property shall be in compliance with state laws and university regulations and procedures. Violation of such laws, regulations and procedures may result in disciplinary action and, where applicable, criminal proceedings.

For more information, see www.maine.edu/hr410.html

ACADEMIC POLICIES AND PROCEDURES

9.1 ADMISSIONS STATEMENT

The University of Maine at Fort Kent is an academic community that welcomes applications for admissions from qualified men and women who exhibit the characteristics deemed appropriate to insure success in a rigorous academic environment. In evaluating a prospective student's application for admission, the University considers a variety of factors and indicators. Acceptance results from a mutual determination by the University and the students that the educational experiences which UMFK provides will offer the applicant the most appropriate opportunities for continued self-development and personal fulfillment.

ACADEMIC ADVISEMENT

9.2 General Advising Procedures

Faculty have a professional responsibility for advising students. New students, either first year or transfer are assigned to advisors. Students with less than 30 hours upon admission must enroll in Humanities 102, First Year Experience Seminar. The instructor for the course is their advisor for the semester. After the first semester, they are assigned to an advisor within their major area of study. In some cases, students will have both an FYE advisor and a major advisor the first year. Students should be in contact with their advisors on a regular basis. Students may change their advisor through the Registrar's Office. Students may not change advisors during their enrollment in Humanities 102 unless they change instructors.

Professional staff are included in the role of Humanities 102 teachers and advisors. These advisors should be thoroughly familiar with all academic programs at UMFK and should have the ability to work effectively with a wide variety of students. The Coordinator(s) of First Year Experience and Advising are appointed administratively.

Responsibilities of Advising:

The philosophy of advising is directly correlated with the admission policies at UMFK. The belief in relatively open admissions places a special responsibility on advisors to mentor each student carefully and individually. Students with academic deficiencies are required to satisfy minimum proficiency requirements by successfully completing courses offered by Academic and Counseling Services. The course selection process for each student is one of the many important functions of the academic advisor.

Other responsibilities of the advisor are even more basic to our philosophy. Many of our students have little understanding of a university education. Why do we have general education requirements? Why are the liberal arts important? How do you choose a major? How do you choose a suitable career? The advisor provides an important service

to the University as well as the student in helping to develop attitudes and understandings which are essential for the successful university student.

Moreover, students may have personal problems that are obstacles to learning. Advisors have multiple resources for assistance when student needs exceed a faculty's level of expertise. For example, if an advisor suspects a learning difficulty, the student may be referred to Academic Counseling and Services. Students are not entitled to alternative forms of assessment or special consideration until the need has been documented. Emotional and psychological problems can be referred to the Student Health Clinic or to Aroostook Mental Health Center. If academic or discipline problems occur within a classroom with a student or group of students, seek advice from your Division Chair and/or the Vice President for Academic Affairs. If problems are occurring outside the classroom or if you need additional information about a student, the Director of Student Services is an excellent resource.

Faculty advisors need to be available to students at reasonable times, especially during orientation and during the weeks of registration. They also need to maintain good communication and close cooperation with the offices of Academic and Counseling Services, Student Services, and Career Counseling.

9.3 Freshman Advising Procedure
Add in!!!!!!!!!!!!!!

9.4 ACADEMIC APPEALS PROCEDURE

Occasionally, a student may have reason to question an academic process or result. In such cases, the following steps will be followed in order:

1. Student discusses the concern with the appropriate faculty member. If that is unsatisfactory,
2. Student sees the Division Chair, who will attempt to resolve the complaint. If this step fails,
3. Student requests a review of the situation to be made by the Vice President of Academic Affairs.
4. As a final attempt, if steps 1-3 are unsatisfactory, student appeals to the President. All parties are expected to adhere to the decision.

All information, recommendations, and decisions should be made available to the next level of appeal.

ACADEMIC PROGRAM OPTIONS - reviewed 2004

9.4 Directed Study:

Directed Study provides students with the opportunity to pursue special areas of study under the direction of a faculty sponsor. Directed Study differs from Independent Study in that the faculty sponsor provides the direction for the student's work. A faculty member should agree to a directed study only if he or she has sufficient time and

expertise. Faculty members are not ordinarily given additional compensation for directed studies.

