

Faculty Handbook

College for Creative Studies



December 1, 2025

Contents

1	History, Mission, And Accreditation	9
1.1	A Brief History	9
1.2	Mission Statement	11
1.3	Accreditation	11
2	Organization	13
2.1	Legal Organization	13
2.2	Table Of Organization	13
2.3	Board Of Trustees	13
2.4	Administration	14
2.4.1	President	14
2.4.2	Academic Deans	14
2.4.3	Vice President For Administration And Finance	15
2.4.4	Vice President For Enrollment And Student Services	15
2.4.5	Vice President For Institutional Advancement	15
2.4.6	Vice President For Strategy And Communications	16
2.4.7	Assistant Dean For Institutional Equity And Inclusion And Chief Diversity Officer	16
2.4.8	Dean Of Students	16
2.5	Faculty Assembly	16
3	Employment Policies And Procedures	19
3.1	Policy on Equal Opportunity, Discrimination, and Harassment	19
3.1.1	Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence (Title IX Policy)	19
3.1.2	Anti-Harassment and Discrimination Policy	65
3.1.3	Policy on Preventing and Addressing Discrimination, Ha- rassment and Retaliation	76
3.1.4	Intimate Relationships	107
3.2	Alcohol And Other Drug Policy For Students, Faculty, And Staff	108
3.3	Weapons	108
3.4	Confidentiality	108
3.5	Employee Conflict Of Interest	108
3.6	Health And Safety	109

3.6.1	Health And Safety	109
3.6.2	Health And Safety Committee Of The Faculty Assembly	110
3.7	Faculty Credentials and Equivalent Tested Experience	111
3.7.1	Credentials	111
3.7.2	Equivalent Tested Experience	112
3.7.3	Determining Faculty Credentials or Equivalent Tested Ex- perience	112
3.7.4	Equivalent Tested Experience Rubric	112
3.8	Terms Of Employment For Full-Time Faculty	112
3.8.1	Terms Of Employment For Full-Time Faculty	112
3.8.2	Academic Year	113
3.8.3	Teaching Load	114
3.8.4	Teaching Schedule	114
3.8.5	Satisfactory Performance	114
3.8.6	Full-Time Obligation	114
3.8.7	Duties And Responsibilities Of Full-Time Faculty	114
3.8.8	Special Projects Classes	118
3.8.9	Missed Classes	118
3.8.10	Outside Professional Work	119
3.8.11	Annual Performance Evaluation	119
3.8.12	Salary	121
3.8.13	Benefits	122
3.8.14	Americans With Disabilities Act	139
3.8.15	Pregnant Workers Fairness Act Policy	139
3.8.16	Family And Medical Leave Act (FMLA)	140
3.8.17	Appointment Of New Full-Time Faculty	140
3.8.18	Designation Of Rank	142
3.8.19	Reappointment And Advancement Of Full-Time Faculty	142
3.8.20	Separation of Full-Time Faculty	148
3.8.21	Terms of Employment for Adjunct Instructors	150
3.8.22	Faculty Concerns Committee	151
3.8.23	New Faculty Review Process	151
3.8.24	Department Chairs	152
3.8.25	Section Leads	155
3.8.26	Program Manager	156
3.8.27	Faculty Development	156
4	Academic Policies And Procedures	159
4.1	Registration	159
4.1.1	Academic Advising And Registration Office	159
4.1.2	Registration Procedures	159
4.2	Semester Course Listing	160
4.3	Class Roster	160
4.4	Adding/Dropping Classes	161
4.5	Waived Course	162
4.6	Restricted Course	162

4.7	Independent Study	162
4.8	Academic Advising And Registration Office Forms	163
4.9	Grading And Academic Progress	164
4.9.1	Grading	164
4.9.2	Midterm Grade Procedure	165
4.9.3	Final Grade Procedure	166
4.10	Grade Change Forms	167
4.11	Course Repetitions	167
4.12	Dean's Or President's List	168
4.13	Junior Status	168
4.13.1	Exceptions:	169
4.14	Undergraduate Student Readmission	169
4.14.1	Procedure	169
4.15	Graduate Student Readmission	170
4.15.1	Readmission for students in good standing	171
4.15.2	Readmission after academic suspension	171
4.15.3	Readmission After Suspension Related To Conduct	171
4.16	Attendance	171
4.16.1	Related Forms	172
4.17	Disruptive Students And Disciplinary Procedures	172
4.17.1	Summary And Scope	172
4.17.2	Definition	172
4.17.3	Procedure	173
4.17.4	Faculty/Staff Rights And Responsibilities	174
4.17.5	Student Rights And Responsibilities	175
4.17.6	Judicial Follow-Up	175
4.18	Code Of Student Conduct	176
4.19	Academic Integrity	176
4.20	Basic Rights For Pregnant Students	176
4.20.1	Classes And Coursework	176
4.20.2	School Activities And Extracurriculars	177
4.20.3	Support And Adjustments	177
4.21	Family Educational Rights And Privacy Act (FERPA)	177
4.21.1	Information For Dual Enrolled High School Students	180
4.21.2	Student Information Release Authorization	180
4.21.3	Request To Withhold Release Of Directory Information	180
4.22	Intellectual Property Rights	180
5	Student Support Services	183
5.1	Goals	183
5.2	Academic Advising	183
5.3	Academic Evaluation (Degree Audit)	183
5.4	Mentor Program	184
5.5	Center for Tutoring and Writing	184
5.6	Students with Disabilities	185
5.6.1	Requesting Accommodations	185

5.7	Student Concerns Committee	186
5.8	Student Affairs	186
5.8.1	Residence Life	187
5.8.2	Counseling and Wellness Center	187
5.9	Admissions	187
5.10	Financial Aid	188
5.11	International Student Services	188
5.12	Off-campus Study	189
5.12.1	Off-Campus Study	189
5.12.2	Mobility Program	189
5.13	Study Abroad	190
6	Academic Resources And Related Programs	191
6.1	Assessment Program	191
6.2	Library	191
6.2.1	Library	191
6.2.2	Library Director	192
6.2.3	Library Hours	192
6.2.4	Loan Periods	192
6.2.5	Image Collections	192
6.3	Educational Technology and Innovation	193
6.4	Imaging Center	193
6.5	Audio Visual Services	194
6.5.1	Equipment Checkout	195
6.5.2	Reservations	196
6.5.3	Returns	196
6.5.4	Late fees, fines, and suspensions	197
6.6	Academic Facilities	198
6.6.1	Director of Academic Facilities	199
6.6.2	Emergency Response	200
6.6.3	Hazardous Waste	200
6.6.4	Tools And Equipment	200
6.7	Galleries	200
6.7.1	Center Galleries	200
6.7.2	Valade Family Gallery	201
6.7.3	U245 Gallery	201
6.7.4	Knight Foundation Gallery	201
6.8	Auditoria	202
6.8.1	Wendell W. Anderson, Jr. Auditorium	202
6.8.2	General Motors Auditorium	202
6.9	Lecture Series	202
6.9.1	Woodward Lecture Series	202
6.9.2	Toyota Lecture Series	202
6.10	Community Outreach	203
6.10.1	Community Outreach	203
6.10.2	Precollege And Continuing Studies	203

6.10.3	Community Arts Partnerships	203
6.11	Design Core Detroit	204
6.12	Book And Art Supply Stores	204
7	Administrative Support Services	205
7.1	Human Resources	205
7.2	Business Services	205
7.3	Information Technology Services	205
7.4	Facilities And Administrative Services	206
7.4.1	Buildings And Grounds	206
7.4.2	Mailroom	206
7.5	Campus Safety	206
7.5.1	Campus Safety	206
7.5.2	Campus Emergency Alert Program	207
7.5.3	Security Procedures And Services	207
7.5.4	Crisis Management Plan	208
7.6	Institutional Advancement	208
7.6.1	Institutional Advancement	208
7.6.2	Development	208
7.6.3	Marketing And Communications	209
7.6.4	Special Events	210
7.6.5	Office of Partnerships	210
8	Administrative Policies And Procedures	211
8.1	Personnel Records	211
8.1.1	Staff	211
8.1.2	Faculty	211
8.2	Budget	212
8.3	Contractural Commitments	212
8.4	Emergency Weather Closing	213
8.5	Identification Cards	213
8.6	Access To Buildings And Parking Areas	213
8.7	Keys	214
8.8	Children In The Workplace	214
8.8.1	Exceptions For Employees	214
8.8.2	Exceptions For Students	215
8.9	College Purchasing	215
8.9.1	Credit Application	215
8.9.2	Tax-Exempt	215
8.10	CCS Smoking Policy	216
8.11	Electronic Communications	216
8.11.1	Prohibited Communications	216
8.11.2	Personal Use	217
8.11.3	Access to Employee Communications	217
8.11.4	Software Use	217
8.11.5	Security / Appropriate Use	218

8.11.6 Confidential Information	218
8.11.7 Participation in On-Line Forums	218
8.11.8 Policy Violations	219
8.12 Social Media Policy	219
8.13 Field Trips	219
8.14 International Travel Policy	220

Chapter 1

History, Mission, And Accreditation

1.1 A Brief History

For more than a century, the College for Creative Studies (CCS) has distinguished itself as one of the premier institutions of higher learning in the world. The current College traces its heritage back to 1906 when a group of local civic leaders, inspired by the English Arts and Crafts movement, formed the Detroit Society of Arts and Crafts. The Society's mission was to keep the ideals of beauty and craftsmanship alive in what was rapidly becoming an industrialized world. At their original location on Farmer Street, Society members began teaching informal classes in basic design, drawing, and woodcarving. In 1911, they opened a gallery where students, as well as prominent modern artists, displayed and sold their work.

As Detroit's creative community continued to take root, the Society recognized the need to expand. They moved to a larger location on Watson Street (1916), and 10 years later became one of the first arts and crafts organizations to offer a formal, four-year program in Art (1926). Within a year, the Art School of the Detroit Society of Arts and Crafts grew to an enrollment of 280 students.

Much of the school's success was attributed to its close integration of rigorous courses with the progression of the art and design movements and world-class, contemporary exhibitions—a tradition that continues to prevail. In addition to hiring talented, local artists and designers, the school sought renowned painters, sculptors, and craftspeople from around the world to teach courses. In 1933, the Society's gallery garnered national media attention as one of the first art institutions to recognize the automobile as an art form. This was around the same time that programs in industrial design and commercial art were introduced to the school's curriculum.

The school relocated for a third time in 1958 to its current location near the city's cultural center. The move provided students with more convenient

access to the Detroit Institute of Arts' impressive collection. All classes and offices were initially housed in the Arts & Crafts building designed by Minoru Yamasaki.

In 1962, the school officially became a college when the Michigan Department of Education authorized the institution to offer a Bachelor of Fine Arts in Industrial Design. Eight years later, the College was awarded the right to provide degrees in all of its major programs. The National Association of Schools of Art and Design (NASAD) granted original accreditation in 1972, and the North Central Association of Colleges and Schools (NCA) granted regional accreditation in 1977.

The next four decades brought about several improvements and significant changes to the campus. In 1975, construction of the architectural award-winning Kresge-Ford Building was completed, and the Detroit Society of Arts and Crafts changed its name to the Center for Creative Studies—College of Art and Design. The school acquired an apartment building adjacent to campus (the Art Centre building) in 1988 that serves as the main dormitory on campus and the building that formerly housed Detroit's African American Museum of History in 1997 that was later transformed into the Academic Resource Center (now the Manoogian Visual Resource Center), which contains the Center Galleries and library. A parking structure was added to the campus in 1999, and in the fall of 2001, the College inaugurated the Walter B. Ford II building for design and technology-driven disciplines. The donation to fund this project was the largest ever given to an art college at the time. That year, two historic homes on the northern side of campus were also renovated to accommodate administration and admissions offices.

The year 2001 brought about a milestone critical to the future of the school. Results of a research study led to the Board of Trustees' decision to change the school's name to the College for Creative Studies (CCS) to more clearly communicate its identity as an accredited, degree-granting "college."

The Josephine F. Ford Sculpture Garden was added in the fall of 2005 to provide a gathering place for the campus community, and in 2007, the College renovated another home on historic Ferry Street to house the Institutional Advancement and Human Resources offices. In 2008, CCS embarked on its most significant project to date—a \$145 million redevelopment of the 760,000 sq. ft. historic Argonaut Building (formerly General Motors first research and design studio). Located in Detroit's New Center district (about a mile from the original Walter and Josephine Ford Campus), the building serves as the A. Alfred Taubman Center for Design Education.

The Taubman Center is home to the College's five undergraduate design departments, graduate degree programs in design and transportation design and the Henry Ford Academy: School for Creative Studies, an art and design charter school for middle and high school students. This site has enabled CCS to expand its curriculum to include new areas of the creative industries, improve facilities for all of its departments and connect with the local community through the Design Core Detroit. It represents the College's commitment toward accelerating metro Detroit's transition to an innovation-based economy by renewing

the infrastructure of an important urban neighborhood; attracting, developing and retaining talent in the creative industries; spurring research in sustainable product development; and creating jobs and new business opportunities. The original Ford campus continues to house arts and crafts disciplines as well as the majority of administrative offices.

The College's legacy has contributed to its recognition as an international leader in art and design education. In 2007, Bloomberg Business Week listed CCS among the top design schools in the world. The college now enrolls more than 1,400 students seeking undergraduate degrees across twelve majors and four graduate degrees. CCS also offers non-credit courses in the visual arts through its Precollege and Continuing Studies programs and annually provides over 4,000 high-risk Detroit youth with art and design education through the Community Arts Partnerships programs.

A century of tradition shaped by some of the most brilliant minds in the world has culminated in a truly unsurpassed institution of higher learning—a community where the creative spirit is free to soar.

1.2 Mission Statement

The College for Creative Studies nurtures the creativity that is vital to the enrichment of modern culture. The College educates visual artists and designers, knowledgeable in varied fields, who will be leaders in creative professions that shape society and advance economic growth. The College fosters students' resolve to pursue excellence, act ethically, embrace their responsibilities as citizens of diverse local and global communities, and learn throughout their lives. The College engages in community service by offering opportunities for artistic enrichment and opening career pathways to talented individuals of all ages.

1.3 Accreditation

The College for Creative Studies is a nonprofit, private college authorized by the Michigan Education Department to grant Associate's, Bachelor's, and Master's degrees.

CCS is accredited by the Higher Learning Commission¹ (HLC), CCS' institutional accreditation body. HLC evaluates educational institutions in terms of mission and HLC criteria and is one of six regional accrediting commissions.

¹Higher Learning Commission (<https://www.hlcommission.org/>)

Chapter 2

Organization

2.1 Legal Organization

The College for Creative Studies is a Michigan non-profit corporation. CCS is an educational institution as described in section 501(c)(3) of the Internal Revenue code. CCS is authorized by the Michigan Department of Education to grant undergraduate and graduate degrees.

2.2 Table Of Organization

Click here¹ for Table of Organization

2.3 Board Of Trustees

The Board of Trustees is the legal governing body of the College for Creative Studies and its final institutional authority. The Board's responsibilities include policy-making, stewardship of the institution's financial and physical resources, appointment and supervision of the institution's chief executive officer, long-range planning, and representation of the institution to external communities. It delegates day-to-day management of the institution to the President.

The full Board ordinarily meets four times a year. Much of the Board's work is conducted through its committees, which include the Executive; Education; Facilities; Finance and Audit; Investment; Advancement; and Nominating Committees. The Executive Committee meets about five times a year, and the other committees meet two to four times each year.

¹Table of Organization (
<https://drive.google.com/file/d/1z1JIG2sVxRQe1FLvOZZ7XckfOa87yD5j/view?usp=sharing>)

2.4 Administration

2.4.1 President

As chief executive officer of the institution, the President is responsible for carrying out the mission and goals of the College. They supervise and direct the affairs of the College through its staff and assures that the standards and procedures used by the institution conform to the policies established by the Board of Trustees. The President is responsible for the preservation of existing institutional resources and the creation of new resources and is the chief spokesperson and representative of the College, working for public understanding and recognition. Reporting to the President are the Academic Affairs Deans, Vice President for Administration and Finance, Vice President for Institutional Advancement, Vice President for Enrollment and Student Services, Director of Community Arts Partnerships, Director of Design Core Detroit, Assistant Dean for Institutional Equity and Inclusion, and the Assistant Secretary of the Board who is also the President's Executive Assistant.

2.4.2 Academic Deans

The Academic Deans, consisting of the Dean of Academic Affairs, Dean of Graduate Studies, and Dean of Undergraduate Studies, are responsible for the conduct, supervision, and development of all academic programs and initiatives, and for ensuring academic quality and compliance with accreditation guidelines and standards. The three Academic Deans work together to promote and encourage faculty professional development, interdisciplinary learning, integration of new technologies, and partnerships with varied outside organizations. The Deans enhance the College's reputation by serving as representatives for the institution locally, nationally, and internationally and advocating for the value of art and design to society. The Provost serves as the College's Chief Academic Officer (CAO). The CAO is the senior academic administrator at the institution and acts as the academic liaison between AICAD, MICU, NC-SARA, and CCS.

Deans of Graduate and Undergraduate Studies

The Dean of Graduate and Undergraduate Studies with the Assistant Dean of Undergraduate Studies is responsible for the day-to-day management of the College's graduate and undergraduate academic departments and programs, respectively. They collaborate with the Dean of Academic Affairs on academic development and work closely with the President on a variety of strategic initiatives. The Dean of Graduate and Undergraduate Studies supervises the department chairs and recommends appointment, reappointment, and advancement of faculty to the President.

Dean of Academic Affairs

In cooperation with the Deans of Graduate and Undergraduate Studies, the Dean of Academic Affairs coordinates the hiring of full-time and adjunct faculty in accordance with HR procedures, oversees faculty reappointment with promotion, and plans New Faculty Orientation. The Dean of Academic Affairs oversees the systematic application of the CCS assessment process, confirms compliance with applicable accreditation standards for all programs, and serves as ex officio on faculty-led committees. The Dean supervises the Director of Academic Research and the Director of Libraries.

2.4.3 Vice President For Administration And Finance

The Vice President for Administration and Finance is responsible for the day-to-day financial and administrative operations of the College and oversees the offices of Business Services, Human Resources, Campus Safety and Security, Facilities and Administrative Services, and Information Technology Services. The Vice President oversees the preparation of the annual budget, working closely with the other officers of the college. The Vice President is also responsible for ensuring that all departments follow, and are in compliance with, the budget approved by the Board of Trustees. This responsibility includes approving purchase requisitions before purchases may be made by any budget director (academic or administrative), obtaining appropriate approvals from the President and/or Board for deviations from budget, and generally providing answers to financial questions. All building, equipment and maintenance issues also fall within the responsibilities of the Vice President. These include operational concerns as well as major facility projects.

2.4.4 Vice President For Enrollment And Student Services

The Vice President for Enrollment and Student Services is responsible for the College's efforts to provide excellent student services, and to recruit, enroll, and retain undergraduate, graduate, and Pre-College and Continuing Studies students. The Vice President supervises the offices of Academic Advising and Registration, Undergraduate Admissions, Graduate Admissions, Recruitment Services, Financial Aid, Student Affairs, International Student Services and Pre-College and Continuing Studies.

In addition, the Vice President prepares enrollment and retention reports, completes all required Federal and State reports, as well as various accreditation and third-party surveys.

2.4.5 Vice President For Institutional Advancement

The Vice President for Institutional Advancement works collaboratively with stakeholders throughout the College and is responsible for augmenting the Col-

lege's financial resources through philanthropy as well as engaging the alumni community. The Vice President works closely with the Board of Trustees, President, Office of Partnerships, Department Chairs, Faculty and other colleagues in support of fundraising. Functions reporting to the Vice President include annual giving, major and planned giving, foundation relations, and alumni relations. The Vice President also supervises the Kresge Arts in Detroit program.

2.4.6 Vice President For Strategy And Communications

The Vice President of Strategy and Communications evaluates the College's strategic positioning and advances initiatives and partnerships to ensure the College's long-term adaptability and relevance in the face of changing social and economic conditions. In addition to supporting the development and implementation of CCS's strategic plan, the Vice President supervises CCS's external-facing offices, including Community Arts Partnership, Design Core Detroit, Marketing and Communications, and Office of Partnerships. Ultimately, the Vice President is responsible for stewarding and advancing CCS's brand.

2.4.7 Assistant Dean For Institutional Equity And Inclusion And Chief Diversity Officer

Reporting to the President, the Assistant Dean for Institutional Equity and Inclusion & Chief Diversity Officer is responsible for advancing a diverse and equitable campus culture and overseeing diversity, equity, and inclusion efforts that guide campus-wide decisions, practices, and policies. In addition, the Assistant Dean for Institutional Equity and Inclusion is responsible for administering the Policy on Prohibited Discrimination, Harassment, and Sexual Misconduct, including Title IX, and its implementing procedures.

2.4.8 Dean Of Students

Reporting to the Vice President for Enrollment and Student Services, the Dean of Students is responsible for the day-to-day management of the offices within Student Affairs. In addition, the Dean of Students oversees the institutional retention initiatives, judicial affairs, the Student Concerns Committee, the Center for Tutoring and Writing, the Student Handbook, and the Code of Student Conduct.

2.5 Faculty Assembly

The faculty of the College participate in the governance of the College through the Faculty Assembly and its committees. The faculty plays a central role in developing curriculum and academic policies, setting standards of excellence, and maintaining the quality of a CCS education. The Faculty Assembly is the principal vehicle through which the faculty fulfill this role. While the Faculty

Assembly cannot by its decisions bind the administration or Board of Trustees, the administration and Board accord great respect to the Assembly and seek to cooperate with it in all areas affecting the well-being of the College. The Faculty Assembly operates according to the Faculty Assembly By-laws and through a set of committees. The By-Laws and committee guidelines are posted on the Academic Affairs Campus Offices page.