Procedures to be followed are:

- 1) The interested student and faculty member complete Directed Study Proposal form. Objectives, work to be completed, and methods of evaluation must be included. (Forms are available from the Vice President of Academic Affairs' Office.)*
- 2) The proposal is then submitted to the Division Chair and to the Vice President of Academic Affairs for approval. The student will not be enrolled in the course until the Registrar receives the approved form.*
- 3) The student begins and completes the project during the regular academic term.*

Directed Study is open to all students who meet the following minimum requirements:

- 1) Students must be either juniors or seniors in a baccalaureate program or sophomores in an associate degree program;*
- 2) Students must have a minimum C.P.A. of 2.5.*
- 3) Students will generally not receive approval for a Directed Study for an existing course except in extraordinary circumstances*

9.6 Independent Study:

In an Independent Study, a student, with the supervision and guidance of a faculty sponsor, proposes and develops a research project, field study practicum, or special readings course which centers on an area of study not included in the regular course sequences. Independent Study is never acceptable as a substitute for a course or for a course not successfully completed. Credit for the proposal must be recommended by the faculty sponsor at the time the study is presented by the student. Credit will vary between one (1) semester hour and (4) semester hours. A student may enroll for one course of independent study at a time with a maximum of twenty (20) hours applicable towards a baccalaureate degree.

Independent Study presupposes a developed competency and maturity; consequently, participation in the program is restricted to students who have accrued a cumulative point average of 2.5 or a minimum CPA of 3.0 in the student's major. A student who does not meet the qualifying criteria, but develops a proposal which merits Independent Study status, should consult with a prospective faculty sponsor to assess the possibilities for successful completion of the project.

Procedures to be followed are:

- 1) *The interested student completes the Independent Study form available from the Vice President of Academic Affairs' Office. Measurable objectives, work to be completed, and methods of evaluation must be developed by the student.*
- 2) *The student reviews the proposal with a faculty sponsor.*
- 3) *With the agreement of the faculty sponsor, the proposal is submitted to the Division Chair and the Vice President of Academic Affairs for approval.*

9.7 Internships

9.8 Cooperative Education:

Cooperative Education is the integration of classroom theory with practical experience. In this program students attend the University and work in industry, business, government, or service agencies during specified periods.

Academic credit for Cooperative Education may be awarded for job-related learning which can be documented and measured. The amount of credit to be given will depend on three criteria: the nature of the work, the length of the work experience, and the academic value of that work experience. Before beginning each new semester the student must prepare a proposed study plan and submit it to the Cooperative Education Faculty Advisor within the major division and to the Cooperative Education Coordinator. The proposal should include concise statements on the course area, topic, or problem on which the student will focus, the reasons for doing this particular study, and how it will increase the student's professional expertise in relation to his or her career objectives. The student and the instructor will establish criteria for judging concrete evidence of performance.

The maximum amount of credit which may be earned for one semester of full-time work experience is (8) Cooperative Education credits (80 hours of full-time supervised work = 1 academic credit). No more than eight Cooperative Education credits may be earned in the same type of work experience.

A maximum of eight credits earned in Cooperative Education may be applied, with the approval of the Chair of the appropriate Division and the Vice President of Academic Affairs, to the student's major; four Cooperative Education credits may be applied, with the same approval, to the student's minor.

A maximum of sixteen Cooperative Education credits may be applied toward requirements for a baccalaureate degree, and a maximum of eight Cooperative Education work experience credits may be applied toward requirements for an associate degree.

Each student must request and receive advance approval from the Chair of the appropriate division and from the Vice President of Academic Affairs in order to apply Cooperative Education work experience credits toward satisfaction of requirements for major or minor studies.

The Cooperative Education option is open to each student who meets the following minimum requirements:

- 1) has attained a C.P.A. of 2.5 or 3.0 in his or her major;
- 2) is recommended by the appropriate division; and
- 3) has completed a minimum of 45 semester hours of University credit or an associate degree.

The final determination of eligibility will be with the employer. A student must be interviewed and accepted by a potential employer in order to become a participant in the Cooperative Education program.

9.9 Credit for Past and Experiential Learning:

The University of Maine at Fort Kent enrolls many students who have developed knowledge and skills from their own reading programs, work and other experiences, or through degrees/diplomas, licenses, or certification from other agencies. While credit by examination (such as the CLEP or DANTE exams) is available, these tests follow traditional disciplines and college classroom situations. Where possible, UMFK attempts to honor past experiences by granting credit for other types of learning. The process involved requires a good deal of work for both the applicant and the evaluator. The process should therefore not be seen as an easy way to get credit.

Eligibility

1. Applicants must be currently matriculated and enrolled at UMFK.
2. Applicants must have a current cumulative grade point average of 2.0.
3. Applicants who have earned a diploma, certificate, or special license must present official transcripts or credentials from each institution at which study was completed for evaluation. The student should write a description of the diploma, certificate or license.
4. Student petitioning for evaluation of academically qualifiable work experience must present official letters and other pertinent documentation from appropriate supervisory sources, confirming the work experience and attesting to its quality. Work experience may include volunteer and other unpaid work.
5. Students must identify the discipline(s) for which they believe they are seeking credit and the number of credit hours they believe the experience is equivalent to where possible, the University recommends the student attempt to equate the experience with an existing course(s). (Students may obtain copies of the UMFK course syllabi from the Vice President of Academic Affairs' Office.)

Review and Decision Process

1. Applicants will submit to the Vice President of Academic Affairs the "Application for Past and Experiential Learning," together with all

supporting documents. Forms are available in the Office of the Vice President of Academic Affairs.

2. The VPAA will forward the material to the appropriate division and faculty for review and recommendations.
3. Final determination of the credit hours to be granted will be the responsibility of the VPAA.

CANCELLATION POLICIES

9.10 Course Cancellation Policy:

The Vice President of Academic Affairs, in consultation with the appropriate Division Chair, will determine if a specific course has sufficient enrollment to justify its offering. This decision will ordinarily be made after the initial registration day, but in no case, later than the drop-add period during the appropriate semester.

9.11 Summer Session Course Cancellation Policy:

Summer Session courses must be self-supporting by bringing in sufficient tuition to pay the instructor's salary plus 25 percent for overhead. If a course has insufficient enrollment to support full compensation, the instructor may choose to allow students additional time to enroll in the course. If this is the case, an additional class meeting will be held and a decision made by the end of the second class meeting. That is, students should know when they leave the second class meeting whether the course is to be cancelled or continued.

The determination of instructor payment in this case shall be based on the amount of tuition income (less 25 percent) reported by the Office of the Registrar. Should students drop out of the course after the second day of class, the instructor will still be paid on the basis of the number of students registered on the day the second class met. If additional students enroll in the course after the second class meeting, the instructor's compensation will reflect the increase up to the maximum amount of full compensation at his or her particular rank.

9.12 Class Cancellation:

Faculty members unable to meet a scheduled class should inform the Vice President of Academic Affairs Office promptly.

9.13 Procedures for University Closing Due to Adverse Weather:

STEP 1: The Director of Facilities Management will receive a call from the Weather Service Center before 5:00 a.m.

- STEP 2: The Director of Facilities Management will call the President by 5:25 a.m. with the weather and road report.
- STEP 3: The President will call the Vice President of Academic Affairs by 5:40 a.m. and inform him or her of class cancellations.
- STEP 4: The President will call the Director of Financial and Administrative Services and inform him or her of class cancellations.
- STEP 5: By 6:00 a.m. the Director of Facilities Management will call the Director of Public Relations who will call radio and television stations with information on whether or not classes will be held at UMFK.
- STEP 6: The Vice President of Academic Affairs will call division chairs and directors reporting to him or her and notify them of the decision(s) regarding the weather situation.
- A. Each director will contact individuals reporting to him/her.
- B. The division chairs will call faculty and staff within their respective divisions.
- STEP 7: The Director of Financial and Administrative Services will notify Business Office personnel, Bookstore Coordinator, Switchboard Operator, and Food Service Manager. They will in turn notify staff that report to them.
- STEP 8: The Director of Facilities Management will notify individuals reporting to him or her.
- OTHER 1: Maintenance will be responsible for snow removal. The target time for snow removal is 6:00 a.m.
- OTHER 2: The cafeteria will be opened and operate as usual.
- OTHER 3: The Director of Athletics will determine when the gymnasium will be opened for use by the students.
- OTHER 4: Closure for night classes and off-campus classes will be determined by 2:00, if possible, and all steps will then be repeated.