Chapter 3

Employment Policies And Procedures

3.1 Policy on Equal Opportunity, Discrimination, and Harassment

3.1.1 Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence (Title IX Policy)

OVERVIEW

College for Creative Studies (hereinafter, “CCS” or “the College” is committed to providing an educational and employment environment that is free from Discrimination based on Protected Characteristics, Harassment, and Retaliation for engaging in protected activity. CCS’s Policy on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence (“Title IX Policy”) and Policy on Preventing and Addressing Discrimination, Harassment and Retaliation, are designed to further these goals.

CCS’s Title IX Commitment

The College is committed to providing a safe and non-discriminatory learning, living, and working community for all members of CCS’s community. CCS does not discriminate on the basis of sex in any of its programs and activities. To that end, CCS’s “Policy on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence” (“Title IX Policy”) prohibits specific forms of behavior that violate Title IX of the Education Amendments of 1972 (“Title IX”), Title VII of the Civil Rights Act of 1964 (“Title VII”) and Michigan’s Civil Rights Laws, including the Elliott Larsen Civil Rights Act. Such behavior also requires CCS to fulfill certain obligations under the Violence Against Women Reauthorization Act of 2013 (“VAWA”) and the Jeanne Clery Campus Safety Act (“Clery Act”).

CCS’s Commitment to Eliminating Discrimination and Harassment

The College must define and respond to certain types of misconduct as required by Title IX, codified at 34 C.F.R. Part 106 and related guidance (the “Title IX Regulations”). The Title IX Regulations allow the College to define and regulate misconduct that falls outside the scope of the Title IX Regulations, but which CCS is committed to addressing as a matter of CSS policy or as required by other law. These guidelines are set for CSS’s Policy, “Preventing and Addressing Discrimination, Harassment and Retaliation”.

CCS values and upholds the equal dignity of all members of its community and strives to balance the rights of the Parties in the resolution process during what is often a difficult time for all involved. Employees, including Faculty and Student Employees, or Students who violate these policies may face disciplinary action up to and including termination of employment or expulsion. The College will take prompt and equitable action to eliminate conduct that violates its policies, prevent recurrence, and remedy its effects. CCS conducts ongoing prevention, awareness, and training programs for Employees and Students to facilitate the goals of these policies.

CCS’s Commitment to a Fair Process for Resolving Disputes

To ensure compliance with federal, state, and local civil rights laws and regulations, and to affirm its commitment to promoting the goal of fairness in all aspects of the Education Program or Activity, CCS has developed policies and procedures that provide a prompt, equitable, and impartial resolution of allegations of violation of the Title IX Policy, in **Process A**, and violation of Policy on Preventing and Addressing Discrimination, Harassment and Retaliation, in **Process B**.

I. POLICY STATEMENT

CCS is committed to providing a safe and non-discriminatory campus community that is free from Sexual and Gender Based Misconduct and that enables individuals engaged in Programs or Activities to participate in the scholarly, research, educational and services of CCS. The College does not discriminate on the basis of sex or gender in any of its Programs or Activities.

It is a violation of CCS’s Title IX Policy to engage in Sexual Assault, Quid Pro Quo Sexual Harassment (as defined by the Title IX Policy or the Policy on Preventing and Addressing Discrimination, Harassment and Retaliation), Hostile Environment Sexual Harassment, Sexual Exploitation, Dating Violence, Domestic Violence and Stalking and Complicity in the commission of any act prohibited by this Policy, and Retaliation against a person for the good faith reporting of any of these forms of conduct or participation in any investigation or proceeding under this Policy (collectively “Prohibited Conduct”).

Prohibited Conduct under this Policy extends beyond the definitions of “sexual harassment” adopted by the Department of Education in the Title IX Regulations.

Some forms of Prohibited Conduct may also constitute crimes under Michigan law, which may subject a person to criminal prosecution and punishment in addition to any sanctions under this Policy. Complainants have the right to notify or decline to notify law enforcement in addition to any actions taken under this Policy. Complainants may also simultaneously pursue criminal and

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT²¹

CCS complaints.

II. SCOPE AND APPLICABILITY

This policy applies to Students, defined under this policy as those who are registered or enrolled for credit-or non-credit-bearing coursework (“Students”); College employees, defined under this policy as all full-time and part-time faculty, College Staff, Student employees, wage workers, (including temporary employees), professional research staff, and post-doctoral fellows (“Employees”); and third parties, consisting of contractors, vendors, visitors, applicants, guests, or other third parties (“Third Parties”).

Once the Grievance Process has been initiated following the issuance of a Notice of Investigation letter, the College retains the jurisdiction to investigate and resolve the matter even if Complainant or Respondent is no longer a member of the College community due to changes in enrollment (including graduation), employment, or other status in the College community.

This Policy covers acts of Prohibited Conduct, as defined in this Policy, that are committed by or against Students, Employees, and as applicable Third Parties, when the Prohibited Conduct occurs:

- On campus or other property owned or controlled by CCS;
- In the context of College Employment or Education Program or Activity including but not limited to College-sponsored study abroad, research, field work, practicums, internship programs, online programs, employment, a Program or Activity conducted by CCS for individuals who are neither College employees nor students (such as sports or academic camps offered to non-students); or
- Outside of a College Employment or Program or Activity, but potentially poses a serious threat of harm, has a continuing adverse effect on, or creates a hostile environment for Students, Employees or Third Parties while on campus or other property owned or controlled by CCS, or in any College Program or Activity.

CCS retains discretion to determine whether Prohibited Conduct occurring outside of the College Program or Activity is within the College’s jurisdiction. In determining whether the College has jurisdiction over off-campus or online conduct that did not occur in a College Program or Activity, CCS will consider the severity of the alleged conduct, the risk of on-going harm, whether both parties are members of the CCS Community, the impact on the College Employment or Program or Activity, and whether off-campus conduct is part of a series of actions that occurred both on and off campus.

III. DIRECTOR OF CIVIL RIGHTS AND TITLE IX COMPLIANCE

The CCS president and Assistant Vice President of Campus Life created a full-time position titled the Director of Civil Rights and Title IX Compliance (the “Director”), to coordinate the CCS’s compliance Title IX, and other federal, state or local law or ordinances.

The Director is responsible for providing comprehensive education and training; coordinating CCS’s timely, thorough, and fair response; investigation and resolution of all alleged Prohibited Conduct under the Policy; and monitoring the effectiveness of, and any barriers to, accessing the Policy and related

procedures to ensure an education and employment environment free from sex harassment and retaliation, or other violations under Title IX.

IV. PROHIBITED CONDUCT UNDER THIS POLICY

Prohibited Conduct under this Policy is defined as conduct defined as sexual harassment under Title IX and includes:

A. Sexual Assault: Any sexual act directed against another person, without the Consent of the Complainant including instances where the Complainant is incapable of giving consent.

1. Rape— Penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim.

2. Sodomy—Oral or anal sexual intercourse with another person, without the Consent of the victim, including instances where the victim is incapable of giving Consent because of age or because of temporary or permanent mental or physical incapacity.

3. Sexual Assault with An Object—To use an object or instrument to unlawfully penetrate, however slightly, the genital or anal opening of the body of another person, without the Consent of the victim, including instances where the victim is incapable of giving Consent because of age or because of temporary or permanent mental or physical incapacity. An “object” or “instrument” is anything used by the offender other than the offender’s genitalia, e.g., a finger, bottle, handgun, stick.

4. Fondling— The touching of the private body parts of another person for the purpose of sexual gratification, without the Consent of the victim, including instances where the victim is incapable of giving Consent because of age or because of temporary or permanent mental or physical incapacity.

B. Sexual Assault: Nonforcible sexual intercourse

1. Incest—Nonforcible sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law.

2. Statutory Rape—Nonforcible sexual intercourse with a person who is under the statutory age of consent.

C. Quid Pro Quo Sexual Harassment: An employee of the College conditioning the provision of aid, benefit, or service on another individual’s participation in unwelcome sexual conduct.

D. Hostile Environment Sexual Harassment as Defined in Title IX Regulation (“Title IX Hostile Environment Sexual Harassment”): Unwelcome conduct based on sex that would be determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to CCS’s Employment or Education Program or Activity.

E. Dating Violence: Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the Complainant. The existence of such a relationship shall be determined based on the Complainant’s statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. Dating violence includes, but is not limited to, sexual or

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT²³

physical abuse or the threat of such Dating violence does not include acts covered under the definition of domestic violence.

F. Domestic Violence: Violence committed by a current or former spouse or intimate partner of the Complainant; a person with whom the Complainant shares a child in common; a person who is cohabitating with, or has cohabitated with, the Complainant as a spouse or intimate partner; a person similarly situated to a spouse of the Complainant under the domestic or family violence laws of Michigan; by any other person against an adult or youth Complainant who is protected from that person's acts under the domestic or family violence laws of Michigan. To categorize an incident as Domestic Violence, the relationship between the Respondent and the Complainant must be more than just two people living together as roommates. The people cohabitating must be current or former spouses or have an intimate relationship.

G. Stalking: Engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for the person's safety or the safety of others or suffer substantial emotional distress. Stalking may include the concept of "cyber-stalking," a particular form of stalking in which a person uses electronic media, such as the internet, social networks, blogs, cell phones, texts, or other similar devices to pursue, harass, or to make unwelcome contact with another person in an unsolicited fashion. When allegations of stalking are unrelated to sex and/or gender-based harassment, cases may be referred to the appropriate office and governed by Policy on Preventing and Addressing Discrimination, Harassment and Retaliation, or other CCS Policy, Code, Handbook or Manual.

V. PRESERVATION OF EVIDENCE

A. Preservation of evidence is critical to potential criminal prosecution and to obtaining restraining/protective orders and is particularly time sensitive. The College will inform the Complainant of the importance of preserving evidence by taking actions, if applicable, such as the following:

1. Sexual Assault

a. Seek forensic medical assistance at the nearest hospital, ideally within 12 hours of the incident (sooner is better);

b. Avoid urinating, showering, bathing, washing hands or face, or douching, if possible, but evidence may still be collected even if you do;

c. If oral sexual contact took place, refrain from smoking, eating, drinking, or brushing teeth;

d. If clothes are changed, place soiled clothes in a paper bag (plastic destroys evidence) or secure evidence container (if provided by law enforcement); and/or

e. Seeking medical treatment can be essential even if it is not for the purpose of collecting forensic evidence.

2. Stalking/Dating Violence/Domestic Violence/Sexual Harassment

a. Evidence in the form of text and voice messages will be lost in most cases if a party or witness changes their phone number;

b. Make a secondary recording of any voice messages and/or save the audio files to a cloud server;

- c. Take screenshots and/or a video recording of any text messages or other electronic messages (e.g., Instagram, Snapchat, Facebook);
- d. Save copies of email and social media correspondence, including notifications related to account access alerts;
- e. Take time-stamped photographs of any physical evidence including notes, gifts, etc. in place when possible;
- f. Save copies of any messages, to include those showing any request for no further contact;
- g. Obtain copies of call logs showing the specific phone number being used rather than a saved contact name if possible;
- h. If changing devices, make sure to transfer any files needed to the new device; and/or
- i. During the initial meeting between the Complainant and the Director, the importance of taking these actions will be discussed, if timely and appropriate.

VI. ADDITIONAL PROHIBITED CONDUCT UNDER THIS POLICY

To the extent that conduct does not fall under the definition of Title IX Quid Pro Quo Sexual Harassment, the following conduct violates CCS Policy, and will be investigated and addressed under Process A:

A. College Policy Quid Pro Quo Sexual Harassment: Unwelcome conduct based on sex where submission to or rejection of such conduct is used, explicitly or implicitly, as the basis for decisions affecting an individual's education, employment, or participation in a College program or activity.

B. Sexual Exploitation: Purposely or knowingly doing one or more of the following without Consent:

- 1. Taking sexual advantage of another person.
- 2. Taking advantage of another's sexuality.
- 3. Exceeding the boundaries of consensual Sexual Contact without the knowledge of the other individual.
- 4. Sexual Exploitation may be committed for any purpose, including sexual arousal or gratification, financial gain, or other personal benefit.
- 5. Examples include, but are not limited to, purposefully or knowingly:
 - a. Causing the incapacitation of another person through alcohol and/or drugs (or any other means) for the purpose of compromising that person's ability to give Affirmative Consent to sexual activity;
 - b. Allowing third parties to observe private sexual activity from a hidden location (e.g., closet) or through electronic means (e.g., Video Calls by any media or livestreaming of images) without consent of all parties;
 - c. Engaging in voyeurism (e.g., watching private sexual activity without the consent of the participants or viewing another person's intimate parts (including genitalia, groin, breasts or buttocks) in a place where that person would have a reasonable expectation of privacy);
 - d. Recording or photographing private sexual activity and/or a person's intimate parts (including genitalia, groin, breasts or buttocks) without consent;
 - e. Disseminating or posting images of private sexual activity and/or a person's intimate parts (including genitalia, groin, breasts or buttocks) without consent;

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT²⁵

- f. Maliciously threatening to disclose or disclosing an individual's Sexual Orientation, Gender Identity, or Gender Expression;
- g. Prostituting another person;
- h. Possessing, creating, or distributing child pornography;
- i. Exposing another person to a sexually transmitted infection or virus without the other's knowledge; or
- j. Failing to use contraception or deliberately removing or compromising contraception (Stealth) without the other party's knowledge.

C. **Complicity:** Complicity is any act taken with the purpose of aiding, facilitating, promoting or encouraging the commission of an act of Prohibited Conduct under this Policy by another person. Examples of complicity include, but are not limited to, restraining another individual during a sexual assault, encouraging someone to commit dating violence or sexual assault, or intentionally not intervening for the purpose of facilitating another person committing Prohibited Conduct

D. **Retaliation:** No person may intimidate, threaten, coerce, or discriminate against any individual for the purpose of interfering with any right or privilege secured by Title IX or this Policy, or because the individual has made a report or complaint, testified, assisted, participated, or refused to participate in any manner in an investigation, proceeding, or hearing under Title IX or this Policy.

E. **Violation of Supportive Measures**

1. Supportive Measures are discussed in more detail in Section IX. Failure to comply with Supportive Measures as required is a separate violation of this Policy.

VII. DEFINITIONS

A. "Complainant" is used to refer to a Student, Employee, or Third Party who is reported to have experienced Prohibited Conduct. A Complainant also typically participates in a process undertaken by CCS to address a report of Prohibited Conduct. In some instances, the person who is reported to have experienced Prohibited Conduct may not wish to participate in the process. In those cases, CCS may pursue a resolution process under this Policy without a participating Complainant. "Complainant" will be used throughout this Policy and related procedures to refer generally to an individual who is reported to have experienced Prohibited Conduct, even if their specific identity is unknown to CCS and/or if they do not participate in any related process.

B. "Confidential And Non-Confidential Resources:

1. "Confidential Resources" are available to provide individuals with assistance, support, and additional information and are prohibited from disclosing confidential information unless: (1) given permission by the person who disclosed the information; (2) there is an imminent threat of harm to self or others; (3) the conduct involves suspected abuse of a minor under the age of 18; or (4) as otherwise required or permitted by law or court order. Confidential Resources may be required to report non-identifying information to CCS's Security Department for crime reporting purposes.

2. "Non-Confidential Resources" are available to provide individuals with assistance, support, and additional information, but may have broader obli-

gations than Confidential Resources to report information that is shared with them. Non-Confidential Resources will make reasonable efforts to respect and safeguard the privacy of the individuals involved. Privacy means that concerns about Prohibited Conduct will only be shared with College representatives responsible for assessment, investigation, or resolution of the report or otherwise properly responding to issues raised; to CCS's Security Department for crime statistics reporting; and to the extent required by law or court order.

C. "Confidential Employees" and "Non-Confidential Employees"

1. "Confidential Employees" are those employees who provide confidential, trauma informed counseling and support. Confidential Employees will not disclose information about Prohibited Conduct reported to them by a student or employee to the Director without the individual's permission, unless there is a continuing threat of serious harm to the patient/client or to others or there is a legal obligation to reveal such information (e.g., where there is suspected abuse or neglect of a minor).

2. "Non-Confidential Employees" are required to report to the Director all relevant details (obtained directly or indirectly) about any incident of Prohibited Conduct that involves a student or an employee as a Complainant, Respondent, and/or witness, including dates, times, locations, and names of parties and witnesses. This includes reports related to on- or off-campus conduct. Non-Confidential Employees are not required to report information disclosed

a. at public awareness events (e.g., "Take Back the Night," candlelight vigils, protests, "survivor speak-outs" or other public forums in which students may disclose incidents of Prohibited Conduct; collectively, "Public Awareness Events");

b. during a student's participation as a subject in an Institutional Review Board-approved human subjects research protocol; or

c. peer support groups.

D. "Consent" is a clear and unambiguous agreement, expressed outwardly through mutually understandable words or actions, to engage in "Sexual Activity."

1. CCS will consider the following issues to determine whether there has been consent within the meaning of this Policy.

a. Did the person initiating Sexual Activity know that the conduct in question was not consensual?

b. If not, would a Reasonable Person who is unimpaired by alcohol or drugs have known that the conduct in question was not consensual?

c. If the answer to either of these questions is "Yes," Consent was absent.

2. Consent is not to be inferred from silence, passivity, or a lack of resistance, and relying on non-verbal communication alone may not be sufficient to determine Consent.

3. Consent is not to be inferred from an existing or previous dating or sexual relationship. Even in the context of a relationship, there must be mutual Consent to engage in any Sexual Activity each time it occurs. In cases involving prior or current relationships, the manner and nature of prior communications

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT* 27

between the parties and the context of the relationship may have a bearing on the presence of Consent.

4. Consent to engage in a particular Sexual Activity at one time is not Consent to engage in a different Sexual Activity or to engage in the same Sexual Activity on a later occasion.

5. Consent can be withdrawn by any party at any point. An individual who seeks to withdraw Consent must communicate, through clear words or actions, a decision to cease the Sexual Activity. Once Consent is withdrawn, the Sexual Activity must cease immediately.

6. Given the inherent power differential in the context of a professional faculty-student, staff-student or supervisor-supervisee interactions, when the Respondent is the faculty member, staff member, or supervisor, the College will generally apply heightened scrutiny to an assertion of Consent.

E. “Employee” means all faculty (i.e., regular instructional, supplemental instructional, research track, and visiting faculty), librarians, archivists, curators, graduate student instructors, graduate student staff assistants, graduate student research assistants, postdoctoral research fellows, and all regular and temporary staff.

F. “Force” includes the use of physical violence, threats, and/or coercion.

1. Physical violence means that a person is exerting control over another person through the use of physical force. Examples of physical violence include hitting, punching, slapping, kicking, restraining, strangling, and brandishing or using any weapon.

2. Threats are words or actions that would compel a Reasonable Person to engage in unwanted Sexual Activity. Threats may be implicit or explicit but must be of such a nature that they would reasonably cause fear.

3. Examples include threats to harm a person physically or to cause a person academic, employment, reputational, or economic harm.

4. Coercion is the use of an unreasonable amount of pressure that would overcome the will of a Reasonable Person. Coercion is more than an effort to persuade, entice, or attract another person to engage in Sexual Activity. When a person makes clear a decision not to participate in a particular Sexual Activity, a decision to stop, or a decision not to go beyond a certain sexual interaction, continued pressure can become coercive.

5. In evaluating whether Coercion was used, CCS will consider:

- a. the frequency, intensity, and duration of the pressure;
- b. the degree of isolation of the person being pressured; and
- c. any actual or perceived power differential between the parties in the context of their respective roles within the College.

G. “Formal Complaint” means a document signed/filed by a Complainant or by the Title IX Coordinator or an electronic submission (e.g. email) containing the allegations that a Respondent engaged in Prohibited Conduct and requesting initiation of the CCS’s resolution processes.

H. “Incapacitation” or “Incapacitated” means that a person lacks the ability to make informed, deliberate choices about whether or not to engage in Sexual Activity.

1. Consent cannot be gained by taking advantage of the Incapacitation of another, where the person initiating Sexual Activity knows or reasonably should know that the other is Incapacitated.

2. A person who is Incapacitated is unable to give Consent because of mental or physical helplessness, sleep, unconsciousness, or lack of awareness that Sexual Activity was requested, suggested, initiated, and/or is taking place. A person may be Incapacitated as a result of the consumption of alcohol or other drugs, or due to a temporary or permanent physical or mental health condition.

3. When alcohol or other drugs are involved, Incapacitation is a state beyond drunkenness or intoxication. A person is not necessarily Incapacitated solely as a result of drinking or using drugs; the level of impairment must be significant enough to render the person unable to give Consent.

4. In evaluating Consent in cases of alleged Incapacitation, CCS considers:

a. Did the person initiating Sexual Activity know that the other party was Incapacitated?

b. If not, would a REASONABLE PERSON who is unimpaired by alcohol or drugs have known that the other party was Incapacitated?

c. If the answer to either of these questions is “Yes,” Consent was absent.

5. One is not expected to be a medical expert in assessing Incapacitation by drugs or alcohol. One must look for the common and obvious signs that show that a person may be Incapacitated, regardless of the amount of alcohol or drugs consumed. Although every individual may manifest signs of Incapacitation differently, typical signs include slurred or incomprehensible speech, unsteady manner of walking, combativeness, emotional volatility, vomiting, unconsciousness, or incontinence.

6. A person who is Incapacitated may not be able to understand some or all of the following questions:

a. Do you know where you are?

b. Do you know how you got here?

c. Do you know what is happening?

d. Do you know whom you are with?

7. It is important to be cautious before engaging in Sexual Activity when any person involved has been drinking alcohol or using drugs. The use of alcohol or other drugs may impair an individual’s ability to determine whether Consent has been sought or given. If there is doubt about an individual’s level of intoxication, the safe thing to do is to refrain from engaging in Sexual Activity. Being impaired by alcohol or other drugs is not a defense to a failure to obtain Consent.

I. “Mandatory Reporters” are individuals who are required to share with the Director of Civil Rights and Title IX Compliance, information they receive about alleged Prohibited Conduct. Individuals With Reporting Obligations are:

1. College administrators and supervisors;

CCS Faculty and Employees (including Student-Employees), other than those deemed Confidential Employees, are Mandated Reporters and are expected to promptly report all known details of actual or suspected Title Prohibited Con-

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT²⁹

duct to appropriate officials immediately, although there are some limited exceptions.

J. A “Program or Activity” includes:

1. any location, event, or circumstance where the College exercises substantial control over both the Respondent and the context in which conduct occurs;
 2. any building owned or controlled by a Student Organization recognized by CCS; and
 3. a College campus.
4. Conduct that occurs off campus in locations or at events with no connection to the College is unlikely to occur in a Program or Activity of CCS.

K. “Protected Activity” includes most elements of participation in CCS’s processes related to this Policy, including but not limited to reporting Prohibited Conduct; pursuing a resolution of Prohibited Conduct; providing evidence in any investigation or Hearing related to Prohibited Conduct; or intervening to protect others who may have experienced Prohibited Conduct. Retaliation against any person because of Protected Activity is prohibited under this Policy.

L. “Reasonable Person” means a person using average care, intelligence, and judgment in the known circumstances.

M. “Respondent” is an individual who is reported to have engaged in conduct that could constitute Prohibited Conduct. “Respondent” will be used throughout this Policy and related procedures to refer generally to an individual who is reported to have engaged in conduct that could constitute Prohibited Conduct, even if their specific identity is unknown to CCS and/or unknown to the Complainant, and/or even if they do not participate in any related process.

N. “Sexual Activity” refers to any conduct of a sexual nature for which Consent is required under this Policy. A person who initiates Sexual Activity is responsible for obtaining Consent for that conduct. Consent cannot be obtained by Force or in circumstances involving Incapacitation, which are defined in this Section.

O. “Student” generally means an individual who has gained admission to, and/or an individual who was admitted for enrollment in, an academic Program or Activity operated by the College, from the time they are admitted until either degree conferral or they are otherwise ineligible to register for courses without seeking readmission, and/or a person who has gained admission to CCS (to the extent to which CCS has a reasonable opportunity to control the environment in which the conduct is alleged to have occurred and/or the interactions between the parties).

P. “Supportive Measures” are individualized services, accommodations, and other assistance that CSS offers and may put in place, without fee or charge. Supportive Measures are designed to restore or preserve equal access to the College’s Programs and Activities, protect the safety of all parties and the College’s educational environment, and/or deter Prohibited Conduct, without being punitive or disciplinary in nature or unreasonably burdening the other party.

Q. “Third Party” means all CCS regents, contractors, guests, vendors, visitors, volunteers, and any individual who is participating in a College Program

or Activity, but who, for purposes of alleged Prohibited Conduct, has not gained admission to and/or is not enrolled in an academic program and/or course at the College and/or who is not acting as an Employee (e.g., an individual who is participating in a summer camp; an individual who is attending a Program or Activity by invitation or that is open to the public; or an individual who is not enrolled in an academic program and/or course at CCS, but who is participating in a College study abroad program).

VIII. REPORTING

A. Report of a Violation of Title IX

1. A report provides the Notice of an allegation or concern about Prohibited Conduct or Other Prohibited Conduct. It allows the Director to provide information, resources, and supportive measures.

2. Reporting carries no obligation to file a Formal Complaint, and in most situations, the College is able to respect a Complainant's request not to initiate an investigation or other appropriate resolution procedures.

a. However, there may be circumstances, such as pattern behavior, allegations of severe misconduct, or a compelling threat to health and/or safety, where the College may need to initiate an investigation or other appropriate resolution procedures.

3. If a Complainant does not wish to file a Formal Complaint, the College will maintain the privacy of information to the extent possible. The Complainant should not fear a loss of privacy by submitting a report that allows the College to discuss and/or provide supportive measures, in most circumstances.

B. Formal Complaint

A Formal Complaint informs the College that the Complainant would like to initiate an investigation or other appropriate resolution procedures. A Complainant or individual may initially make a report and may decide at a later time to make a Formal Complaint. Reports or Formal Complaints may be made using any of the following options:

1. Verbal Notice to the Director or one of the Director's staff in the Director's Office.

2. Written report or Formal Complaint may be made at any time (including during non-business hours) by email or by mail, to the office of the Director.

a. mhamilton@ccsdetroit.edu or Michelle Hamilton, 201 E. Kirby, Detroit, MI 48202

C. Anonymous Reports.

Anonymous reports are accepted but the report may give rise to a need to determine the Parties' identities. Anonymous reports typically limit the College's ability to investigate, respond, and provide remedies, depending upon what information is shared. Measures intended to protect the community or redress or mitigate harm may be enacted. It also may not be possible to provide supportive measures to Complainants who are the subject of anonymous reports.

D. Reports by Mandated Reporters

1. All CCS Faculty and Employees (including Student-Employees), other than those deemed Confidential Employees, are Mandated Reporters and are expected to promptly report all known details of actual or suspected Prohibited

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT³¹

Conduct to appropriate officials immediately, although there are some limited exceptions. Supportive measures may be offered as the result of such disclosures without formal CCS action.

2. If a Complainant wishes to pursue formal action regarding their allegations, they may report the incident to any Mandated Reporter. The Mandated Reporter will connect the Complainant with appropriate resources for reporting potential crimes and/or policy violations and will promptly forward the report to the Director.

a. Mandated Reporters are obliged to notify the Director of any potential allegations. Upon receiving the report, the Director will reach out to the Complainant to discuss next steps, including the option of involving law enforcement.

b. If a Complainant specifically asks that law enforcement be contacted, the Mandated Reporter will first inform the Director Civil Rights and Title IX Compliance, then immediately notify the appropriate authorities.

E. Anonymous Notice to Mandated Reporters

1. At the request of a Complainant, a Mandated Reporter may give the Director notice without identifying the Complainant. The Mandated Reporter cannot remain anonymous themselves.

2. If a Complainant has requested that a Mandated Reporter maintain the Complainant's anonymity, the Mandated Reporter may do so unless it is reasonable to believe that a compelling threat to health or safety could exist. The Mandated Reporter can consult with the Director on that assessment without revealing personally identifiable information.

3. Anonymous notices will be investigated by the Director to the extent possible, both to assess the underlying allegation(s) and to determine if supportive measures or remedies can be provided. However, anonymous notices typically limit the Director's ability to investigate, respond, and provide remedies, depending on what information is shared.

4. When a Complainant has made a request for anonymity, the Complainant's personally identifiable information may be withheld by a Mandated Reporter, but all other details must be shared with the Director. Mandated reporters may not be able to maintain requests for anonymity for Complainants who are minors, elderly, and/or disabled, depending on state reporting of abuse requirements. Consult with the Director in such situations.

5. Mandated Reporters who fail to report an incident of Prohibited Conduct of which they become aware, violate CCS policy and can be subject to disciplinary action for failure to comply/failure to report.

a. This also includes situations when a Respondent is a Mandated Reporter. Such individuals are obligated to report their own misconduct, and failure to do so is a chargeable offense under the Policy.

F. Reporting options for a Complainant or third party (including parents/guardians when appropriate) seeking Confidential Resources only:

1. Confidential Resources

To enable Complainants to access support and resources without filing a Formal Complaint, CCS has designated specific employees as Confidential Resources. Those designated by the College as Confidential Resources are not re-

quired to report Prohibited Conduct in a way that identifies the Parties. They will, however, provide the Complainant with the Director's contact information and offer options and resources without any obligation to inform an outside agency or CCS official unless a Complainant has requested the information be shared.

2. If a Complainant would like the details of an incident to be kept confidential, the Complainant may speak with the following:

- a. On-campus licensed professional counselors and staff;
- b. U-will, online telehealth platform for students and employees; or
- c. Institutional counselors are available to help free of charge and may be consulted on an emergency basis during normal business hours.

3. In addition, Complainants may speak with individuals unaffiliated with the CCS without concern that the Policy will require them to disclose information to the institution without permission. Such individuals include:

- a. Licensed professional counselors and other medical providers
- b. Local rape crisis counselors
- c. Domestic Violence resources
- d. Local or state assistance agencies
- e. Clergy/Chaplains
- f. Attorneys

G. Confidential Employees, as defined in this policy, who receive reports within the scope of their confidential roles, will timely submit anonymous statistical information for Clery Act purposes unless they believe it would be harmful.

H. Time Limits on Reporting

1. There is no time limitation on providing Notice/Formal Complaints to the Director. However, if the Respondent is no longer subject to the College's jurisdiction and/or significant time has passed, the ability to investigate, respond, and/or provide remedies may be more limited or impossible.

2. Acting on Notice/Formal Complaints significantly impacted by the passage of time (including, but not limited to, the rescission or revision of Policy) is at the Director's discretion; they may document allegations for future reference, offer supportive measures and/or remedies, and/or engage in informal or formal action, as appropriate.

IX. CONFIDENTIAL AND NON-CONFIDENTIAL RESOURCES

A. Supportive (Interim) Measures are available at CCS. Some of these are designated as Confidential Resources. Others provide support but may need to involve the Director of Civil Rights and Title IX or the Security Department.

1. Regardless of whether the College determines that Prohibited Conduct occurred, the College will offer resources or assistance to Complainants, Respondents, Witnesses, and other affected Community members after receiving notice of Alleged Prohibited Conduct. CCS will also assist those individuals in identifying and contacting external law enforcement agencies and community resources.

2. Confidential Resources and Non-Confidential Resources are generally available regardless of whether an individual reports, makes a Formal Complaint, participates in a resolution process under this Policy, whether the alleged

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT³³

conduct occurred outside the scope of this Policy, or whether the Complainant knows the specific identity of the Respondent.

B. The Director of Civil Rights and Title IX may, in their discretion, designate specific programs or events as confidential, under appropriate circumstances.

C. Non-Confidential Resources

Non-Confidential Resources are available to provide individuals with assistance, support, and additional information, but who are not designated as confidential and may have broader obligations to report information that is shared with them. Non-Confidential Resources will make reasonable efforts to respect and safeguard the privacy of the individuals involved. Privacy means that concerns about Prohibited Conduct will only be shared with CCS representatives for assessment, investigation, or resolution of the report or otherwise properly responding to issues raised; to the Security Department for crime statistics reporting; and to the extent required by law or court order.

D. Emergency Measures.

1. The College can act to remove a Student Respondent accused of Title IX Sexual Harassment from its Education Program or Activities, partially or entirely, on an emergency basis when an individualized safety and risk analysis has determined that an immediate threat to the physical health or safety of any Student or other individual justifies removal.

a. This risk analysis is performed by the Director and may be done in conjunction with the Behavioral Intervention Team using its standard objective violence risk assessment procedures.

2. Students accused of other forms of Discrimination, Harassment, or Other Prohibited Conduct (not Sex-based) are subject to interim suspension, which can be imposed for safety reasons.

3. Employees are subject to existing procedures for interim actions and leaves.

X. AMNESTY

The CCS community encourages the reporting of misconduct and crimes by Complainants and witnesses. Sometimes, Complainants or witnesses are hesitant to report alleged misconduct to CCS officials or participate in resolution processes because they fear that they themselves may be in violation of certain policies, such as underage drinking or use of illicit drugs at the time of the incident. Respondents may hesitate to be forthcoming during the process for the same reasons.

It is in the best interests of the CCS community that Complainants choose to report misconduct to CCS officials, that witnesses come forward to share what they know, and that all Parties be forthcoming during the process.

A. Amnesty for Minor Policy Violations

To encourage reporting and participation in the process, CCS offers Parties and witnesses amnesty from minor policy violations, such as underage alcohol consumption or the use of illicit drugs, related to the incident. Granting amnesty is a discretionary decision made by the College, and amnesty does not apply

to more serious allegations, such as physical abuse of another or illicit drug distribution.

1. Students

The College also maintains an amnesty policy for Students in addition to witnesses who offer help to others in need.

2. Employees

Sometimes, Employees are hesitant to report for fear that they may get in trouble themselves. The College may, at its discretion, offer Employee Complainants amnesty from such policy violations (typically more minor policy violations) related to the incident.

XI. CLERY ACT COMPLIANCE AND TIMELY WARNINGS

If a report of Prohibited Conduct discloses a serious and immediate threat to the campus community, CCS Campus Safety and Security Department will issue a timely notification to protect the health or safety of the community as required by the Clery Act. The notification will not include identifying information about a Reporting Party.

Pursuant to the Clery Act and the 2019 Amendments to the Violence Against Women Act, anonymous statistical information regarding reported criminal incidents must be shared with the CSS Campus Safety and Security Department for inclusion in the Daily Crime Log. This information will also be included in the College's Annual Security Report. CCS may also share aggregate and not personally identifiable data about reports, outcomes, and sanctions.

XII. PREVENTION AND AWARENESS TRAINING PROGRAMS

CCS provides training to students and employees on this Policy and topics and issues related to maintaining an education and employment environment free from harassment and discrimination. All employees are required to attend Title IX training as part of orientation and then complete an in-person online training annually.

The Director, Title IX Investigators, Title IX Case Managers and supporting Staff, and Title IX Hearing/Appeal Officers shall all receive training as required in the Title IX Regulations, including training on the definition of sexual harassment under the Title IX Regulations and this Policy, the scope of the College's education program or activity, how to conduct an investigation and grievance process including hearings, appeals, and informal resolution processes, as applicable, and how to serve impartially, including by avoiding prejudgment of the facts at issue, conflicts of interest, and bias. Additionally, Title IX Hearing/Appeal Officers shall receive training on any technology to be used at a hearing and on issues of relevance of questions and evidence, including when questions and evidence about the Complainant's sexual predisposition or prior sexual behavior are not relevant. Title IX Investigators shall receive training on issues of relevance to create an investigative report that fairly summarizes relevant evidence. All trainings shall be available on the Title IX website.

XIII. OBLIGATION TO PROVIDE TRUTHFUL INFORMATION

All CCS community members are expected to provide truthful information in any report or proceedings under this Policy. Submitting or providing false or misleading information in bad faith or with a view to personal gain or intentional

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT³⁵

harm to another in connection with an incident of Prohibited Conduct is prohibited and subject to disciplinary sanctions under the College's Student Code of Conduct and disciplinary action under the appropriate employee disciplinary policy. This provision does not apply to reports made or information provided in good faith, even if the facts alleged in the report are not later substantiated.

XIV. EXTERNAL CONTACT INFORMATION

Concerns about the College's application of the Policy and compliance with certain federal civil rights laws may be addressed to:

Office for Civil Rights (OCR)

U.S. Department of Education

400 Maryland Avenue, SW

Washington, D.C. 20202-1100

Customer Service Hotline: (800) 421-3481

Facsimile: (202) 453-6012

TDD: (877) 521-2172

Email: OCR@ed.gov

Web: <http://www.ed.gov/ocr>

XV. EFFECTIVE DATE

A. Effective Date: September 17, 2025

This Policy will become effective upon the date of approval by the President.

B. Date of Most Recent Review:

September 18, 2025

APPENDIX

PROCESS A

PROCESS A

COLLEGE FOR CREATIVE STUDIES PROCEDURES FOR ALLEGED VIOLATIONS OF ITS SEXUAL MISCONDUCT AND OTHER ACTS OF INTERPERSONAL VIOLENCE

(TITLE IX POLICY)

1. Overview

The College will act on any Notice/Formal Complaint of violation of the College for Creative Studies Sexual Misconduct and Other Acts of Interpersonal Violence Policy ("the Title IX Policy"), or the Policy on Preventing and Addressing Discrimination, Harassment and Retaliation that the Director of Civil Rights and Title IX Compliance ("the Director") or any other Official with Authority receives. The College uses two sets of procedures, known as Process A and Process B. Process A is compliant with the federal Title IX regulations. It involves an investigation and live hearing, including cross-examination. It also includes an Informal Resolution option.

Process A is applicable to all Formal Complaints of Title IX Policy.

All other behaviors occurring off campus and/or outside of the College's Education Program or Activity that are covered by the Policy are subject to resolution under Process B, which is less formal than Process A. Occasionally, a Formal Complaint will include conduct that falls within both Processes A and B. When that occurs, Process A will typically be used to address all allegations. The choice between applying Process A or B is solely at the Director's discretion.

2. Notice/Complaint

Upon receipt of Notice or a Formal Complaint of an alleged Policy violation, the Director will initiate a prompt initial assessment to determine the College's next steps. The Director will contact the Complainant to offer supportive measures, provide information regarding resolution options, and determine how they wish to proceed.

3. Initial Assessment

The Director conducts an initial assessment, typically within five (5) business days of receiving Notice or a Formal Complaint. The initial assessment typically includes:

- Assessing whether the reported conduct may reasonably constitute a Policy violation
- Determining whether the reported conduct falls within the scope of the Policy
- Offering and coordinating supportive measures for the parties
- Notifying the Complainant, or the person who reported the allegation(s), of the available resolution options
- Determining whether the Complainant wishes to file a Formal Complaint
- Notifying the Respondent of the available resolution options if a Formal Complaint is made

4. Helping a Complainant Understand Resolution Options

If the Complainant indicates they wish to file a Formal Complaint, the Director will work with the Complainant to determine which resolution option they prefer. The Director will seek to abide by the Complaint's wishes but may have to take another approach depending upon their assessment of the situation.

If the Formal Grievance Process is pursued, the Director will initiate an investigation.

If any party indicates that they want to pursue an Informal Resolution option, the Director will refer the matter to the appropriate individuals(s) if the Director determines Informal Resolution is available and the other Parties consent to participate. Informal Resolution cannot be used to resolve a Formal Complaint of Title IX Sexual Harassment involving an Employee Respondent and a Student Complainant.

If the Complainant does not want any action taken, the Director will consider that request. Typically, allegations of Student-on-Student and Employee-on-Employee misconduct will not prompt the Formal Grievance Process unless deemed necessary by the Director, though the Complainant can elect to pursue the formal process in the future. The Director may need to refer allegations of Employee-on-Student misconduct to the Formal Grievance Process regardless of the Complainant's wishes, depending on the nature of the allegations.

The Director may consider elements such as patterns of behavior, predation, grooming behaviors, threats, violence, use of weapons, or involvement of minors in determining whether to sign a Formal Complaint.

5. Administrator Authority to Initiate a Complaint

The Director has ultimate discretion as to whether a Formal Complaint is made and may consult with appropriate CCS Employees, and/or conduct a

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT³⁷

violence risk assessment to aid their determination whether to sign a Formal Complaint on behalf of the Complainant.

If a Complainant is not participating or attempting to participate in the CCS's Education Program or Activity at the time of making a Formal Complaint, they can request that the Director sign a Formal Complaint. When the Director signs a Formal Complaint, they do not become the Complainant. The Complainant is the person who experienced the alleged misconduct. If the Director declines to sign a Formal Complaint, alternative processes may be available and can be explored with the Director.

6. Collateral Misconduct

Collateral misconduct includes potential violations of other CCS policies that occur in conjunction with alleged violations of the Policy, or that arise through the course of the investigation, for which it makes sense to provide one resolution for all allegations. Thus, the collateral allegations may be charged along with potential violations of the Policy, to be resolved jointly under these Procedures. In such circumstances, the Director may consult with other CCS officials who typically oversee such conduct (e.g., Human Resources, Student Conduct, Academic Affairs) to solicit their input as needed on what charges should be filed, but the exercise of collateral charges under these procedures is within the Director's discretion. All other allegations of misconduct unrelated to incidents covered by the Policy will typically be addressed separately through procedures described in the Student, Faculty, and Staff handbooks.

7. Dismissal (Mandatory and Discretionary)

a. The College must dismiss a Formal Complaint or any allegations therein if, at any time during the investigation or hearing, it is determined that:

i. The conduct alleged in the Formal Complaint would not constitute Title IX Sexual Harassment as defined above, even if proven;

ii. The Sex-based conduct did not occur in the College's Education Program or Activity (including buildings or property controlled by recognized student organizations) and/or the College does not have control of the Respondent;

iii. The Sex-based conduct did not occur against a person in the United States and was not affiliated with any international CCS program such as study abroad programs; and

iv. The Complainant alleging Sex-based conduct is not participating in or attempting to participate in the CCS's Education Program or Activity at the time of filing the Formal Complaint, and based on the available information, the Director has determined that they do not need to sign a Formal Complaint on behalf of the College.

b. The Director may dismiss a Formal Complaint or any allegations therein if at any time during the investigation or hearing:

i. A Complainant notifies the Director of Civil Rights and Title IX Compliance in writing that the Complainant would like to withdraw the Formal Complaint or any allegations therein;

ii. The Respondent is no longer enrolled in or employed by the College;

iii. Specific circumstances prevent the College from gathering sufficient evidence to reach a determination as to the Formal Complaint or allegations therein

c. A Complainant who decides to withdraw a Formal Complaint may later request to reinstate it or refile it.

d. Upon any dismissal, the Director will promptly and simultaneously send the parties written notice of the dismissal and the rationale for doing so.

e. This dismissal decision is appealable by any party. The decision not to dismiss is also appealable by any party claiming that a dismissal is required or appropriate.

f. When the Director has signed a Formal Complaint and later determines that the basis for signing is no longer compelling, the Director may rescind the Formal Complaint and notify the parties accordingly. This is not a dismissal, and there is no opportunity to appeal because the Complainant may still file a Formal Complaint if they wish to, in most circumstances.

g. A complaint that has been dismissed may still be referred to other relevant CCS departments if the conduct described constitutes a violation of additional CCS policies.