School cancellation notices will be called to:
 WAGM TV in Presque Isle (Channel 8)
 WFKT TV in Fort Kent (Channel 4)
 WCXU/WCXX (102.3 and 103.1 FM)
 WBPW/WFST (96.1 and 96.9 FM)
 MPBN Public Radio (106.5 FM)

9.14 CHANGE OF GRADE

When the student receives his or her official grade report from the Registrar, he or she should determine the fairness of the grades received. If the student questions the assigned grade, the instructor who assigned the grade should be contacted immediately for resolution. If the instructor agrees that a change of grade is justified, the student should secure the appropriate form from the Registrar's Office, attach a statement of documentation, and proceed to process the request. All grades (regular, evening and summer session) which remain unchanged according to the following procedure as of 30

days following the day of Registration for the next semester will be presumed to be fair and not subject to change.

9.15 COURSE CHANGES

To "add" or "drop" a course the student obtains the appropriate form from the Registrar and processes it according to the instructions below:

1. Courses may be added during the first week of classes only. This applies to all credit courses (day and evening). Courses may be dropped during the first week of classes without penalty. (See Academic Calendar for current deadlines.)
2. Beginning with the second week of classes until Pre-registration, as published in the Academic Calendar, courses may be dropped with a grade of "W" assigned by the instructor. The "W" is not computed in grade point averages.
3. Withdrawals are not permitted after the Pre-registration date except in unusual circumstances. Withdrawals after Pre-registration require the approval of the faculty member and the Division Chair.

If it is the intention of the student to withdraw from one or all classes, the above procedures are to be observed. Failure to do so will result in the assignment of the grade of "F" for each course involved. Grades of "F" are computed in grade point averages.

9.16 COURSE REPEAT POLICY – see current catalog

A student may repeat a course only once. Further repetitions will be allowed only with the approval of the Vice President for Academic Affairs. Repeated courses must be taken at the earliest opportunity (normally the next semester the course is offered). Credits are awarded only one for a course unless it is a course that may be taken more than once. Only courses and quality points for the attempt in which the highest grade is earned are computed in the grade point averages.

9.17 GRADING POLICIES – see current catalog

UMFK uses a system of letter grades to report student achievement. The faculty submits the grades to the Registrar's Office at the end of each semester.

Faculty members are not required to follow any standardized grading procedure but instead develop their own policy consistent with the course requirements. Grading policies and course requirements should be included in the syllabus distributed at the beginning of each course.

The UMFK system of grading and the quality points associated with each grade are listed in the current college catalog.

9.18 GRADUATION REQUIREMENTS – see current catalog

Candidates for degrees must file application for graduation with the Office of the Registrar before the end of the third week of instruction of the semester in which they expect to complete graduation requirements.

Applications for degrees to be awarded at the end of a summer session should be completed and filed in the Office of the Registrar before the end of the previous spring semester. No applications will be accepted for summer session degrees or credentials after the end of the second week of instruction of the regular summer session.

Students are permitted to participate in graduation exercises with six or fewer uncompleted credits. The credits should be completed by the end of the summer following graduation. The degree will be recorded, and dated, on the transcript only upon completion of all degree requirements. The diploma will be dated the same as the transcript. The graduate will be considered as an alumnus or alumna of the year he or she completed the degree requirements. A student may not participate in two separate graduation exercises for the same degree.

9.19 POLICIES AND PROCEDURES FOR SUBMITTING GRANTS

Faculty and staff are encouraged to seek grants for UMFK programs and individual scholarly purposes. Granting agencies are more inclined to give grants to individuals that are associated with state agencies or Universities because of the strict financial and accounting policies associated with these organizations. Funding received through the University is governed by University policies. Individuals may not secure grants on their own in the name of the University nor are they the fiscal agent for receiving funds. The following policies and procedures are designed to assist you in being successful in procuring funds from outside agencies and to ensure that all system and campus policies are followed.

These policies and procedures govern grants written by individual faculty or staff member(s), Departments or Divisions. These policies govern grants regardless of their budgetary implications for the campus.