8. Appeal of Dismissal

The parties may appeal a decision to dismiss or not to dismiss their Formal Complaint. All dismissal appeal requests must be filed within three (3) business days of the notification of the dismissal decision.

i. A dismissal may be appealed on the following grounds:

(1) A procedural irregularity affected the outcome of the matter;

(2) New evidence that was not reasonably available at the time the determination regarding dismissal was made, that could affect the outcome of the matter;

(3) The Director, Investigator(s), or Decision-maker(s) had a conflict of interest or bias for or against Complainants or Respondents generally or the specific Complainant or Respondent that affected the outcome of the matter; and

(4) The dismissal was erroneously granted or denied.

ii. The appeal should specify at least one of the grounds above and provide any reasons or supporting evidence for why the ground is met. Upon receipt of a written dismissal appeal request from one or more parties, the Director will share the request and supporting documentation with all other parties and provide three (3) business days for other parties and the Director to respond to the request. At the conclusion of the response period, the Director will forward the request, as well as any response provided by the other parties and/or the Director to the Dismissal Appeal Decision-maker for consideration.

(1) If the appeal request does not provide information that meets the grounds in the Policy, the Dismissal Appeal Decision-maker will deny the request, and the parties, their advisors, and the Director will be notified in writing of the denial and the rationale.

(2) If any of the asserted grounds in the appeal satisfy the grounds described in the Policy, then the Dismissal Appeal Decision-maker will notify all parties and their advisors, and the Director of their decision and rationale in writing. The effect will be to reinstate the Complaint.

iii. In most circumstances, appeals are confined to a review of the written documentation or record of the original determination and pertinent documen-

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT* 39

tation regarding the specific appeal grounds. The Dismissal Appeal Decision-maker has seven (7) business days to review and decide on the appeal, though extensions can be granted at the Director's discretion, and the parties will be notified of any extension.

iv. Appeal decisions are deferential to the original determination, making changes only if there is a compelling justification to do so.

v. The Dismissal Appeal Decision-maker may consult with the Director and/or legal counsel on questions of procedure or rationale for clarification, if needed. The Director will maintain documentation of all such consultations.

9. Emergency Removal/Interim Suspension of a Student

The College may remove a student accused of Title IX Policy violations emergently upon receipt of a Formal Complaint or at any time during the Formal Grievance Process.

a. Prior to an emergency removal, the College will conduct an individualized risk assessment and may remove the student if that assessment determines that an immediate threat to the physical health or safety of any student or other individual justifies removal.

b. When an emergency removal or interim suspension is imposed, wholly or partially, the affected student will be notified of the action, which will include a written rationale, and the option to challenge the emergency removal or interim suspension within two (2) business days of the notification.

c. Upon receipt of a challenge, the Director will meet with the student (and their Advisor, if desired) as soon as reasonably possible thereafter to allow them to show cause why the removal/action should not be implemented or should be modified.

(1) This meeting is not a hearing on the merits of the allegation(s), but rather is an administrative process intended to determine solely whether the emergency removal or interim suspension is appropriate, should be modified, or should be lifted.

(2) When this meeting is not requested within two (2) business days, objections to the emergency removal or interim suspension will be deemed waived.

(3) A student can later request a meeting to show why they are no longer an immediate threat because conditions related to the threat have changed.

(4) A Complainant and their Advisor may be permitted to participate in this meeting if the Director determines it is equitable for them to do so.

(5) The Respondent may provide information, including expert reports, witness statements, communications, or other documentation for consideration prior to or during the meeting. When applicable, a Complainant may provide information to the Director for review.

d. An emergency removal or interim suspension may be affirmed, modified, or lifted as a result of a requested review or as new information becomes available. The Director will communicate the final decision in writing, typically within three (3) business days of the review meeting.

10. Placing Employees on Leave

When the Respondent is an Employee, or a Student-Employee accused of misconduct in the course of their employment, existing provisions in the Staff

Handbook and Faculty Handbook for interim action are typically applicable instead of the above emergency removal process.

11. Counter-Complaints

The College is obligated to ensure that the Formal Grievance Process is not abused for retaliatory purposes. Although the College permits the filing of counter-complaints, the Director will use an initial assessment, described above, to assess whether the allegations in the counter-complaint are made in good faith. When counter-complaints are not made in good faith, they will not be permitted. They will be considered potentially retaliatory and may constitute a Policy violation.

Counter-complaints determined to have been reported in good faith will be processed using the Formal Grievance Process. At the Director's discretion, investigation of such claims may take place after resolution of the underlying initial Formal Complaint.

12. Advisors in the Formal Grievance Process

The parties may each have an Advisor of their choice present with them for all meetings, interviews, and hearings within the Formal Grievance Process, if they choose.

Choosing an Advisor who is also a witness in the process creates potential for bias and conflict of interest. A party who chooses an Advisor who is also a witness can anticipate that issues of potential bias will be explored by the Decision-maker.

a. Who Can Serve as an Advisor

i. The parties may each have an Advisor (friend, mentor, family member, attorney, or any other individual a party chooses) present with them for all meetings, interviews, and hearings within the resolution process, including intake. The parties may select whomever they wish to serve as their Advisor as long as the Advisor is eligible and available. Parties have the right to choose not to have an Advisor in the initial stages of the Formal Grievance Process, prior to a hearing.

ii. The Director will offer to assign a trained Advisor to any party. If the parties choose an Advisor from the College's Resolution Process Pool, the Director will have trained the Advisor and familiarize them with the College's Formal Grievance Process. College-appointed advisors are employees of the college and are bound by rules of confidentiality. Therefore, they do not need to have a signed release.

iii. The College cannot guarantee equal advisory rights, meaning that if one party selects an Advisor who is an attorney, but the other party does not, or cannot afford an attorney, the College is not obligated to provide an attorney to advise that party. However, all institutionally appointed Advisors will be provided with similar training.

iv. If the parties choose an Advisor from outside the Resolution Process Pool, the Advisor may not have been trained by the College and may not be familiar with CCS's policies and procedures.

(1) Any Advisor outside of the Resolution Process Pool will need to have a signed release from the Complainant/Respondent stating the Director can share

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT*41

all case information with the Advisor. Until that release is signed, the Director must not share any case information with that Advisor.

v. A party may elect to change Advisors during the process and is not obligated to use the same Advisor throughout. Parties are expected to provide the Director with timely notification if they change Advisors.

(1) If a party changes Advisors, consent to share information with the previous Advisor is assumed to be terminated, and a release for the new Advisor must be submitted.

vi. The College may permit parties to have more than one Advisor, or an Advisor and a support person, upon special request to the Director. The decision to grant this request is at the Director's sole discretion and will be granted equitably to all parties.

vii. If a party requests that all communication be made through their attorney Advisor instead the College will agree to copy both the party and their Advisor on all communications.

b. Advisor's Role in the Formal Grievance Process

i. Advisors should help the parties to prepare for each meeting or hearing and are expected to advise ethically, with integrity, and in good faith. Advisors may not provide testimony or speak on behalf of their advisee unless given specific permission to do so.

ii. The parties are expected to respond to questions on their own behalf throughout the Formal Grievance Process. Although the Advisor generally may not speak on behalf of their advisee, except for conducting cross-examination during a hearing, the Advisor may consult with their advisee, either privately as needed,. For longer or more involved discussions, the parties and their Advisors should ask for breaks to allow for private consultation.

iii. The Title IX Regulations require a form of indirect questioning during the hearing, which must be conducted by the Parties' Advisors. The parties are not permitted to directly question each other or any witnesses. If a party does not have an Advisor for a hearing, the College will appoint a trained Advisor for the limited purpose of conducting any questioning of the parties and witnesses.

c. Records Shared with Advisors

i. Advisors are entitled to the same opportunity as their advisee to receive copies of the Draft and Final Investigation Reports, as well as the Directly Related Evidence file. Parties will be asked to sign releases for the Director to share materials with an Advisor.

ii. Advisors are expected to maintain the confidentiality of the records the Director shares with them. The Director may restrict the role of any Advisor who does not respect the sensitive nature of the process or who fails to abide by the college's confidentiality expectations.

d. Advisor Expectations

i. The Director generally expects an Advisor to adjust their schedule to allow them to attend investigative meetings/interviews/hearings when planned, but the Director may change scheduled meetings/interviews/hearings to accommodate an Advisor's inability to attend, if doing so does not cause an unreasonable delay.

ii. The Director may also make reasonable provisions to allow an Advisor who cannot be present in person to attend a meeting/interview/hearing by telephone, video conferencing, or other similar technologies as may be convenient and available.

iii. All Advisors are subject to the same CCS policies and procedures, whether they are attorneys or not, and whether they are selected by a party or appointed by the College. Advisors are expected to advise without disrupting proceedings.

e. Advisor Policy Violations

Any Advisor who oversteps their role as defined by the Policy, who shares information or evidence in a manner inconsistent with the Policy, or who refuses to comply with the College's established rules of decorum will be warned. If the Advisor continues to disrupt or otherwise fails to respect the limits of the Advisor role, the meeting/interview/hearing may be ended, or other appropriate measures implemented, including the College requiring the party to use a different Advisor or providing a different CCS-appointed Advisor. Subsequently, the Director will determine how to address the Advisor's non-compliance and future role.

13. Resolution Options Overview

a. Formal Resolution Process

The Formal Grievance Process is the College's primary resolution approach unless all parties and the Director agree to an Informal Resolution. The process considers the parties' preferences but is ultimately determined at the Director's discretion.

i. Resolution proceedings are private. All persons present at any time during a resolution process are expected to maintain the privacy of the proceedings in accordance with the Policy. If the privacy of the case is compromised, the Director will open an additional investigation to preserve the integrity of the case.

ii. There is an expectation of privacy around what Investigators share with parties during interviews and for any materials the institution shares with the Parties during the resolution process. The parties have discretion to share their own knowledge and evidence with others if they choose, except for information the parties agree not to disclose as part of an Informal Resolution. CCS encourages parties to discuss any sharing of information with their Advisors before doing so.

iii. The procedures for the Formal Grievance Process are described in Section 14.

b. Informal Resolution

To initiate Informal Resolution, a Complainant or Respondent may make such a request to the Director at any time prior to a Final Determination, or the Director may offer the option to the parties. The Director will obtain voluntary, written confirmation that all parties wish to resolve the matter through Informal Resolution before proceeding and will not pressure the parties to participate in Informal Resolution. To engage in Informal Resolution, a Complaint must first submit a Formal Complaint.

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁴³

i. Three approaches to Informal Resolution are detailed in this section.

(1) Supportive Resolution. When the Director can resolve the matter informally by providing supportive measures (only) designed to remedy the situation. Supportive Resolution involves only the party who opts for it.

a. Most commonly offered once a Formal Complaint is filed (whereas supportive measures, as described in Section 9 of the Policy, are offered in response to Notice). The Director will meet with the Complainant to determine reasonable supports that are designed to restore or preserve the Complainant's access to the College's Education Program and Activity.

b. Such supports can be modified as the Complainant's needs evolve over time or circumstances change.

c. If the Respondent has received the Notice of Investigation and Allegations, the Director may also provide reasonable support for the Respondent as deemed appropriate.

d. This option is available when the Complainant does not want to engage the other resolution options and the Director does not believe there is a need to sign a Formal Complaint.

e. At the discretion of the Director, this resolution option can result in an agreement between the Complainant and the College that does not require assent from any other party, as long as it does not unduly burden any other party or function punitively with respect to them.

(2) Accepted Responsibility. When the Respondent accepts responsibility for violating Policy and accepts the recommended sanction(s), and the Complainant(s) and the Director are agreeable to the resolution terms.

a. The Respondent may accept responsibility for any or all of the alleged Policy violations at any point during the Formal Grievance Process. If the Respondent indicates an intent to accept responsibility for all alleged Policy violations, the ongoing process will be paused, and the Director will determine whether Informal Resolution is an option.

b. If Informal Resolution is available, the Director will determine whether all parties and the College are able to agree on responsibility, restrictions, sanctions, restorative measures, and/or remedies. If so, the Director implements the accepted Finding that the Respondent is in violation of CCS Policy, implements agreed-upon restrictions and remedies, and determines any other appropriate responses in coordination with other appropriate administrator(s), as necessary.

c. This resolution is not subject to appeal once all parties indicate their written agreement to all resolution terms. When the parties cannot agree on all terms of resolution, the Formal Grievance Process will either begin or resume.

d. When a resolution is reached, the appropriate sanction(s) or responsive actions are promptly implemented to effectively stop the Discrimination or Harassment, prevent its recurrence, and remedy the effects of the discriminatory conduct, both on the Complainant and the community.

(3) Alternative Resolution. When the parties agree to resolve the matter through an alternative resolution mechanism (which could include, but is not limited to, mediation, shuttle negotiation, restorative practices, facilitated dialogue, etc.), as described below.

a. The College offers a variety of alternative resolution mechanisms to best meet the specific needs of the parties and the nature of the allegations.

i. Alternative resolution may involve agreement to pursue individual or community remedies, including targeted or broad-based educational programming or training; supported direct conversation or interaction between the parties; indirect action by the Director or other appropriate CCS officials; and other forms of resolution that can be tailored to the needs of the parties. Some alternative resolution mechanisms will result in an agreed-upon outcome, while others are resolved through dialogue.

b. All parties must consent to the use of an alternative resolution approach, and the parties may, but are not required to, have direct or indirect contact during an alternative resolution process.

c. The Director has the authority to determine whether alternative resolution is available or successful, to facilitate a resolution that is acceptable to all Parties, and/or to accept the parties' proposed resolution, usually through their Advisors, often including terms of confidentiality, release, and non-disparagement.

d. Parties do not have the authority to stipulate restrictions or obligations for individuals or groups that are not involved in the alternative resolution process. The Director will determine whether additional individual or community remedies are necessary to meet the institution's compliance obligations in addition to the alternative resolution.

e. The Director maintains records of any resolution that is reached and will provide notification to the parties of what information is maintained. Failure to abide by the resolution agreement may result in appropriate responsive/disciplinary actions (e.g., dissolution of the agreement and resumption of the Formal Grievance Process, referral to the conduct process for failure to comply, application of the enforcement terms of the agreement). Where the failure to abide by the Informal Resolution agreement terms results in a failure to remedy a Policy violation, the Director must consider whether to dissolve the agreement and reinstate the Formal Grievance Process to remedy the impact as required by law. The results of Formal Complaints resolved by alternative resolution are not appealable.

f. If an Informal Resolution option is not available or selected, the Director will initiate or continue an investigation and subsequent Formal Grievance Process to determine whether the Policy has been violated.

ii. It is not necessary to pursue Informal Resolution first in order to pursue a Formal Grievance Process. Any party participating in Informal Resolution can withdraw from the Informal Resolution process at any time and initiate or resume the Formal Grievance Process.

iii. The parties may agree, as a condition of engaging in Informal Resolution, on what statements made or evidence shared during the Informal Resolution process will not be considered in the Formal Grievance Process should Informal Resolution not be successful.

iv. If an investigation is already underway, the Director has discretion to determine if the investigation will be paused, if it will be limited, or if it will continue during the Informal Resolution process.

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁴⁵

v. Prior to engaging in Informal Resolution, the Director will provide the parties with written notice of the reported misconduct and any sanctions (only in the case of Accepted Responsibility) or measures that may result from participating in such a process, including information regarding any records that the Director will maintain and under which circumstances they may be released.

14. Formal Grievance Procedure Process

a. Notice of Investigation and Allegations (NOIA)

i. The Director will provide the parties written Notice of the Investigation and Allegations (the “NOIA”) upon commencement of the Formal Grievance Process. Amendments and updates to the NOIA may be made as the investigation progresses and more information becomes available. For climate/culture investigations that do not have an identifiable Respondent, the NOIA will be sent to the department/office/program head for the area/program being investigated.

ii. Notification will be made in writing and may be delivered by one or more of the following methods: in person, mailed to the parties’ local or permanent address(es) as indicated in official CCS records, or emailed to the Parties’ CCS-issued email or other approved accounts. Once mailed, emailed, and/or received in-person, notice is presumptively delivered.

b. The NOIA will include:

- A meaningful summary of all allegations;
- The names of the parties involved (if known);
- The precise misconduct being alleged;
- The date and location of the alleged incident(s) (if known);
- The specific policies/offenses implicated;
- A description of, link to, or copy of the applicable procedures;
- A statement that the College presumes the Respondent is not responsible for the reported misconduct unless and until the evidence supports a Final Determination that the Policy has been violated;
- The name(s) of the Investigator(s), along with a process to notify the Director of any conflict of interest that the Investigator(s) may have in advance of the interview process;
- A statement that determinations of responsibility are made at the conclusion of the process and that the Parties will be given an opportunity during the review and comment period to inspect and review all Relevant and Directly Related Evidence obtained;
- A statement of the potential sanctions/responsive actions that could result;
- A statement about the CCS’s policy on Retaliation;
- Information about process confidentiality;
- Information on the need for each party to have an Advisor of their choosing and suggestions for ways to identify an Advisor;
- A statement informing the parties that the CCS’s Policy prohibits knowingly making false statements, including knowingly submitting false information during the Formal Grievance Process;
- Information about how a party may request disability accommodations or other support assistance during the Formal Grievance Process; and

- An instruction to preserve any evidence that is directly related to the allegations.

- c. Investigations

- i. Purpose

The Formal Grievance Process involves an objective evaluation of all Relevant Evidence obtained, including evidence that supports that the Respondent violated the Policy and evidence that supports that the Respondent did not violate the Policy. Credibility determinations may not be based solely on an individual's status or participation as a Complainant, Respondent, or witness. All parties have a full and fair opportunity, through the investigation process, to suggest witnesses and questions, to provide evidence, and to receive a written Investigation Report that accurately summarizes this evidence.

- ii. All investigations are thorough, reliable, impartial, prompt, neutral, and fair. They involve interviewing all available, relevant parties and witnesses, obtaining Relevant Evidence, and identifying sources of expert information, as necessary.

- iii. Investigation Process:

- Determining the names of and contacting all involved parties and potential witnesses to participate in an investigation interview;

- Identifying issues and developing a strategic investigation plan, including a witness list, evidence list, intended investigation timeframe, and order of interviews for the parties and witnesses;

- Providing written notification of the date, time, and location of all investigation meetings, including the expected participants and purpose;

- Conducting any necessary follow-up interviews with parties or witnesses;

- Providing the parties and witnesses an opportunity to verify the accuracy of either a summary or transcript of their interview(s);

- Soliciting the names of suggested witnesses and questions each party wishes to have asked of another party or witness;

- Writing a Draft Investigation Report that gathers, assesses, and synthesizes the evidence, accurately summarizes the investigation and party and witness interviews, and provides all Relevant Evidence;

- Compiling a Directly Related Evidence File;

- Providing the parties and their respective Advisors an electronic or hard copy of the Draft Investigation Report as well as an opportunity to inspect and review all of the evidence obtained as part of the investigation that is directly related to the reported misconduct, including evidence upon which the Investigation does not intend to rely in reaching a determination, for a ten (10)-business-day review and comment period so that each party may meaningfully respond to the evidence. The parties may elect to waive the full ten (10) days.

- Incorporating any new, Relevant Evidence and information obtained through the parties' review of the Draft Investigation Report and any follow-up meetings into the Final Investigation Report;

- Responding in writing (typically within the Final Investigation Report) to the relevant elements of the Parties' responses to the Draft Investigation Report;

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁴⁷

- Sharing the Final Investigation Report with the Director and/or legal counsel for their review and feedback; and
- Providing the Director with the Final Investigation Report and Directly Related Evidence File.

d. Investigation Interviews.

i. Witnesses who are CCS employees are strongly encouraged to cooperate with and participate in the College's investigation and Formal Grievance Process.

ii. Student witnesses and witnesses from outside the CCS community are encouraged to cooperate with any CCS investigations and to share what they know about a Formal Complaint.

iii. Interviews may be conducted in person, via online video platforms (e.g., Zoom, Microsoft Teams, FaceTime, WebEx), or, in limited circumstances, by telephone. The Director will take appropriate steps to ensure the security/privacy of remote interviews.

iv. Parties and witnesses may also provide written statements in lieu of interviews or choose to respond to written questions, if deemed appropriate by the Investigator(s), though not preferred.

v. Interview Recording

(1) It is standard practice for Investigators to create a record of all interviews pertaining to the Formal Grievance Process, by recording, transcript, or written summary. All involved persons should be made aware that they are being recorded. The parties may review copies of their own interviews upon request. No unauthorized audio or video recording of any kind is permitted during investigation meetings.

(2) A summary will be prepared by the Investigator from the witness interviews and review of the recorded interview.

(3) After an interview, parties and witnesses will be asked to verify the accuracy of the summary of their interview. They may submit changes, edits, or clarifications. If the parties or witnesses do not respond within the time period designated for verification, objections to the accuracy of summary will be deemed to have been waived, and no changes will be permitted.

e. Neither the investigation nor the hearing will consider:

i. Questions or evidence about the Complainant's sexual predisposition;

ii. Questions or evidence about the Complainant's prior sexual behavior, unless such questions and evidence about the Complainant's prior sexual behavior are offered to prove that someone other than the Respondent committed the alleged conduct, or if the questions or evidence concern specific incidents of the Complainant's prior sexual behavior with respect to the Respondent and are offered to prove consent;

iii. Questions or evidence about a party or witness's records that are made or maintained by a physician, psychologist, or psychiatrist unless the party or witness provides voluntary, written consent for the records to be considered;

f. The parties must provide all evidence to the Investigator(s) prior to completion of the Final Investigation Report. Evidence offered after that time will be evaluated by the Hearing Officer for relevance. If deemed relevant, the parties

and Hearing Officer must agree to admit it into the record. If the evidence is deemed not relevant, the Hearing Officer may proceed with the hearing absent the new evidence.

i. The new Relevant Evidence will be admitted to the record if:

(1) All parties and the Hearing Officer assent to the new evidence being included in the hearing without remanding the Formal Complaint back to the Investigator;

(2) The evidence is not duplicative of evidence already in the record; and

(3) The new evidence was either not reasonably available prior to the conclusion of the Final Investigation Report, or the failure to provide it in a timely manner was not the result of bad faith by the parties, witnesses, or others.

ii. If the above criteria are not met, but the evidence is deemed materially relevant and not duplicative, the Hearing Officer may, at their discretion, engage in any of the following actions:

(1) Delay the hearing;

(2) Provide the parties with at least five (5) business days to review the Relevant Evidence;

(3) Remand the Formal Complaint back to the Investigator for further investigation or analysis;

(4) Allow the parties time to review and comment on the new evidence;

(5) If the evidence is deemed not relevant, the Hearing Officer may proceed with the hearing without allowing the new evidence.

g. Time Line

i. Investigations are completed expeditiously, normally within sixty (60) business days, though some investigations may take longer, depending on the nature, extent, and complexity of the allegations, witness availability, law enforcement involvement, and other factors.

ii. The investigation may be briefly delayed, ranging from several days to a few weeks—if warranted by specific circumstances. Such circumstances include, but are not limited to, a request from law enforcement to temporarily delay the investigation, the need for language assistance, the absence of parties and/or witnesses, and/or health conditions. The College will promptly resume its Formal Grievance Process as soon as feasible. During such a delay, the Director will implement and maintain supportive measures for the parties as deemed appropriate.

iii. Criminal Charges

CCS action(s) or processes are not typically altered or precluded on the grounds that civil or criminal charges involving the underlying incident(s) have been filed or that criminal charges have been dismissed or reduced.

15. Ensuring Impartiality

a. No individual materially involved in the administration of the Formal Grievance Process, including the Director, Investigator(s), and Decision-maker(s), may have or demonstrate a conflict of interest or bias for a party generally, or for a specific Complainant or Respondent.

b. The Director will vet the assigned Investigator(s), Hearing Officer (s), and Appeal Officer (s) for impartiality by ensuring there are no actual or apparent

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT 49

conflicts of interest or disqualifying biases. The parties may raise a concern regarding bias or conflict of interest at any time during the Formal Grievance Process, and the Director will determine whether the concern is reasonable and supportable. If so, another Pool member, or other trained individual, will be assigned, and the impact of the bias or conflict, if any, will be remedied. If the source of the conflict of interest or bias is the Director, concerns should be raised with the Assistant Vice President of Campus Life.

16. Referral for Hearing

a. Provided that the Formal Complaint is not resolved through Informal Resolution, once the Final Investigation Report is shared with the parties, the Director will refer the matter for a hearing.

b. The hearing cannot be held less than ten (10) business days from the conclusion of the investigation – when the Final Investigation Report is transmitted to the parties and the Decision-maker – unless all Parties and the Decision-maker agree to an expedited timeline.

c. The Director will select an appropriate Decision-maker from the Pool and provide a copy of the Final Investigation Report and the file of Directly Related Evidence.

17. Hearing Officer – Neutral Decision-maker

a. Hearing Officer (Neutral Decision-maker) will not have had any previous involvement with the Formal Complaint. The Director may elect to have an alternate from the Pool sit in throughout the hearing process if a substitute is needed for any reason.

b. Those who have served as Investigators will be witnesses in the hearing and therefore may not serve as Hearing Officers. Those who are serving as Advisors for any party may not serve as Hearing Officers in that matter.

c. The Director of Civil Rights and Title IX Compliance may not serve as a Hearing Officer in the matter but may serve as an administrative facilitator of the hearing if their previous role(s) in the matter does not create a conflict of interest. Otherwise, a designee, such as case manager or hearing coordinator may fulfill the facilitator role. The hearing will be convened at a time and venue determined by the Director.

d. Conflicts of Interest or Bias.

i. The Decision-maker must not have a bias for or against Complainants or Respondents generally or the individual Complainant or Respondent involved in the Formal Complaint.

ii. The Decision-maker must recuse themselves if such bias or conflict of interest exists.

iii. If the Decision-maker believes there is possible conflict of interest or bias, they will consult with the Director about possible recusal or removal.

iv. The Parties may raise challenges that the Decision-maker is biased or has a conflict of interest. The Parties must raise challenges with the Director within two (2) business days of receiving the hearing notice.

(1) The Director will only remove and replace a Decision-maker in situations of demonstrated bias or conflicts of interest. Perceptions of bias or conflict are not sufficient to cause removal.

(2) If a Decision-maker recuses themselves as the result of a conflict of interest or bias, or is removed, the Director will promptly appoint a new Decision-maker who does not have a conflict of interest or bias and notify the parties accordingly.

18. Live Hearing Requirements

a. Hearing Notice

i. The Director will send the parties a notice of hearing letter no less than ten (10) business days prior to the hearing. Once mailed, emailed, and/or received in-person, notice is presumptively delivered. The notice includes:

ii. A description of the alleged violation(s), a list of all policies allegedly violated, a description of the applicable hearing procedures, and a statement of the potential sanctions/responsive actions that could result

iii. The time, date, and location of the hearing

iv. A description of any technology that will be used to facilitate the hearing

v. Relevant information regarding hearing logistics, pre-hearing meetings, the Final Investigation Report, the parties and witnesses participating in the hearing, the identity of the Hearing Officer, details related to questioning, the role of Advisors, impact/mitigation statements, and how to request disability accommodations or other assistance

b. The Hearing Officer or the Case Manager/Scheduling Coordinator will offer to convene pre-hearing meeting(s) with the parties and their Advisors to familiarize them with the hearing process and invite them to submit the questions or topics they wish to ask or discuss at the hearing. This allows the Hearing Officer to consider their relevance ahead of time to avoid any improper evidentiary introduction in the hearing or to provide recommendations for more appropriate phrasing.

i. However, this advance review opportunity does not preclude the Advisors from asking a question for the first time at the hearing or from asking for a reconsideration of a Hearing Officer's pre-hearing decision based on any new information or testimony offered at the hearing. The Hearing Officer will consider arguments that evidence identified as relevant in the Final Investigation Report is, in fact, not relevant. Similarly, evidence identified by the Investigator(s) as directly related but not relevant may be argued to be relevant. The Hearing Officer will document and share their rationale for any evidence or question exclusion or inclusion, if any, at a pre-hearing meeting with each party.

ii. The Hearing Officer or the Case Manager/Scheduling Coordinator will work with the parties to finalize a witness list for the hearing, and the Director will notify any witnesses of the hearing's logistics. The Hearing Officer, only with the agreement of all parties, may decide in advance of the hearing that certain witnesses do not need to be present if their testimony can be adequately summarized by the Investigator(s) in the Final Investigation Report or during the hearing, and their presence is not essential to assess their credibility.

iii. Pre-hearing meeting(s) will not be recorded. The pre-hearing meetings will typically be conducted as separate meetings with each party/Advisor, and can be done remotely, or as a written communication exchange. The Hearing Officer or the Case Manager/Scheduling Coordinator will work with the parties

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁵¹

to establish the format and timing of the meetings and will circulate a summary of any rulings made to ensure all parties and advisors are aware.

iv. During the pre-hearing meeting, and live hearing, parties may only be accompanied by their Advisor. No other persons (e.g., additional support persons, advisors, friends, family) may accompany, attend, or listen in on the hearing unless explicitly authorized by the Director, with each party being provided the same opportunity.

c. Evidence provided to the Hearing Officer and parties.

i. The Hearing Officer will be provided electronic copies of the Final Investigation Report and all relevant but not impermissible evidence, including the names of all parties, witnesses, and Advisors, at least ten (10) business days in advance of the hearing.

ii. The parties will be provided with electronic copies of all the materials provided to the Hearing Officer as part of the hearing notice, unless those materials have already been provided.

d. Witness Participation

i. Witnesses are encouraged to participate in, and make themselves reasonably available for, the hearing. They may participate in-person or via video technology that allows the Hearing Officer and the parties to see and hear the witness while that person is speaking.

(1) Witnesses are not permitted to be accompanied by an Advisor without the Director's express permission. At the discretion of the Hearing Officer, a witness may participate by phone if no other reasonable alternative is available.

ii. The Director will notify all witnesses of their requested participation in the hearing at least five (5) business days prior to the hearing. Witnesses will be present for the hearing only during their testimony.

iii. If any party or witness does not appear at the scheduled hearing, the hearing may be held in their absence. For compelling reasons, the Director may reschedule the hearing.

iv. Any witness scheduled to participate in the hearing must have been first interviewed by the Investigator(s), unless:

(1) All parties and the Hearing Officer assent to the new witness's participation in the hearing without remanding the Formal Complaint back to the Investigator,

(2) The Hearing Officer deems the evidence presented by the new witness to be relevant and not information already established in the record, and

(3) The witness's late involvement was not the result of bad faith by the witness, the parties, or others.

(4) If the above criteria are not met, but the witness's evidence is deemed relevant and not duplicative, the Hearing Officer may, at their discretion, engage in any of the following actions:

a. Delay the hearing

b. Provide the parties with at least five (5) business days to review the relevant portions of the new witness' statements, if such statements are submitted

c. Remand the Formal Complaint back to the Investigator for further investigation or verification

d. Allow the parties to review and comment on the testimony of the new witness

e. If the evidence is deemed not relevant, the Hearing Officer may proceed with the hearing absent the new witness's participation.

e. The following provisions apply to a live hearing:

- Hearing Venue Options and Recordings. The live hearing will be via video technology. The Hearing Officer and parties must be able to simultaneously see and hear a party or witness while that person is speaking. Both options are considered fair and equitable. Alternative arrangements including a live hearing may also be made at the Director's discretion.

- The Parties may make a request to the Director that the hearing be held in person or via video technology, but they must do so at least three (3) business days prior to the hearing. The Director retains discretion to determine whether the hearing will occur in person or via video technology.

- All hearings will be recorded, and parties may request a copy of the recording from the Administrator following the live hearing.

- No unauthorized recordings are permitted.

- The College may use AI technology to assist in the preparation of a transcript of the recording of the hearing. The AI will preserve the confidentiality of the process.

- Hearing Participants. Persons who may be present for a hearing include the Hearing Officer, hearing facilitator, Investigator(s), the Parties and their Advisors, anyone providing authorized accommodations, interpretation, and/or assistive services, and anyone else deemed necessary by the Hearing Officer. Witnesses are present only during their portion of the testimony.

- Advisors. The parties may have the assistance of an Advisor of their choice at the hearing or can request that the College appoint a trained Advisor for them. Appointed Advisors are not attorneys. If a party wishes to have an attorney as their Advisor, they must locate and pay for that attorney themselves.

- Parties and Advisors may be requested to turn off their phones and acknowledge, if the hearing is being held remote, that they are alone with no other persons present in their location.

f. Scheduling. Hearings for possible violations that occur near or after the end of an academic term (assuming the Respondent is still subject to the Policy) and are unable to be resolved prior to the end of term will typically be held immediately after the end of the term, including during the summer, as needed, to meet the College's resolution timeline and ensure a prompt resolution. Employees, including parties and witnesses, who do not have 12-month contracts are still expected to participate in Formal Grievance Processes that occur during months between contracts.

g. Disability Accommodations and Other Assistance. Parties should contact the Director at least three (3) business days prior to the hearing to arrange any disability accommodations, language assistance, and/or interpretation services that may be needed at the hearing, if possible.

h. Introductions and Hearing Procedure Explanation

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁵³

i. The Hearing Officer will:

(1) Explain the hearing procedures;

(2) Introduce the participants;

(3) Answer any procedural questions prior to and as they arise throughout the hearing;

i. Investigator Presentation of Final Investigation Report

The Investigator(s) will present a summary of the Final Investigation Report, including a review of the facts that are contested and those that are not. The Investigator may be questioned first by the Hearing Officer and then by the parties through their Advisors. The Investigator may attend the duration of the hearing or be excused after their testimony at the Hearing Officer's discretion.

j. Testimony and Questioning

The parties and witnesses may provide relevant information in turn, beginning with the Complainant's opening statement, then the Respondent's, and then questioning in the order determined by the Hearing Officer. The Hearing Officer will facilitate questioning of the parties and witnesses first by the Hearing Officer and then by the parties through their Advisors.

i. All questions are subject to the Hearing Officer's relevance determination. The Advisor will pose the proposed question orally, electronically, or in writing (orally is the default, but other means of submission may be permitted). The proceeding will pause to allow the Hearing Officer to consider the question (and state it if it has not already been stated aloud), and the Hearing Officer will determine whether the question will be permitted, disallowed, or rephrased. The Hearing Officer will explain any decision to exclude a question as not relevant, or to reframe it for relevance.

ii. The Hearing Officer will limit or disallow questions they deem not appropriate on the basis that they are irrelevant, unduly repetitious (and thus irrelevant), seek or pertain to impermissible evidence, or are abusive and has the final say on all questions and relevance determinations. The Hearing Officer may consult with legal counsel on any admissibility questions.

iii. If the parties raise an issue of bias or conflict of interest of an Investigator or Hearing Officer at the hearing, the Hearing Officer may elect to address those issues, consult with legal counsel, refer them to the Director, and/or preserve them for appeal. If bias is not an issue at the hearing, the Hearing Officer should not permit irrelevant questions that probe for Investigator bias.

k. Refusal to Submit to Questioning and Inferences

i. Any party or witness may choose not to offer evidence and/or answer questions at the hearing, either because they do not attend the hearing, or because they attend but refuse to participate in some or all questioning. The Hearing Officer can only rely on the available Relevant Evidence in making a Final Determination. The Hearing Officer may not draw any inference solely from a party's or witness' absence from the hearing or refusal to answer any or all questions. Typically, after brief opening statements, the order of questioning will be questions from the Hearing Officer, questions from the party's own Advisor, then questions from the other parties' Advisors. The same order will be used for questioning witnesses, who do not typically make opening statements. The

parties then make brief closing statements, and then the hearing transitions into closed session for deliberation.

- ii. An Advisor may not be called as a witness at a hearing to testify to what their advisee has told them during their role as an Advisor unless the party being advised consents to that information being shared.

- 1. Advisor's Role During the Hearing.

- i. all questions that a party wishes to ask must be posed by the Advisor, not the Parties;

- ii. If the party does not have an Advisor, the Director will provide the party with an Advisor for the purpose of Advisor-conducted questioning.

- m. Evidentiary Considerations

- i. The Investigator(s) and the Hearing Officer (s) will only consider Relevant or Directly Related Evidence.

- ii. Within the boundaries stated above, the investigation and the hearing can consider character evidence, if offered, but that evidence is unlikely to be relevant unless it is fact evidence or relates to a pattern of conduct.

- iii. Previous disciplinary action of any kind involving the Respondent may not be considered unless there is an allegation of a pattern of misconduct. Such information may also be considered in determining an appropriate sanction upon a determination of responsibility. Barring a pattern allegation, this information is only considered at the sanction stage of the process and is not shared until then.

- n. The Director may consolidate Complaints against more than one Respondent, or by more than one Complainant against one or more Respondent(s), when the allegations arise from the same facts or circumstances or implicate a pattern, collusion, and/or other shared or similar actions.

- o. Impact Statements. Each party may submit an impact and/or mitigation statement to the Director that the Decision-maker will review during any sanction determination.

- i. Upon receipt of an impact and/or mitigation statement, the Director will review the impact/mitigation statement to determine whether any immediate needs exist (i.e. homelessness, suicidal thoughts, or threats of violence).

- ii. The Director will only provide the impact statements to the Decision-maker if the Hearing Officer determines that the Policy has been violated. When the Director shares the impact statements with the Hearing Officer, they will also be shared with the Parties.

19. Collateral Misconduct

The Hearing Officer has the authority to hear and make determinations on all allegations of Discrimination, Harassment, Retaliation, and Other Prohibited Conduct under the Policy and may also hear and make determinations on any additional alleged collateral misconduct that occurred in concert with the Discrimination, Harassment, Retaliation, or Other Prohibited Conduct, even though those collateral allegations may not specifically fall within the Policy.

20. Joint Hearings

In Complaints involving more than one Respondent and/or involving more

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT* 55

than one Complainant accusing the same person of substantially similar conduct, the default procedure will be to hear the allegations jointly.

However, the Director may permit the investigation and/or hearings pertinent to each Respondent or Formal Complaint to be conducted separately if there is a compelling reason to do so. In joint hearings, separate determinations of responsibility will be made for each Respondent and/or for each Formal Complaint with respect to each alleged policy violation.

21. Hearing Recordings

a. The College records hearings (but not deliberations) for purposes of review in the event of an appeal. No unauthorized audio or video recording of any kind is permitted during the hearing.

b. The Hearing Officer, the parties, their advisors, Appeal Hearing Officers, and other appropriate CCS officials will be permitted to review the recording or review a transcript of the recording upon request to the Director. No unauthorized disclosure, including sharing, copying, or distribution of the recording or transcript, is permitted.

22. Deliberation and Determination

a. After closing statements from the parties, the Hearing Officer will deliberate in closed session to determine whether the Respondent is responsible for the alleged Policy violation(s) based on the standard of evidence. If a panel is used, a simple majority vote is required to determine the Finding. Deliberations are not recorded.

b. The Hearing Officer will then prepare a written statement detailing all Findings and Final Determinations, the rationale(s) explaining the decision(s), the evidence used in support of the determination(s), the evidence not relied upon in the determination(s), any credibility assessments, and any sanction(s) and rationales explaining the sanction(s) and will deliver the statement to the Director.

c. This statement must be submitted to the Director within twenty (20) business days of the end of deliberations unless the Director grants an extension. If an extension is granted, the Director will notify the parties.

23. Notice of Outcome

a. When there is a Finding of responsibility on one or more of the allegations, the Hearing Officer may make a recommendation for sanctions or the continuation of supportive measures, including consideration of any party impact and/or mitigation statement(s) for these recommendations.

b. The Hearing Officer will also review any pertinent conduct history provided by the CCS Student Affairs or the Human Relations Office in regard to the appropriate sanction(s) in consultation with other appropriate administrators, if required.

c. The Director will provide the sanctioning authority with Notice of the Hearing Final Determination and a copy of any Impact or Mitigating Statements submitted by the Parties.

i. Where the Student is the Respondent, the sanctioning authority lies with the Office of Student Affairs in consultation with the Director and legal counsel as appropriate.

ii. Where a Faculty Member is the Respondent, the sanctioning authority lies with the Human Relations Office in consultation with the Director and legal counsel as appropriate.

iii. Where an Employee is the Respondent, the sanctioning authority lies with the Office of Student Affairs in consultation with the Director and legal counsel as appropriate.

d. The Director will provide the parties with a written outcome notification within ten (10) business days of the conclusion of the Formal Grievance Process, which concludes with the sanctioning authority's imposition of the sanction. The outcome notification will specify the Finding for each alleged Policy violation, any sanction(s) that may result, which the College is permitted to share pursuant to federal or state law, and a detailed rationale, written by the Hearing Officer, supporting the Findings to the extent the College is permitted to share under federal or state law.

e. If the Hearing Officer does not find a violation of any CCS Policy, the Director will provide the parties with a written outcome notification within ten (10) business days of the conclusion of the Formal Grievance Process, which in this case concludes with the Hearing Officer issuing the Final Determination.

f. The notification will also detail the parties' equal rights to appeal, the grounds for appeal, the steps to request an appeal, and when the determination is considered final if no party appeals.

g. The Director will provide the parties with the outcome notification simultaneously, or without significant time delay between notifications. The written outcome notification may be delivered by one or more of the following methods: in person, mailed to the parties' local or permanent address as indicated in official Recipient records, or emailed to the parties' CCS-issued or other approved email account. Once mailed, emailed, and/or received in person, the outcome notification is presumptively delivered.

24. Sanctions.

a. Factors the sanctioning authority may consider when determining sanctions and responsive actions include, but are not limited to:

- i. The nature, severity of, and circumstances surrounding the violation(s);
- ii. The Respondent's disciplinary history;
- iii. The need for sanctions/responsive actions to bring an end to the Policy violations;
- iv. The need for sanctions/responsive actions to prevent the future recurrence of Policy violations;
- v. The need to remedy the effects of the Policy violation on the Complainant and the community;
- vi. The impact on the Parties;
- vii. The Respondent's acknowledgement of responsibility or contrition;
- viii. Any other information deemed relevant by the sanctioning authority.
- ix. The sanctions will be implemented as soon as is feasible once a Determination is final, either upon the outcome of any appeal or the expiration of the window to appeal, without an appeal being requested.

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁵⁷

b. The sanctions described in the Procedures are not exclusive of, and may be in addition to, other actions taken, or sanctions imposed, by external authorities.

i. Student Sanctions

The following are the common sanctions that may be imposed upon students singly or in combination:

(1) Reprimand: A formal statement that the conduct was unacceptable and a warning that further violation of any CCS policy, procedure, or directive will result in more severe sanctions/responsive actions

(2) Required Counseling: A mandate to meet with and engage in either Recipient-sponsored or external counseling to better comprehend the misconduct and its effects

(3) Restrictions: A student may be restricted in their activities, including, but not limited to, being restricted from locations, programs, participation in certain activities or extracurriculars, study abroad, or holding leadership roles in student organizations

(4) Probation: An official sanction for violation of CCS policy, providing for more severe disciplinary sanctions if the student is found in violation of any CCS policy, procedure, or directive within a specified period of time. Terms of the probation will be articulated and may include denial of specified social privileges, exclusion from co-curricular activities, exclusion from designated areas of campus, no-contact orders, and/or other measures deemed appropriate.