Policies

Principal Investigators are responsible for:

- (1) Consulting with appropriate constituencies, Division Chairs, Academic Affairs, etc. prior to writing a proposal to determine if the grant fits within the mission of the campus
- (2) Writing proposals
- (3) Ensuring that proposals meet the guidelines and qualifications of the granting agency (all grants must include intended outcomes, timeline, budget)
- (4) Seeking appropriate advice and consultation when including equipment, personnel time, stipends for self and others, University match (in-kind or dollar), indirect and administrative costs

- (5) Obtaining support letters, internal and external documentation
- (6) Ensuring that all approvals are obtained before the grant is submitted
- (7) Implementation of successful grants (see separate section under procedures)
- (8) Meeting application deadlines (both internal and external)
- (9) Supplying the required number of grant copies for submission

All faculty and academic support grants must be approved by both the Vice President for Academic Affairs and the Vice President for Administrative Services. Grants must be submitted in final form to the Vice President for Academic Affairs. The University recognizes that responding to grant proposals in a timely fashion is important; however, grants received less than two weeks prior to their off-campus deadline are not guaranteed to leave campus in time to meet the off-campus deadline.

Procedures

Principal Investigators (Authors) must follow the policies above. After appropriate consultations, completed faculty grants and academic support grants are submitted to the office of Academic Affairs for review and approval. *The Grants Application Approval Form must be attached to the original copy of the grant.* Submission to Academic Affairs must take place in time to allow revision and consultation prior to the due date of the grant. Upon approval of Academic Affairs, the principle investigator is responsible for submitting the grant to the Vice President of Administrative Services for review and approval. Upon approval by both administrative officers, Academic Affairs will retain a copy, submit the grant (and appropriate number of copies) to the Granting Agency and inform the principle investigator.

Successful Grants

Successful recipients of grants will:

- (1) Notify the office of Academic Affairs
- (2) Consult with Academic Affairs and Administrative Services to establish an appropriate account for receipt of funding (if appropriate).
- (3) Obtain information concerning the management of a grant account from Administrative Services
- (4) Follow all University policies and procedures concerning hiring, purchasing, reporting, etc.
- (5) Carry out all obligations of the grants with regard to such things as purchases, hiring personnel, processing time sheets, conducting project work, maintaining fiscal records, etc.
- (6) Submit all interim and final reports following the guidelines of the granting agency

- (7) Submit a copy of all interim and final reports to the office of Academic Affairs
- (8) Ensure that all fiscal responsibilities have been met
- (9) Close out accounts at the end of the grant
- (10) Respond to audits of grant accounts currently or formerly under their supervision

5/1/01 Academic Affairs

INSTRUCTIONAL GUIDELINES

9.20 Faculty Office Hours:

A Faculty Schedule of Classes and Office Hours form should be completed in triplicate and copies distributed to: 1) the Division secretary, who responds to inquiries regarding your availability for meetings, appointments, and the like; and 2) the Vice President of Academic Affairs' Office. The third copy should be posted on your office door, in order to provide students with the information necessary to arrange visits to your office for purposes of advisement, assistance with course work, etc.

9.21 Syllabi and Course Plans:

Copies of your syllabi should be submitted to the Vice President of Academic Affairs' Office at the beginning of each semester. A copy of the appropriate course syllabus should be distributed to each of the students enrolled in your courses during the first week of classes. Included on your syllabus should be the objectives of the course, a general outline of the content and specific information pertaining to grading and evaluation, written assignments, group work, and other course expectations. It is helpful to students to have information on the syllabus regarding how and where to reach you, your general philosophy of instruction and information regarding attendance. If lack of attendance lowers a student's grade, it should be clearly stated in each course syllabus.

9.22 Class Attendance Policy:

Each professor will specify the attendance and absence policy as part of the written syllabus. If, for any reason, students are seeking an excused absence from class(es), they must obtain excused status, in advance whenever possible, from the professor(s) of the class(es) and schedule whatever makeup work is necessary. Certain school activities such as participation in sanctioned sports activities are legitimate reasons for excused absences. In an emergency, students may obtain excused absences from the Director of Student Services.

9.23 Excused Absences:

Excused absences will be granted for the following reasons:

1. A death in the immediate family;

2. Hospitalization;
3. Medical reasons outlined and verified by a physician;
4. Scheduled employment interviews verified by employer in question;
5. Other emergency situations directly concerning a student and/or his or her immediate family; and
6. Participation in University related, University sanctioned, and/or University sponsored or approved functions or activities, including but not limited to performing arts and athletic events.

Any absences not covered by the above, or that do not follow this procedure fall within the professor's absence policy; therefore, the opportunity to make up work is at the professor's discretion.