(5) Suspension: Separation from the College, or one or more of its facilities, for a defined period of time, typically not to exceed two (2) years, after which the student is eligible to return. Eligibility may be contingent upon satisfaction of specific conditions noted at the time of suspension, on successfully applying for readmission, or upon a general condition that the student is eligible to return if the College determines it is appropriate to re-enroll/readmit the student.

a. The student is typically required to vacate CCS property within 24 hours of notification of the action, though this deadline may be extended at the discretion of the Director or other appropriate official.

b. During a college-wide suspension, the student is banned from CCS property, functions, events, and activities unless they receive prior written approval from an appropriate CCS official. This sanction may be enforced with a trespass action, as necessary. This sanction may be noted as a Disciplinary Suspension on the student's official academic transcript, per CCS policy and/or state law.

(6) Expulsion: Permanent separation from the College. The student is banned from CCS property, and the student's presence at any CCS-sponsored activity or event is prohibited. This action may be enforced with a trespass action, as necessary. This sanction may be noted as Disciplinary Expulsion on the student's official academic transcript, per CCS policy and/or state law.

(7) Withholding Diploma: The College may withhold a student's diploma for a specified period of time and/or deny a student participation in commencement activities as a sanction if the student is found responsible for violating the Policy

(8) Revocation of Degree: While very rarely exercised, the College reserves the right to revoke a degree previously awarded by the College for fraud, mis-

representation, and/or other violation of CCS policies, procedures, or directives in obtaining the degree, or for other serious violations committed by a student prior to graduation

(9) Other Actions: In addition to, or in place of, the above sanctions, the College may assign any other sanctions as deemed appropriate

ii. Student Organization Sanctions

The following are the common sanctions that may be imposed upon student groups organizations singly or in combination:

(1) Reprimand: A formal statement that the conduct was unacceptable and a warning that further violation of any CCS policy, procedure, or directive will result in more severe sanctions/responsive actions

(2) Probation: An official sanction for violation of CCS policy, providing for more severe disciplinary sanctions if the group or organization is found in violation of any CCS policy, procedure, or directive within a specified period of time. Terms of the probation will be articulated and may include denial of specified social and event privileges, denial of CCS funds, ineligibility for honors and awards, restrictions on new member recruitment, no-contact orders, and/or other measures deemed appropriate.

(3) Suspension: Termination of student group or organization recognition and/or CCS support for a defined period of time not to exceed two (2) years and/or until specific criteria are met. During the suspension period, a student group or organization may not conduct any formal or informal business or participate in CCS-related activities, whether they occur on or off campus. Re-recognition is possible but not guaranteed and will only be considered after the end of the suspension period and based on meeting all re-recognition criteria and obtaining clearance from the Director.

(4) Termination: Permanent termination of student group or organization recognition and revocation of the privilege to congregate and conduct business on campus as an organization for any reason

(5) Loss of Privileges: Restricted from accessing specific CCS privileges for a specified period of time

(6) Other Actions: In addition to, or in place of, the above sanctions, the Director may assign any other sanctions as deemed appropriate

iii. Employee Sanctions/Responsive/Corrective Actions

Responsive actions for an Employee who has engaged in Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct include:

- (1) Verbal or Written Warning
- (2) Performance Improvement Plan/Management Process
- (3) Enhanced Supervision, Observation, or Review
- (4) Required Counseling
- (5) Required Training or Education
- (6) Probation
- (7) Denial of Pay Increase/Pay Grade
- (8) Loss of Oversight or Supervisory Responsibility
- (9) Demotion
- (10) Transfer

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁵⁹

- (11) Shift or schedule adjustments
- (12) Reassignment
- (13) Delay of (or referral for delay of) Tenure Track Progress
- (14) Assignment to a New Supervisor
- (15) Restriction of Stipends, Research, and/or Professional Development

Resources

- (16) Suspension/Administrative Leave with Pay
- (17) Suspension/Administrative Leave without Pay
- (18) Termination
- (19) Other Actions: In addition to, or in place of, the above sanctions/responsive

actions, the Director may assign any other responsive actions as deemed appropriate

25. Resolution Timeline

a. The College will make a good faith effort to complete the Formal Grievance Process within ninety (90) business days, excluding any appeals, which the Director can extend as necessary for appropriate reasons. The parties will receive regular updates on the progress of the Formal Grievance Process, as well as notification and a rationale for any extensions or delays, and an estimate of how much additional time will be needed to complete the process.

b. It shall not be grounds for appeal, or a procedural irregularity, that the resolution process is not concluded within ninety (90) days. Many factors can impact the timeline for the Resolution Process including, for example, unavailability of witnesses for interviews, unavailability or scheduling conflicts of advisors, re-opening of the Investigation for new evidence, school breaks, leaves of absence, and other causes.

26. Withdrawal or Resignation Before Complaint Resolution

a. Students

Should a Respondent decide not to participate in the Formal Grievance Process, the process proceeds absent their participation to a reasonable resolution. If a Student Respondent withdraws from the College, the Formal Grievance Process typically ends with a dismissal, as the College has lost primary disciplinary jurisdiction over the withdrawn student. However, the College may continue the Formal Grievance Process when, at the discretion of the Director, doing so may be necessary to address safety and/or remedy any ongoing effects of the alleged Policy violation.

Regardless of whether the Formal Complaint is dismissed or pursued to completion of the Formal Grievance Process, the College will continue to address and remedy any systemic issues or concerns that may have contributed to the alleged violation(s), and any ongoing effects of the alleged Policy violation.

When a student withdraws or takes a leave of absence while the process is pending, the Student may not return to the College in any capacity until the Formal Complaint is resolved and any sanctions imposed are satisfied. If the student indicates they will not return, the Director has the discretion to dismiss the Formal Complaint and bar the student from returning. The Registrar, Office of Student Affairs, and HR will be notified accordingly.

If the Student Respondent takes a leave of absence for a specified period of time (e.g., one semester or term), the Formal Grievance Process may continue remotely. If found in violation, that student is not permitted to return to the College unless and until all sanctions, if any, have been satisfied.

b. Employees

Should an Employee Respondent decide not to participate in the Formal Grievance Process, the process proceeds absent their participation to a reasonable resolution. If an Employee Respondent leaves their employment with the College with unresolved allegations pending, the Formal Grievance Process typically ends with dismissal, as the College has lost primary disciplinary jurisdiction over the former Employee. However, the College may continue the Formal Grievance Process when, at the discretion of the Director, doing so may be necessary to address safety and/or remedy any ongoing effects of the alleged Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct.

Regardless of whether the Formal Complaint is dismissed or pursued to completion of the Formal Grievance Process, the College will continue to address and remedy any systemic issues or concerns that may have contributed to the alleged violation(s), and any ongoing effects of the alleged Policy violation.

When an Employee resigns and the Formal Complaint is dismissed, the employee may not return to the College in any capacity. The CCS HR department will be notified accordingly. A note will be placed in the employee's file that they resigned with allegations pending and are not eligible for rehire with the College. The records retained by the Director will reflect that status.

27. Appeal of the Final Determination

The Director will designate an Appeal Decision-maker from the pool, or other trained internal or external individuals, to hear the appeal. No Appeal Decision-maker will have been previously involved in the Formal Grievance Process for the Formal Complaint. If a panel is used, the Director will designate a voting chair.

a. Appeal Grounds

Appeals are limited to the following grounds:

- i. A procedural irregularity affected the outcome of the matter;
- ii. There is new demonstrable evidence that was not reasonably available at the time the determination regarding responsibility was made that could affect the outcome of the matter;
- iii. The Director, Investigator(s), or Hearing Officer(s) had a conflict of interest or bias for or against Complainants or Respondents generally or the specific Complainant or Respondent that affected the outcome of the matter.

b. Appeal Request

Any party may submit a written appeal request to the Director within five (5) business days of the delivery of the notice of outcome.

The appeal request will be forwarded to the Appeal Officer for consideration to determine if the request meets the appeal grounds (a Review for Standing). This is not a review of the merits of the appeal, but solely a determination as to whether the request could reasonably be construed to meet the grounds and is timely filed.

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁶¹

If the appeal request does not provide information that meets the grounds in the Procedures, the request will be denied by the Appeal Officer, and the parties and their Advisors will be simultaneously notified in writing of the denial and the rationale.

If any of the information in the appeal request meets the grounds in the Procedures, then the Appeal Officer will notify all parties and their Advisors, the Director, and, when appropriate, the Investigator(s) and/or the original Hearing Officer.

i. All other parties and their Advisors, the Director, and, when appropriate, the Investigator(s) and/or the Hearing Officer will be provided a copy of the appeal request with the approved grounds and then be given ten (10) business days to submit a response to the portion of the appeal that was approved and involves them. The Appeal Officer will forward all responses, if any, to all Parties for review and comment.

ii. The non-appealing party (if any) may also choose to appeal at this time. If so, that appeal request will be reviewed by the Appeal Officer to determine if it meets the grounds in the Procedures and will either be approved or denied. If approved, it will be forwarded to the party who initially requested an appeal, the Director, and the Investigator(s) and/or original Decision-maker, as necessary, who will submit their responses, if any, within ten (10) business days. Any such responses will be circulated for review and comment by all parties. If denied, the parties and their Advisors will be notified in writing.

iii. No party may submit any new appeal request after this time period. The Appeal Officer will collect any additional information needed and all documentation regarding the approved appeal grounds, and the subsequent responses will be shared with the Appeal Officer, who will promptly render a decision.

c. Appeal Determination Process

In most circumstances, appeals are confined to a review of the written documentation or record of the original determination and pertinent documentation regarding the specific appeal grounds. The Appeal Officer will deliberate as soon as is practicable and discuss the merits of the appeal.

Appeal decisions are to be deferential to the original determination, making changes to the Finding/Final Determination only if there is a compelling justification to do so. All decisions are made by majority vote and apply the preponderance of the evidence OR the clear and convincing standard of evidence.

An appeal is not an opportunity for the Appeal Officer to substitute their judgment for that of the original Hearing Officer merely because they disagree with the Finding and/or sanction(s).

The Appeal Officer may consult with the Director and/or legal counsel on questions of procedure or rationale, for clarification, if needed. The Director will maintain documentation of all such consultation.

d. Appeal Outcome

An appeal may be granted or denied. Appeals that are granted should normally be remanded (or partially remanded) to the original Investigator(s) and/or Hearing Officer with corrective instructions for reconsideration. In rare

circumstances where an error cannot be cured by the original Investigator(s) and/or Hearing Officer or the Director (as in cases of bias), the Appeal Officer may order a new investigation and/or a new hearing with new pool members serving in the Investigator and Hearing Officer roles.

A notice of appeal outcome letter will be sent to all parties simultaneously, or without significant time delay between notifications. The appeal outcome letter will specify the Finding on each appeal ground, any specific instructions for remand or reconsideration, all sanction(s) that may result which the College is permitted to share according to federal or state law, and the rationale supporting the essential Findings to the extent the College is permitted to share under federal or state law.

Written notification may be delivered by one or more of the following methods: in person, mailed to the parties' local or permanent address as indicated in official institutional records, or emailed to the parties' CCS-issued email or other approved account. Once mailed, emailed, and/or received in person, the appeal outcome letter will be presumptively delivered.

Once an appeal is decided, the outcome is final and constitutes the Final Determination; further appeals are not permitted, even if a decision or sanction is changed on remand (except in the case of a new determination). When appeals result in no change to the finding or sanction, that decision is final.

e. Sanction Status During the Appeal

Any sanctions imposed as a result of the Final Determination are stayed (i.e., not implemented) during the appeal process, and supportive measures may be maintained or reinstated until the appeal determination is made.

If any of the sanctions are to be implemented immediately post-determination, but pre-appeal, then the procedure discussed in regarding Emergency Removal/Interim Suspension of a Student shall be followed.

28. Long-Term Remedies/Other Actions

Following the conclusion of the Formal Grievance Process, and in addition to any sanctions implemented or Informal Resolution terms, the Director may implement additional long-term remedies or actions with respect to the Parties and/or the CCS community that are intended to stop the Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct, remedy the effects, and prevent recurrence.

These remedies/actions may include, but are not limited to:

- Referral to counseling and health services
- Referral to the Employee Assistance Program
- Course and registration adjustments, such as retroactive withdrawals
- Education to the individual and/or the community
- Permanent alteration of housing assignments
- Permanent alteration of work arrangements for employees
- Provision of campus safety escorts
- Climate surveys
- Policy modification and/or training
- Provision of transportation assistance
- Implementation of long-term contact limitations between the parties

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁶³

- Implementation of adjustments to academic deadlines, course schedules, etc.

At the Director's discretion, the Parties may be provided certain long-term support or measures even if no Policy violation is found.

When no Policy violation is found, the Director will address any remedies the College owes the Respondent to ensure no effective denial of educational access.

The Director will maintain the confidentiality of any long-term remedies/actions/measures, provided confidentiality does not impair the College's ability to provide these services.

29. Failure to Comply with Sanctions and/or Responsive Actions

All Respondents are expected to comply with the assigned sanctions, responsive actions, corrective actions, and/or Informal Resolution terms within the timeframe specified by the final Hearing Officer, including the Appeal Officer or the Informal Resolution agreement.

Failure to abide by the sanction(s)/action(s) imposed by the date specified, whether by refusal, neglect, or any other reason, may result in additional sanction(s)/action(s), including suspension, expulsion, and/or termination from the College.

Supervisors are expected to enforce completion of sanctions/responsive actions for their employees.

A suspension imposed for non-compliance with sanctions will only be lifted when compliance is achieved to the Director's satisfaction.

30. Recordkeeping

For a period of at least seven (7) years following the conclusion of the Formal Grievance Process, the College will maintain records of:

- a. Each Discrimination, Harassment, Retaliation, and Other Prohibited Conduct Formal Grievance Process, including any Final Determination regarding responsibility or appeal, and any audio or audiovisual recording or transcript required under federal regulation;

- b. Any disciplinary sanctions imposed on the Respondent;

- c. Any supportive measures provided to the parties and any remedies provided to the Complainant or the community designed to restore or preserve equal access to the College's Education Program or Activity;

- d. Any appeal and the result therefrom;

- e. Any Informal Resolution and the result therefrom;

- f. All materials used to train the Director of Civil Rights and Title IX Compliance and designees, Investigators, Decision-makers, Appeal Decision-makers, Informal Resolution Facilitators, and any person who is responsible for implementing the College's resolution processes. CCS will make these training materials publicly available on CCS's website;

- g. Any other actions taken in response to a report or Formal Complaint including:

- i. The basis for all conclusions that the response was not deliberately indifferent;

ii. Any measures designed to restore or preserve equal access to the CCS's Education Program or Activity; and

iii. CCS will also maintain any and all records in accordance with federal and state laws.

31. Disability Accommodations

CCS is committed to providing reasonable accommodations and support to qualified students, employees, or others with disabilities to ensure equal access to the College's resolution processes.

Anyone needing such accommodations or support should contact the Director, who will work with disability support as appropriate to review the request and, in consultation with the person requesting the accommodation, determine which accommodations are appropriate and necessary for full process participation.

32. Other Support

CCS will address other reasonable requests for support for the parties and witnesses, including:

- Language services/Interpreters
- Access and training regarding use of technology throughout a resolution process
- Other support as deemed reasonable and necessary to facilitate participation in a resolution process

Process A is applicable to all Formal Complaints of that fall within the scope of CCS' Title IX Policy. If the Formal Complaint involves violations of the Title IX Policy and the Policy on Preventing Discrimination, Harassment, and Retaliation, the Director has the option to follow the Formal Grievance Process outlined in Process A or B in the Director's sole discretion.

33. Resolution Process Pool

The Recipient relies on a pool of individuals ("the Pool") to carry out the resolution options.

a. Pool Member Roles

Pool members are trained annually, and can serve in any of the following roles at the Administrator's discretion:

- Appropriate intake of and initial guidance pertaining to Formal Complaints
- Perform or assist with initial assessment
- Advisor to Parties
- Informal Resolution Facilitator
- Investigator
- Hearing Facilitator
- Decision-maker
- Appeal of Dismissal Decision-maker
- Appeal Decision-maker

b. Pool Member Appointment

The Administrator [, in consultation with senior administrators as necessary,] appoints the Pool, which acts with independence and impartiality. Although members of the Pool are typically trained in a variety of skill sets

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT 65

and can rotate amongst the different roles listed above in different Formal Complaints, the Recipient can also designate permanent roles for individuals in the Pool.

- c. Pool Member Training (See training materials posted online)]

3.1.2 Anti-Harassment and Discrimination Policy

SCOPE

The College for Creative Studies subscribes to the principle of equal opportunity in its employment, admissions, and educational programs and activities and strives to provide an educational environment and workplace free from unlawful harassment or discrimination. The College is committed to an inclusive community that respects and values all its members, including students, faculty, and staff. This Policy prohibits discrimination, including harassment, because of age, race, color, national origin, religion, marital status, disability or any other characteristic protected by law. This prohibition includes discrimination and harassment based on the perception of an individual's protected status, even if that perception is incorrect. The Policy applies to the administration of employment and educational policies, practices, programs, and activities.

Individuals interested in the policy related to discrimination on the basis of sex, gender, and/or gender identity should refer to the Title IX and Sexual Misconduct policy.

The Policy also prohibits retaliation against an individual: (1) who files a complaint or report of discrimination, harassment, or related misconduct; (2) against whom a complaint is filed; (3) who participates in the reporting, investigation, or adjudication of possible violations of this Policy; or (4) who engages in good faith opposition to what the individual reasonably believes to be discrimination, harassment, or related misconduct under this Policy. The Policy should be read in a way consistent with all applicable federal and state laws addressing discrimination, harassment, and related misconduct.

Academic Freedom: This Policy shall be applied in a way that is consistent with principles of academic freedom. The College is committed to the free and vigorous discussion of ideas and issues, which the College believes will be protected by this Policy. Academic freedom and the related freedom of expression include, but are not limited to, the civil expressions of ideas – however controversial – in the classroom, residence halls, and other teaching and student living environments.

Clery Act Obligations

Campus Notification Once a report of harassment or discrimination is made, the College will take all necessary steps to protect the campus and the person who has allegedly experienced harm. This may include alerting the campus of crimes that it determines pose a threat to members of the campus community. In making such determinations, the College will consider the safety

of students, faculty, and staff as well as the privacy interests of all persons involved in such incidents. Regardless of the action taken by the College, the name of any person involved will not appear on security alerts. To respect the privacy rights and choices of the person reporting, as well as the rights of a person being accused, the College will consider the wishes of all individuals involved in the incident to determine the level of specific information to include in the campus crime report.

Campus Crime Reporting In compliance with the Clery Act and the Violence Against Women Reauthorization Act of 2013, all members of the College, excluding confidential sources, notified of sexual misconduct (or certain other possibly criminal acts) are required to inform Campus Safety; and the incident will be included in campus crime statistics. The following information is included: crime, date, location, and status (i.e. student, faculty, staff, stranger, etc.) of the individuals involved in the crime. The College never includes the names of the Complainant or the Respondent in crime statistics, and the College will not otherwise include personally identifying information about the Complainant.

PROHIBITED CONDUCT

Discrimination A discrete adverse action made against an applicant, student, or employee based on age, race, color, national origin, religion, marital status, disability, or any other characteristic protected by law. Discrimination can occur under this Policy in either an employment or an educational context. Discrimination also includes failing to provide reasonable accommodations to a qualified person with a disability or to reasonably accommodate an employee's religious beliefs or practices, as required by state and federal law.

Harassment Unwelcome verbal, visual, physical, electronic, or other conduct based that is sufficiently severe, persistent, or pervasive to unreasonably interfere with a person's ability to participate in or benefit from the College's education program or activity or to interfere with the terms or conditions of the person's employment, as judged by a reasonable person in the position of the individual subject to the conduct and considering all the circumstances. A report or complaint may allege conduct meeting this definition by a single individual or a series of acts by a number of individuals (e.g., within a particular office or department) that, when considered together, meets this definition (see definition of "hostile environment" below).

Hostile Environment A form of harassment, including retaliatory harassment, created by the cumulative effect of such conduct. This includes harassment by a number of individuals, where each individual's conduct may not be severe, persistent, or pervasive (and therefore warrant disciplinary action) but the cumulative effect of the conduct is; e.g., comments and actions by a number

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT 67

of people in a particular program, office, department, or other organizational unit, with the unit being the Respondent.

Retaliation An adverse action carried out in response to good faith reporting of or opposition to discrimination or harassment or participation in the investigation of a complaint. Individuals are also protected from retaliation for making good faith requests for accommodation based on religion or disability. Retaliation can take the form of a discrete or individual act or ongoing harassing conduct. Adverse action does not include petty slights or trivial annoyances. Protected activity means (1) opposing a practice that is unlawful or that the individual reasonably believes is unlawful (2) filing a report, serving as a witness, assisting someone with a complaint, or participating in an investigation, proceeding, or hearing pertaining to discrimination, harassment or other prohibited conduct (3) participating in the College's reasonable accommodation processes.

RELATED DEFINITIONS

Complainant: the person subjected to alleged misconduct.

Formal Complaint: formal notification, either orally or in writing, of the belief that discrimination, harassment, or retaliation has occurred.

Preponderance of the Evidence: the evidence must show that, more likely than not, the alleged discrimination, harassment, or retaliation occurred.

Respondent: the organizational unit (e.g., office, department, program) or person accused of discrimination, harassment, or retaliation.

AMNESTY

When conducting the investigation, the College's primary focus will be on addressing the misconduct and not on other College Policy violations that may be discovered or disclosed. Fear of conduct or disciplinary violations should not be a deterrent for anyone to report an incident of misconduct. Persons reporting misconduct will be granted amnesty from College disciplinary processes if College alcohol or other non-violent Policy violations are discovered during an investigation. This same amnesty will be granted to witnesses asked to participate in the complaint resolution process.

TIMELY REPORTING & CRISIS ASSISTANCE

The College supports and encourages anyone who has been subject to harassment or discrimination to report the incident to the reporting source of their choice. Prompt reporting may preserve options, including the preservation of physical evidence, crisis counseling, and immediate police response. However, anyone can report an incident at any time.