9.24 PLAGIARISM

College and University level instruction is based on developing the individual's capacity for independent thought, including using and acknowledging the ideas of others in novel ways and new combinations. To use such ideas without acknowledgement, however, is not acceptable and constitutes plagiarism. Plagiarism is literary theft, and consists of such practices as:

1. Taking the words of another and presenting them as one's own without proper acknowledgement;
2. Presenting as one's own a succession of ideas, a plot, a list or an outline of another without proper acknowledgement;
3. Presenting as one's own, work prepared in collaboration with another to the point at which it is no longer one's own (group assignments notwithstanding);
4. Arranging for another individual to complete an assignment or part of an assignment or to take an exam or a course on one's behalf;
5. Presenting work prepared for one course in another course without appropriate consent of the instructor(s);
6. Presenting as one's own essays, term papers, or assignments purchased from a commercial firm or other source.

Each faculty member, in reminding students of the dangers of plagiarism, may add examples as they pertain to the specific disciplines. Please see the UMFK Catalog regarding Academic Honesty and the Student Handbook for additional information.

UMFK Policy Regarding Plagiarism:

1. UMFK professors are obliged to reject any piece of work which is plagiarized and have the right to fail the assignment.
2. A student in a freshman course unknowingly submitting plagiarized work may have the opportunity to revise, correct, and re-submit the work without penalty.
3. Normally, students will not fail an entire course because of one incident, but repeated incidents or egregious circumstances may result in dismissal from class.

4. Submitting a plagiarized work in an upper level course wherein a research paper constitutes a substantial portion of the grade may result in course failure.
5. Plagiarism in an Honors level course will result in failure of that particular course and dismissal from the Honors Program.

Policy Dissemination:

1. A copy shall be distributed to all faculty.
2. The policy shall be published in each academic catalogue, student handbook and faculty handbook.
3. Copies shall be distributed as part of a student orientation procedure.
4. Copies should be distributed to all students in composition classes.
5. It is the student's responsibility to review the policy for any paper or other independent work.

SCHEDULING

9.25 CONFERENCE ROOMS

All space on campus should be scheduled before use to avoid conflicts and unexpected budget expenditures for usage fees.

Currently space on campus is controlled by a number of different offices. To ascertain The current office responsible for scheduling that space or any services you require, call The Office of the Vice President for Academic Affairs. Explain the space or service you Require and ask about the current method of reservation and whether there are costs involved.

As example of this would be the scheduling of a conference. You will need rooms, food, equipment, and perhaps custodial help and security. All these services are available, but they are not coordinated by a single office. Just reserving a room does not mean that you will be provided with all the personnel and services you may need. Some spaces are available with a fee, others are not.

9.26 THE ELMER H. VIOLETTE ALLAGASH WILDERNESS CAMP

The Wilderness Camp, as part of the academic programming of the University, is administered though the Office of the Vice President for Academic Affairs (VPAA). The facilities are to be used primarily as a base camp for UMFK students and faculty/staff in the pursuit of activities (courses, research, and similar programming) relating to the Environmental Studies and Forestry programs. All requests for the use of the camp need to be approved by the VPAA, through the Coordinator of Academic Outreach.

The site is located approximately 2 miles form the Allagash river allowing access to various habitat types, and is central to other interesting natural and cultural features. All facilities conform to ADA standards and include a large meeting/instructional room,

kitchen, bath, and tow bunkrooms. Due to its proximity to the Allagash Wilderness Waterway, users must be aware of the Waterway regulations regarding use of the river, including group size, access, and parking. The used of the camp is governed be state policies as well as UMFK policies. The administration will be as flexible as possible to meet the needs of the students, faculty and staff as they relate to this facility.

A copy of the general Use policy is accessible on the UMFK website. The policy in its entirety is available from the Office for Academic Outreach

9.27 WITHDRAWAL FROM THE UNIVERSITY

Withdrawal from the University has academic, financial, and personal implications. To insure that the withdrawal is accomplished under the most favorable circumstances, a student contemplating such action should discuss the matter with his or her advisor and the Dean of Student and Enrollment Services.

If the decision to withdraw is made, the student must obtain the proper form from the Student Services Office and follow the procedures outlined in the form. The Registrar will circulate the form to the student's instructors and to the advisor for their signatures.

Students who withdraw from the University without following the prescribed procedure jeopardize their academic standing and forfeit refunds.

Students who withdraw from the University during the first week of classes may do so without grade penalty. For students who withdraw from the University after the first week of classes, instructors will assign grades of "W" in all courses. Grades of "W" are not computed in grade point averages.