REPORTING RESOURCES

On Campus Resources for Students Title IX and Equity Services Coordinator titleIX@ccsdetroit.edu

Dean of Students 313.664.7675 M-F 8:30 am – 4:30 pm

Campus Safety¹ 313.664.7444 24 Hours

Director of Residence Life 313.664.7678 M-F 8:30 am – 4:30 pm

On Campus Resources for Faculty/Staff Title IX and Equity Services Coordinator titleIX@ccsdetroit.edu

Chief Human Resources Officer 313.664.7650 M-F 8:30 am – 4:30 pm

Campus Safety² 313.664.7444 24 Hours

Provost/Vice President of Academic Affairs/CAO 313.664.7696 M-F 8:30 am – 4:30 pm

Off-Campus Resources for Students and Faculty/Staff

Wayne State Police³ 313.577.2222 24 Hours

RIGHTS OF PARTIES

An applicant, student, employee, or visitor, or other third-party harassment may file a complaint. The following rights will be provided to any party named in a complaint process as well as the options available for assistance and how to request supportive measures.

1. A prompt, fair, and impartial investigation of all credible complaints.
2. Not be discouraged by College officials from filing or participating in a complaint.
3. Not to be retaliated against for filing or participating in a complaint in good faith.
4. To know the evidentiary standard the College applies during the complaint resolution process is the preponderance of the evidence standard.
5. To reasonably prompt time frames for completion of the investigation process, recognizing this is influenced by the facts and circumstances.
6. To have an advisor of choice accompany and assist throughout the complaint resolution process.
7. To an outcome based solely on the preponderance of reasonably available and relevant evidence presented during the complaint resolution process.
8. To petition that anyone involved in the complaint resolution process be removed due to bias or conflict of interest.

¹Campus Safety (<https://campus.collegeforcreativestudies.edu/campus-safety/>)

²Campus Safety (<https://campus.collegeforcreativestudies.edu/campus-safety/>)

³Wayne State Police (<https://police.wayne.edu/>)

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT* 69

9. To be informed of the outcome and sanction within the bounds of what is legally permissible.
10. To appeal the finding and sanction in accordance with this Policy.
11. Assurance that the College will take steps to prevent recurrence of any discrimination, harassment, or retaliation and, when appropriate, to remedy the discriminatory effects on the Complainant and others involved/affected.

For harassing conduct that might be criminal in nature, Complainants will be notified of the option to contact proper law enforcement authorities, including Campus Safety and local police. The College will notify Wayne State or Detroit Police if a student or employee submits a Personal Protection Order (PPO) to Campus Safety and receives a report that the order was violated.

Disability accommodations Parties and witnesses with documented disabilities have a right to reasonable disability-related accommodation needed to participate in the complaint resolution process. To request such accommodation, students should contact the Dean of Students and employees and others should contact the Chief Human Resources Officer.

SUPPORTIVE MEASURES IN HARASSMENT MATTERS

Students and employees of the College can contact the Office for Institutional Equity and Inclusion to request supportive measures. Supportive measures are available to a Complainant before or after the filing of a complaint or where no complaint has been filed, and to an individual Respondent after a complaint has been filed.

When the Title IX and Equity Services Coordinator, or any College official with authority to institute corrective measures, learns of possible misconduct, the Title IX and Equity Services Coordinator will promptly contact the Complainant to discuss the availability of supportive measures and explain the process for filing a formal complaint. The Title IX and Equity Services Coordinator will assist the Complainant and all parties in obtaining supportive measures and is responsible for coordinating their effective implementation.

Supportive measures may be available even if the alleged conduct does not meet the definitions of misconduct in this Policy. The College will maintain confidential any supportive measures to the extent that maintaining such confidentiality would not impair the ability of the College to provide the measures.

The College may remove a student Respondent on an interim basis if the College determines that the Respondent poses an immediate threat to the physical health or safety of the Complainant or any other student or employee arising from the allegations of misconduct. This decision will be made by a team led by the Student Concerns Committee based on an individualized safety and risk analysis, and the Respondent will be provided with notice of the decision and an opportunity to challenge the decision by meeting with the Dean of Students immediately following the removal.

The Chief Human Resources Officer may place a non-student employee Respondent on administrative leave during the pendency of a grievance process.

ROLE OF ADVISORS

All parties are entitled to an Advisor of their choosing to guide and accompany them throughout the resolution process. The Advisor may be a College employee, friend, mentor, family member, or any other person a party chooses to advise them. A list of College advisors can be provided to parties upon request.

The parties are entitled to be accompanied by their Advisor in all meetings and interviews at which the party is entitled to be present. In some circumstances, the College may meet with a party before they may have established an advisor, but will not require the party to answer questions and/or give a statement unless the party chooses to do so.

All Advisors are subject to the same campus policies and procedures. An advisor is not permitted to engage in the grievance process on a party's behalf or participate directly in any related meeting or proceeding. Advisors may quietly consult with their advisee during a related meeting that does not disrupt or interfere with it. Advisors should request or wait for a break in the proceeding if they want to have a longer or more involved discussion with their advisee or wish to interact with campus administrators.

All parties are expected to be the main source of communication with campus administrators. Advisors may not initiate communication with campus administrators on behalf of their advisee in person or via technology (i.e.: phone and/or email). Campus administrators will not be expected to communicate with the advisor whenever a communication is made to the party and expect each party to take responsibility to share communications with their advisor as appropriate.

Advisors should help their advisees prepare for each meeting, and are expected to advise ethically, with integrity, and in good faith. The College cannot guarantee equal advisory rights, meaning that if one party selects an advisor who is an attorney, but the other party does not, or cannot afford an attorney, the College is not obligated to provide one.

Advisors are expected to refrain from interference with the College investigation and resolution. Any Advisor who steps out of their role in any meeting under the campus resolution process will be warned once. If the Advisor continues to disrupt or otherwise fails to respect the limits of the Advisor's role, the Advisor will be asked to leave the meeting. When an Advisor is removed from a meeting, that meeting will typically end unless the party agrees to participate without their Advisor present. Subsequently, the Title IX and Equity Services Coordinator will determine whether the Advisor may be reinstated or will need to be replaced by a different Advisor.

Advisors are expected to maintain the privacy of the records shared with them by the College. These records may not be shared with third parties, disclosed publicly, or used for purposes not explicitly authorized by the College. The College may seek to restrict the role of any advisor who does not respect

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT*71

the sensitive nature of the process or who fails to abide by the College's privacy expectations.

The College expects an Advisor to adjust their schedule to allow them to attend College meetings when scheduled. The College does not typically change scheduled meetings to accommodate an Advisor's inability to attend. The College will, however, make provisions to allow an Advisor who cannot attend in person to attend a meeting by telephone, video and/or virtual meeting technologies as may be convenient and available.

A party may elect to change Advisors during the process and is not locked into using the same Advisor throughout. The parties must advise the College of the identity of their Advisor at least two (2) business days before the date of their first meeting.

INITIATING A COMPLAINT

Complaints of discrimination, harassment, and retaliation can be filed with the Title IX and Equity Services Coordinator or the Office of Human Resources.

Jess Ettell Irvine Title IX and Equity Services Coordinator Institutional Equity and Inclusion⁴ 313.664.7676 titleix@collegeforcreativestudies.edu

Raquel Diroff Chief Human Resources Officer Office of Human Resources⁵ 313-664-7651 rdirhoff@collegeforcreativestudies.edu

Complaints of discrimination, including discrete acts of retaliation, must be filed within one (1) year of the date of the alleged discrimination. Complaints of harassment, including retaliatory harassment, can be filed if the Respondent remains a part of the College community. However, the sooner a complaint is filed, the more effectively it can be investigated (e.g., while witnesses are still available, memories are fresh, and documentation may still be available).

The College may dismiss a complaint, or any allegations within the complaint, if:

1. The Complainant subsequently asks to withdraw it;
2. The Respondent is not or is no longer enrolled in or employed by the College; however, if the Respondent subsequently seeks to re-enroll or be rehired, the complaint may be reopened and the complaint resolution process completed as a condition for re-enrollment/rehire.

In any case, in which the College dismisses a complaint, the College will provide simultaneous written notice to both parties, including the opportunity to appeal the decision.

The College will utilize all relevant internal disciplinary and administrative processes, as well as external criminal and civil reporting mechanisms, deemed

⁴Institutional Equity and Inclusion

(<https://campus.collegeforcreativestudies.edu/institutional-equity-inclusion/>)

⁵Office of Human Resources

(<https://campus.collegeforcreativestudies.edu/human-resources/>)

appropriate when information pertaining to discrimination, harassment, or retaliation is reported. The investigator shall resolve all alleged violations of the Student Code of Conduct, the Staff Handbook, or the Faculty Handbook arising from the same set of circumstances as the allegations of conduct prohibited by the Policy.

PARTICIPATION BY PARTIES AND WITNESSES

Members of the College community are expected to cooperate in the College's investigation with integrity and act in good faith. The College cannot compel a person to participate in a process. Investigations will proceed based on reasonably available information. The College will not restrict the ability of either party to discuss the allegations under investigation with others or to gather and present relevant evidence. If a minor is either a Complainant or a Respondent, the College will notify the minor's parent(s) of all proceedings in this Policy and allow them to participate in those proceedings.

False Reporting Any member of the College community who knowingly files a false report of harassment and/or discrimination, or who knowingly provides false information to or intentionally misleads College officials who are investigating or reviewing a report of alleged discrimination, retaliation, or harassment, is subject to disciplinary action, up to and including discharge for employees and dismissal for students.

TIMELINE FOR RESOLUTION

The College endeavors for the investigation and resolution of a complaint to be completed within a reasonably prompt timeframe, typically 60 business days of receipt of the initiation resolution process. The College may extend this timeframe, or any component timeframes, for good cause. If the College requires an extension of a timeframe, the College will provide written notice to the Complainant and Respondent and provide the reason for the delay.

OPTIONS FOR RESOLUTION

Agreement-based resolution After a formal complaint has been filed, the Title IX and Equity Services Coordinator will offer the parties the opportunity to participate in an agreement-based resolution. An agreement-based resolution may be used only when both parties agree, in writing, to the use of the resolution process. The Coordinator must also agree that the matter is suitable for resolution using the agreement-based resolution process. Agreement-based resolution may be used any time after a formal complaint has been filed but before a determination is made. The parties have the right to end the agreement-based resolution process and resume the investigation and grievance process at any time prior to agreeing to a resolution.

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT* 73

A party interested in an agreement-based resolution should contact the Coordinator. The Coordinator will provide the parties with written notice disclosing the allegations, the requirements of the agreement-based resolution process, and any consequences resulting from participating in the agreement-based resolution process, including the records that will be maintained or could be shared. Before beginning the process, the parties must provide voluntary, written consent.

Agreement-based resolution will be facilitated by a trained faculty or administrator. The College will attempt to complete the resolution process within 45 calendar days after the agreement to participate is signed; this timeframe may be extended for good cause, with written notification provided to the parties of the extension and the reasons for it.

Once the matter is resolved through the agreement-based resolution process, it is considered final, and is not subject to appeal.

Formal Resolution

Notice Upon receipt of a complaint, the Title IX and Equity Services Coordinator, or designee, will provide written notice to the Complainant and to the Respondent that includes:

1. An explanation of the complaint procedures.
2. A description of the allegations.
3. A statement that the individual Respondent is presumed not responsible for the alleged conduct and that a determination regarding responsibility will be made at the conclusion of the investigation and adjudication process.
4. An explanation that any party may have an advisor of their choice.

Information about the prohibitions against retaliation and against knowingly making false statements or knowingly submitting false information.

If, during an investigation, the Coordinator decides to investigate allegations that were not included in the original notice, the Coordinator will provide written notice of the additional allegations.

Investigation Standard Complaints under these procedures will be assessed using the preponderance of evidence standard — the evidence must show that, more likely than not, the alleged discrimination, harassment, or retaliation did occur.

Investigative Process The Title IX and Equity Services Coordinator, or designee, will appoint a qualified investigator to conduct the investigation and prepare an investigative report. The parties to a complaint may raise issues of bias or conflict of interest with the investigator or anyone from the College

involved in conducting or managing the complaint resolution process. The Coordinator will weigh these issues and resolve them accordingly. No party has a right to disqualify an individual involved in the complaint resolution process absent a demonstrated bias or conflict.

After meeting with the Complainant and the Respondent or receiving their written statements, the investigator will gather and review any additional information and documents the investigator deems relevant, including but not limited to student and personnel files, witness statements, law enforcement and investigation documents, and additional statements from the Complainant and the Respondent. In any meetings or conversations with the investigator, any party to a complaint can be accompanied by an advisor of their choice. However, an advisor cannot speak for the party they are advising; rather, the advisor's role will be limited to quietly conferring with the party.

The investigator will create a preliminary investigation report summarizing the relevant evidence collected.

The preliminary investigation report will be provided to the Complainant and the Respondent, with five (5) business days to respond with any information they deem to be incorrect or incomplete, or to provide additional information that they believe should be included.

The investigator will review the parties' responses to the preliminary investigation report and conduct additional investigation, if warranted. If the investigator collects additional evidence, the investigator will give the parties an opportunity to review and respond.

The investigator will then create a final investigation report which will contain an analysis of the allegations and findings of whether a policy was violated.

The Complainant and Respondent may request a written update at any point from the Coordinator at any time.

SANCTIONS/REMEDIES

Remedies for student and third party/visitor Complainants (where the third party/visitor is participating in or attempting to participate in a College program or activity) will be determined by the Dean of Students; remedies for employees will be determined by the Chief Human Resources Officer. Remedies can include, but are not limited, to housing changes, changes in grades, counseling services, medical services, promotion (e.g., where an employee-Complainant was denied a promotion as part of the harassment), enrollment or re-enrollment, reinstatement, academic support services, and other measures designed to put the Complainant in the position they would have been in had the discrimination, harassment, or retaliation not occurred.

In cases of harassment, including retaliatory harassment, sanctions for student Respondents will be determined by the Dean of Students and included in the Notice of Outcome to the extent permitted by FERPA. Sanctions for employee Respondents will be determined by the Chief Human Resources Officer and included in the Notice of Outcome.

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁷⁵

The range of sanctions under this Policy include, but are not limited to, institutional probation, no contact orders, counseling, training or other developmental assignments, removal from class(es), housing, or suspension/dismissal/termination from the institution.

Remedies for the broader College population will be determined by the Dean of Students or Human Resources Office and can include, but are not limited, to developing educational materials on discrimination, harassment, and retaliation, increased security, conducting bystander intervention and prevention programs, and/or issuing Policy statements.

APPEALS

Procedure Both the Complainant and the individual Respondent are entitled to appeal the decision of the Investigator. An appeal must be filed, in writing, within 5 business days of the written Notification of Outcome. The appeal should be submitted to the Title IX and Equity Services Coordinator via email.

The Coordinator will appoint an appeal body. Members of the Appeal Body may recuse themselves if a relationship with a party or prior knowledge of the complaint would compromise their impartiality.

Any party may raise conflicts of interest regarding the Appeal Body. The Coordinator will weigh these issues and resolve them accordingly. No party has a right to disqualify an Appeal Body member absent a demonstrated bias.

The Appeal Body will first determine whether the appeal meets the grounds for appeal. If the appeal is not based on proper grounds for appeal, it may be rejected. If so, the Appeal Body will notify all parties within 10 business days of the appeal filing that the appeal will not be reviewed.

If the appeal satisfies the grounds for appeal, the Appeal Body will issue a finding, typically within 15 business days of the appeal being filed. The Appeal Body reserves the right to extend their review period and will notify the parties, in writing, of this extension. The Complainant and the Respondent will be notified simultaneously and in writing when such results become final.

All decisions by the Appeal Body are final.

In cases in which a College office, department, or other organizational unit was accused of discrimination, harassment, or retaliation, that unit cannot appeal a finding of a violation of this Policy or of the remedies imposed.

Grounds For Appeal

1. New evidence not reasonably available at the time of the decision regarding dismissal or violation of the Policy was made that could affect the outcome.
2. Those involved in the complaint resolution process had a conflict of interest or bias that affected the matter's outcome.
3. Procedural irregularities that substantially affected the outcome.

3.1.3 Policy on Preventing and Addressing Discrimination, Harassment and Retaliation

OVERVIEW

College for Creative Studies (hereinafter, “CCS” or “the College” is committed to providing an educational and employment environment that is free from Discrimination based on Protected Characteristics, Harassment, and Retaliation for engaging in protected activity. CCS’s Policy on Preventing and Addressing Discrimination, Harassment and Retaliation, are designed to further these goals.

CCS’s Commitment to Eliminating Discrimination and Harassment

The College must define and respond to certain types of misconduct as required by Title VI and Title VII of the Civil Rights Act of 1964 (“Title VII”) and Michigan’s Civil Rights Laws, including the Elliott Larsen Civil Rights Act. These guidelines are set for CCS’s Policy, “Preventing and Addressing Discrimination, Harassment and Retaliation.” The College must also respond to reports of sexual and gender based discrimination as required by Title IX.

CCS values and upholds the equal dignity of all members of its community and strives to balance the rights of the Parties in the resolution process during what is often a difficult time for all involved. Employees, including Faculty and Student Employees, or Students who violate these policies may face disciplinary action up to and including termination of employment or expulsion. The College will take prompt and equitable action to eliminate conduct that violates its policies, prevent recurrence, and remedy its effects. CCS conducts ongoing prevention, awareness, and training programs for Employees and Students to facilitate the goals of these policies.

CCS’s Commitment to a Fair Process for Resolving Disputes

To ensure compliance with federal, state, and local civil rights laws and regulations, and to affirm its commitment to promoting the goal of fairness in all aspects of the Education Program or Activity, CCS has developed policies and procedures that provide a prompt, equitable, and impartial resolution of allegations of violation of Policy on Preventing and Addressing Discrimination, Harassment and Retaliation, in **Process B**.

I. SCOPE

The Policy applies to all Faculty, Employees, Students, College contractors or visitors, and other individuals participating in or attempting to participate in the CCS’s Education Program or Activities, including education and employment.

The Policy prohibits all forms of Discrimination on the basis of the Protected Characteristic(s), and may be applied to incidents, to patterns, and/or to the institutional culture/climate, all of which may be addressed in accordance with the Policy.

II. NOTICE OF NONDISCRIMINATION

CCS seeks to comply with all federal, state, and local laws, regulations, and ordinances prohibiting Discrimination in private postsecondary education institutions, including Titles IV, VI and VII of the Civil Rights Act of 1964, the Michigan Elliott Larsen Civil Rights Act, Titles I, II, and III of the Americans with Disabilities Act, the Age Discrimination Act of 1975, the Age Discrimination in Employment Act of 1967, Section 504 of the Rehabilitation Act, the Michigan Persons with Disabilities Civil Rights Act, the Equal Pay Act of 1963, the Pregnancy Discrimination Act of 1978, Section 106-Nondiscrimination on the Basis of Sex in Education Programs or Activities Receiving Federal Financial Assistance, the Uniformed Services Employment and Reemployment Rights Act (USERRA), Title IX of the Educational Amendments of 1972, Genetic Information Nondiscrimination Act of 2008 (GINA), Pregnant Workers Fairness Act, (PWFA) and the PUMP for Nursing Mothers Act.

CCS does not discriminate against any Employee, applicant for employment, Student, or applicant for admission on the basis of: age (40 years and over in the employment context), citizenship status, color, creed, disability (physical or mental), domestic violence victim status, ethnicity and ethnic characteristics, family responsibilities, gender identity/expression, genetic information (including family medical history), height, marital status, national origin (including shared ancestry), place of business, political belief or affiliation, pregnancy or related conditions, race, religion, residence, sex (including sex characteristics and sex stereotypes), sexual orientation, source of income/social class status, veteran or military status (including disabled veteran, recently separated veteran, active-duty, wartime, or campaign badge veteran, and Armed Forces Service Medal veteran), weight, hair style, or other similar aspect of appearance or any other Protected Characteristic under applicable federal, state, or local law, including protections for those opposing Discrimination or participating in any resolution process within the institution, with the Equal Employment Opportunity Commission, and/or other human/civil rights agency.

The Policy covers nondiscrimination in both access to educational opportunities and employment. Therefore, any member of the CCS community whose acts deny, deprive, or limit the educational or employment, residential and/or social access, benefits, and/or opportunities of any member of the CCS community, guest, or visitor on the basis of that person's actual or perceived Protected Characteristic(s) listed above, is in violation of the Policy.

CCS will promptly and effectively address any such Discrimination of which it has Notice or violation of this Policy using **Process B**. (For violations of the Title IX Policy, **Process A** will be utilized).

III. DIRECTOR OF CIVIL RIGHTS AND TITLE IX COMPLIANCE

The CCS president and Assistant Vice President of Campus Life created a full-time position titled the Director of Civil Rights and Title IX Compliance, to

coordinate the CCS's compliance with federal, state, and local civil rights laws and ordinances.

The Director is responsible for providing comprehensive nondiscrimination education and training; coordinating the CCS's timely, thorough, and fair response; investigation and resolution of all alleged prohibited conduct under the Policy; and monitoring the effectiveness of, and any barriers to, accessing the Policy and related procedures to ensure an education and employment environment free from Discrimination, Harassment, Title IX, and Retaliation.

CCS recognizes that allegations under the Policy may include multiple forms of Discrimination and Harassment as well as violations of other CCS policies; may involve various combinations of Students, Employees, and other members of the CCS community; and may require the simultaneous attention of multiple CCS departments. Accordingly, all CCS departments will share information, combine efforts, and otherwise collaborate, to the maximum extent permitted by law and consistent with other applicable CCS policies, to provide uniform, consistent, efficient, and effective responses to alleged Discrimination, Harassment, Title IX, or Retaliation.

IV. PROHIBITED CONDUCT

A. Prohibited Discrimination includes any form of discrimination described in this Section.

Discrimination is different treatment with respect to a person's employment or participation in an Education Program or Activity based, in whole or in part, upon the person's actual or perceived Protected Characteristic(s). Discrimination also includes allegations of a failure to provide reasonable accommodations as required by law or policy, such as for disability, religion, or creed.

Discrimination can take two primary forms:

1. Disparate Treatment Discrimination:
 - a. Any intentional differential treatment of a person or persons that is based on a person's actual or perceived Protected Characteristic(s) and that:
 - (1) Excludes a person from participation in;
 - (2) Denies the person benefits of; or
 - (3) Otherwise adversely affects a term or condition of a person's participation in a College program or activity.
2. Disparate Impact Discrimination:
 - a. Disparate impact occurs when policies or practices that appear to be neutral unintentionally result in a disproportionate impact on a protected group or person that:
 - (1) Excludes a person from participation in;
 - (2) Denies the person benefits of; or
 - (3) Otherwise adversely affects a term or condition of a person's participation in a College program or activity.

B. Hostile Environment Discrimination

1. Unwelcome conduct on the basis of actual or perceived Protected Characteristic(s),

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁷⁹

- a. based on the totality of the circumstances,
 - b. that is subjectively and objectively offensive, and
 - c. is so severe or pervasive,
 - d. that it limits or denies a person's ability to participate in or benefit from the College's program or activity.
- e. All elements described above must be present to have an allegation of Discriminatory Harassment.

2. Unwelcome conduct can include oral, written, graphic, physical, or other conduct by an employee, a student, or a third party; as well as conduct that is physically threatening, harmful, or humiliating. Mere offensive is not enough to constitute hostile environment discrimination.

3. Hostile Environment discrimination based on sex is not covered by this Policy or included within this definition and is covered and investigated under CCS' Sexual Misconduct and Other Forms of Interpersonal Violence (Title IX) Policy

4. Online Harassment and Misconduct

a. CCS policies are written and interpreted broadly to include online manifestations of any of the prohibited behaviors below, when those behaviors occur in or have an effect on the College's Education Program or Activities or when they involve the use of CCS networks, technology, or equipment.

b. Although CCS may not control websites, social media, and other venues through which harassing communications are made, when such communications are reported to the College, it will engage in a variety of means to address and mitigate the effects.

c. Members of the community are encouraged to be good digital citizens and to refrain from online misconduct, such as feeding anonymous gossip sites; sharing inappropriate content via social media; unwelcome sexual or sex-based messaging; distributing, or threatening to distribute, nude or semi-nude photos or recordings; breaches of privacy; or otherwise using the ease of transmission and/or anonymity of the Internet or other technology to harm another member of the CCS community.

d. Nothing in the Policy is intended to infringe upon or limit a person's free speech rights. Any Student's online postings or other electronic communications, including technology-facilitated Bullying, Stalking, Harassment, etc., occurring completely outside of the Recipient's control (e.g., not on Recipient networks, websites, or between Recipient email accounts) will only be subject to the Policy when such online conduct can be shown to cause (or will likely cause) a substantial in-program disruption or infringement on/harm to the rights of others. Otherwise, such communications are considered speech protected by the First Amendment. Supportive measures for Complainants will be provided.

e. Employees' off-campus harassing speech, whether online or in person, may be regulated by the College only when such speech is made in an Employee's official or work-related capacity, refers to other students or employees by personally identifiable use, or has a substantial impact on the CCS community.

(1) A substantial CCS impact includes:

(a) Any action that constitutes a criminal offense as defined by law. This includes, but is not limited to, single or repeat violations of any federal, state, or local law;

(b) Any situation in which it is determined that the Respondent poses an immediate threat to the physical health or safety of any Student, Employee, or other individual;

(c) Any situation that significantly impinges upon the rights, property, or achievements of others, significantly breaches the peace, and/or causes social disorder; or

(d) Any situation that substantially interferes with the College's educational interests or mission.

C. Retaliation

The College or any member of the CCS community, taking or attempting to take materially adverse action, by intimidating, threatening, coercing, harassing, or discriminating against any individual,

1. for the purpose of interfering with any right or privilege secured by law or Policy, or

2. because the individual has made a report or complaint, testified, assisted, or participated or refused to participate in any manner in an investigation, proceeding, or hearing under the Policy and associated procedures.

3. Any Adverse Action taken against an individual because they engaged in Protected Activity.

a. Protected Activity

Complaining about or reporting discrimination based on a protected characteristic (formally or informally) to any College employee or to any external government entity responsible for enforcement of anti-discrimination laws, participating in or cooperating with the investigation of a complaint of discrimination or a related disciplinary process, or opposing in a reasonable manner an action reasonably believed to constitute a violation of this Policy. Being accused of discrimination is not protected activity.

b. Adverse Action

For retaliation purposes, an adverse action is any action taken against a person that is harmful to the point that it could dissuade a reasonable person from making or supporting a complaint of discrimination.

4. The exercise of rights protected under the First Amendment does not constitute Retaliation. It is also not Retaliation for the College to pursue disciplinary action against those who make materially false statements in bad faith in the course of a resolution process under the Policy. However, the determination of responsibility, by itself, is not sufficient to conclude that any party has made a materially false statement in bad faith.

D. Inclusion Related to Gender Identity/Expression

In accordance with the Michigan's Elliott-Larsen Civil Rights Act and the Persons with Disabilities Act, CCS strives to ensure that all individuals are safe, included, and respected in their education and employment environments, regardless of their gender identity or expression, including intersex, nonbinary, transgender, agender, two-spirit, and gender-diverse students and employees.

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁸¹

1. CCS does not tolerate Discrimination and Harassment on the basis of gender identity or expression. If a member of the CCS community believes they have been subjected to Discrimination or Harassment under the Policy, they should follow the appropriate reporting process described herein.

2. In upholding the principles of belonging, CCS supports the full integration and healthy development of those who are gender diverse and seeks to eliminate any stigma related to gender identity and expression.

3. The College is committed to fostering a climate where all identities are valued, contributing to a more vibrant and diverse community. CCS will administratively address issues some students and employees, including those identifying as intersex, nonbinary, transgender, agender, two-spirit, and gender diverse, may confront as they navigate systems originally designed around the assumption that gender is binary. As our society's understanding of gender evolves, so do the College's processes and policies.

4. Concepts like Misgendering and Deadnaming may not be familiar to all but understanding them is essential to CCS's goal of being as welcoming and inclusive a community as possible.

a. Misgendering or mispronouncing is the intentional or unintentional use of pronouns or identifiers that are different from those used by an individual. Unintentional misgendering is usually resolved with an apology if someone clarifies their pronouns for you. Intentional misgendering is inconsistent with the type of community we hold ourselves out to be. We each have a right to determine our own gender identity and expression, but we don't get to choose or negate someone else's.

b. Deadnaming, along with misgendering, can be very traumatic to a person who is transgender, transitioning, nonbinary, or gender diverse. Deadnaming means using someone's birth-assigned (cisgender) name, rather than the name they have chosen.

(1) To a person who is transgender, transitioning, nonbinary, or gender diverse, their cisgender identity may be something that is in their past — dead, buried, and behind them.

(2) To then revive their deadname could trigger stressors, traumas, and experiences of the past that the individual has moved past, or is moving past, and can interfere with their health and well-being.

(3) Unintentional deadnaming can be addressed by an apology and an effort to use the person's name. Intentional deadnaming could be a form of bullying, outing, or otherwise harassing an individual, and thus should be avoided.

5. The Policy should be interpreted consistent with the goals of maximizing the inclusion of intersex, nonbinary, transgender, transitioning, agender, two spirit, and gender-diverse Students and Employees, including:

a. Maintaining the privacy of all individuals consistent with law

b. Ensuring all Students equal access to educational programming, activities, and facilities, including restrooms and locker rooms

c. Providing professional development for Employees and education for Students on topics related to gender inclusion

d. Encouraging all Students and Employees to respect the pronoun usage and identities of all CCS community members

6. The College uses a number of interventions to address concerns that are raised related to gender-based Discrimination or Harassment, including problem-solving, intervention, confrontation, investigation, and Policy enforcement. When conflicts arise between the rights of members of the community to be free from gender-identity Discrimination and those exercising their right to religious freedom, the College will try to balance rights and interests to find mutually agreeable outcomes or compromises. When that is not possible, the College will offer remedial solutions or enforce its Policies while also respecting the rights of all members of its community.

E. Other Prohibited Conduct (when motivated by the Complainant's Protected Characteristic(s)/status)

1. Bullying:
 - a. Repeated and/or severe aggressive behavior;
 - b. that is likely to intimidate or intentionally hurt, control, or physically or mentally diminish the Complainant, and
 - c. that is not speech or conduct that is otherwise protected by the First Amendment.
2. Endangerment:
 - a. Threatening or causing physical harm;
 - b. extreme verbal, emotional, or psychological abuse; or
 - c. other conduct which threatens or endangers the health or safety of any person or damages their property.
3. Hazing:
 - a. Any act or action
 - b. which does or is likely to endanger the mental or physical health or safety of any person
 - c. as it relates to a person's initiation, admission into, or affiliation with any CCS group or organization.
 - d. For the purposes of this definition:
 - (1) It is not necessary that a person's initiation or continued membership is contingent upon participation in the activity, or that the activity was sanctioned or approved by the student group or student organization, for an allegation of Hazing to be upheld.
 - (2) It shall not constitute an excuse or defense to a Hazing allegation that the participants took part voluntarily, gave consent to the conduct, voluntarily assumed the risks or hardship of the activity, or that no injury was suffered or sustained.
 - e. The actions of alumni, active, new, and/or prospective members of a student group or student organization may be considered Hazing

F. Failure to Comply/Process Interference

1. Intentional failure to comply with the reasonable directives of the Director in the performance of their official duties, including with the terms of a no contact order;

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁸³

2. Intentional failure to comply with emergency removal or interim suspension terms;
3. Intentional failure to comply with sanctions;
4. Intentional failure to adhere to the terms of an Informal Resolution agreement;
5. Intentional failure to comply with mandated reporting duties as defined in the Policy; or
 - a. Intentional interference with a resolution process, including, but not limited to:
 - (1) Destroying or concealing evidence;
 - (2) Seeking or encouraging false testimony or providing false testimony or evidence; or
 - (3) Intimidating or bribing a witness or party.

G. Disability-Based Complaints

Complaints related to disability status and/or provision of accommodations are to be addressed to the Assistant Vice President of Campus Life at dlong@ccsdetroit.edu. However, allegations of Discrimination or Harassment on the basis of an actual or perceived disability, including instances in which the provision of reasonable accommodations has a discriminatory effect, will be resolved through this policy.

V. REPORTING DISCRIMINATION, HARASSMENT AND RETALIATION

A. By Complainant

A Formal Complaint informs the College that the Complainant would like to initiate an investigation or other appropriate resolution procedures. A Complainant or individual may initially make a report and may decide at a later time to make a Formal Complaint. Reports or Formal Complaints may be made using any of the following options:

1. Verbal Notice to the Director or one of the Director's staff in the Director's Office.
2. Written report or Formal Complaint may be made at any time (including during non-business hours) by email or by mail, to the office of the Director.
 - a. mhamilton@ccsdetroit.edu or Michelle Hamilton, 201 E. Kirby, Detroit, MI 48202

B. By CCS Faculty and Employees (including Student-Employees), other than those deemed Confidential Employees,

Reports may be made using any of the following options:

3. Verbal Notice to the Director or one of the Director's staff in the Director's Office.
4. Written report or Formal Complaint may be made at any time (including during non-business hours) by email or by mail, to the office of the Director.
 - a. mhamilton@ccsdetroit.edu or Michelle Hamilton, 201 E. Kirby, Detroit, MI 48202

C. Anonymous Complaints If a Complainant wishes to pursue formal action regarding their allegations, they may report the incident to any Mandated Reporter. The Mandated Reporter will connect the Complainant with appropriate resources for reporting potential crimes and/or policy violations and will promptly forward the report to the Director. If the Complainant requests, or if required by law, the report will also be shared with law enforcement. Mandated Reporters are obligated to notify the Director of any potential allegations. Upon receiving the report, the Director will reach out to the Complainant to discuss next steps, including the option of involving law enforcement. If a Complainant specifically asks that law enforcement be contacted, the Mandated Reporter will first inform the Director, then immediately notify the appropriate authorities.

1. At the request of a Complainant, a Mandated Reporter may give the Director notice without identifying the Complainant. The Mandated Reporter cannot remain anonymous themselves.

2. If a Complainant has requested that a Mandated Reporter maintain the Complainant's anonymity, the Mandated Reporter may do so unless it is reasonable to believe that a compelling threat to health or safety could exist. The Mandated Reporter can consult with the Director on that assessment without revealing personally identifiable information.

3. Anonymous notices will be investigated by the Director to the extent possible, both to assess the underlying allegation(s) and to determine if supportive measures or remedies can be provided. However, anonymous notices typically limit the Director's ability to investigate, respond, and provide remedies, depending on what information is shared.

4. When a Complainant has made a request for anonymity, the Complainant's personally identifiable information may be withheld by a Mandated Reporter, but all other details must be shared with the Director. Mandated reporters may not be able to maintain requests for anonymity for Complainants who are minors, elderly, and/or disabled, depending on state reporting of abuse requirements. Consult with the Director in such situations.

VI. CONFIDENTIAL RESOURCES WITHOUT FILING A FORMAL COMPLAINT

A. The following sections describe the available reporting options for a Complainant or third party (including parents/guardians when appropriate):

To enable Complainants to access support and resources without filing a Formal Complaint, CCS has designated specific employees as Confidential Resources. Those designated by the College as Confidential Resources are not required to report actual or suspected Discrimination, Harassment, Retaliation, or Other Prohibited Conduct in a way that identifies the Parties. They will, however, provide the Complainant with the Director's contact information and offer options and resources without any obligation to inform an outside agency or CCS official unless a Complainant has requested the information be shared.

1. If a Complainant would like the details of an incident to be kept confidential, the Complainant may speak with the following:

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT* 85

- a. On-campus licensed professional counselors and staff (students)
- b. U-will, online telehealth platform (students)
- c. Ulliance, online telehealth platform (employees)
- d. Institutional counselors are available to help free of charge and may be consulted on an emergency basis during normal business hours.

2. In addition, Complainants may speak with individuals unaffiliated with the CCS without concern that Policy will require them to disclose information to the institution without permission. Such individuals include:

- a. Licensed professional counselors and other medical providers
- b. Local rape crisis counselors
- c. Domestic Violence resources
- d. Local or state assistance agencies
- e. Clergy/Chaplains
- f. Attorneys

3. Employees who have confidentiality as described above, and who receive reports within the scope of their confidential roles, will timely submit anonymous statistical information for Clery Act purposes unless they believe it would be harmful.

4. Failure of a Mandated Reporter, as described above, to report an incident of Discrimination, Harassment, Retaliation, Title IX, or Other Prohibited Conduct of which they become aware is a violation of CCS policy and can be subject to disciplinary action for failure to comply/failure to report. This also includes situations when a Respondent is a Mandated Reporter. Such individuals are obligated to report their own misconduct, and failure to do so is a chargeable offense under the Policy.

5. A Mandated Reporter who is themselves a target of Discrimination, Harassment, Retaliation, Title IX, or Other Prohibited Conduct under the Policy is not required to report their own experience, though they are encouraged to do so.

B. Time Limitations.

There is no time limitation on providing Notice/Formal Complaints to the Director. However, if the Respondent is no longer subject to the College's jurisdiction and/or significant time has passed, the ability to investigate, respond, and/or provide remedies may be more limited or impossible.

1. Acting on Notice/Formal Complaints significantly impacted by the passage of time (including, but not limited to, the rescission or revision of Policy) is at the Director's discretion; they may document allegations for future reference, offer supportive measures and/or remedies, and/or engage in informal or formal action, as appropriate.

C. False Reports

1. Deliberately false and/or malicious accusations under the Policy are a serious offense and will be subject to appropriate disciplinary action. This does not include allegations that are made in good faith but are ultimately shown to be erroneous or do not result in a Policy violation determination. False allegations may be a form of Harassment or Retaliation or may fall within other CCS policies.

2. Witnesses and Parties who knowingly provide false evidence, tamper with or destroy evidence, or deliberately mislead an official conducting an investigation, hearing, or informal resolution can be subject to discipline under appropriate CCS policies.

VII. SUPPORTIVE MEASURES

A. Supportive Measures Offered to all Parties.

1. CCS will offer and implement appropriate and reasonable supportive measures to the Parties upon Notice of alleged Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct. Supportive measures are non-disciplinary, non-punitive individualized services offered as appropriate and as reasonably available. They are offered, without fee or charge to the Parties, to restore or preserve access to the College's Education Program or Activity, including measures designed to protect the safety of all Parties and/or the College's educational environment and/or to deter Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct.

2. The Director promptly makes supportive measures available to the Parties upon receiving Notice or a Formal Complaint. At the time that supportive measures are offered, if a Formal Complaint has not been filed, the Director will inform the Complainant, in writing, that they may file a Formal Complaint with the Director either at that time or in the future. The Director will work with a party to ensure that their wishes are considered with respect to any planned and implemented supportive measures.

3. The Director will maintain the confidentiality of the supportive measures, provided that confidentiality does not impair the College's ability to provide those supportive measures. CCS will act to ensure as minimal an academic/occupational impact on the Parties as possible. The College will implement measures in a way that does not unreasonably burden another party.

4. These actions may include alternative campus housing assignments, alternative work arrangements, academic support service including extensions or adjustments to assignments, and any other actions deemed appropriate by the Director.

5. Violations of no contact orders or other restrictions may be referred to appropriate Student or Employee conduct processes for enforcement or added as collateral misconduct allegations to an ongoing resolution process under the Policy.

VIII. CONFIDENTIALITY/PRIVACY

CCS makes every effort to preserve the Parties' privacy. The College will not share the identity of any individual who has made a report of Discrimination, Harassment, Retaliation, or Other Prohibited Conduct; any Complainant; any individual who has been reported to be the perpetrator of Discrimination, Harassment, Retaliation, or Other Prohibited Conduct; any Respondent; or any witness, except as permitted by, or to fulfill the purposes, of applicable laws

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT* 87

and regulations (e.g., Title IX), the Family Educational Rights and Privacy Act (FERPA) and its implementing regulations, or as required by law; including any investigation or resolution proceeding arising under these policies and procedures.

Further, Parties and Advisors are expected to maintain the confidentiality of all information created by or shared with them by the Director during any investigation and/or resolution process. Parties are entitled to share their own accounts and experiences but are encouraged to consider the sensitivity of the matter if they do so and should consult with their Advisors on any potential implications of doing so.

IX. AMNESTY

A. The CCS community encourages the reporting of misconduct and crimes by Complainants and witnesses. Sometimes, Complainants or witnesses are hesitant to report alleged misconduct to CCS officials or participate in resolution processes because they fear that they themselves may be in violation of certain policies, such as underage drinking or use of illicit drugs at the time of the incident. Respondents may hesitate to be forthcoming during the process for the same reasons.

1. It is in the best interests of the CCS community that Complainants choose to report misconduct to CCS officials, that witnesses come forward to share what they know, and that all Parties be forthcoming during the process.

2. To encourage reporting and participation in the process, CCS offers Parties and witnesses amnesty from minor policy violations, such as underage alcohol consumption or the use of illicit drugs, related to the incident. Granting amnesty is a discretionary decision made by the College, and amnesty does not apply to more serious allegations, such as physical abuse of another or illicit drug distribution.

B. Students

The College also maintains an amnesty policy for Students in addition to witnesses who offer help to others in need.

C. Employees

Sometimes, Employees are hesitant to report Discrimination, Harassment, Retaliation, or Other Prohibited Conduct they have experienced for fear that they may get in trouble themselves. The College may, at its discretion, offer Employee Complainants amnesty from such policy violations (typically more minor policy violations) related to the incident.

X. FEDERAL STATISTICAL REPORTING OBLIGATIONS

A. Certain institutional officials (those deemed Campus Security Authorities) have a duty to report the following for federal statistical reporting purposes (Clery Act):

1. All “primary crimes,” which include criminal homicide, Sexual Assault, robbery, aggravated assault, burglary, motor vehicle theft, and arson

2. Hate crimes, which include any bias-motivated primary crime as well as any bias-motivated larceny or theft, simple assault, intimidation, or destruction/damage/vandalism of property
3. Violence Against Women Act (VAWA-based crimes), which include Sexual Assault, Domestic Violence, Dating Violence, and Stalking
4. Arrests and referrals for disciplinary action for weapons law violations, liquor law violations, and drug law violations
5. All personally identifiable information is kept private, but statistical information regarding the type of incident and its general location (on or off campus or in the surrounding area, but no addresses are given) must be shared with the Clery Coordinator for publication in the Annual Security Report and daily campus crime log. Campus Security Authorities include Student Affairs, student conduct staff, campus security, local police, coaches, residence life staff, student activities staff, human resources staff, advisors to student organizations, and any other official with significant responsibility for student and campus activities.

XI. INDEPENDENCE AND CONFLICT OF INTEREST

The Director manages and acts with independence and authority, free from bias and conflicts of interest. The Director oversees all Resolutions under the Policy and associated procedures. The members of the Resolution Process Pool are vetted and trained to ensure they are not biased for or against any party in a specific Formal Complaint, or for or against Complainants and/or Respondents, generally.

A. To raise any concern involving bias, conflict of interest, misconduct, or Discrimination by the Director, contact the Assistant Vice President of Campus Life and Dean of Students.

B. Concerns of bias, misconduct, Discrimination, or a potential conflict of interest by any CCS member should be raised with the Director.

XII. POLICY REVISION

The Policy and associated procedures succeed all previous policies addressing Discrimination, Harassment, sexual misconduct, and/or Retaliation, for incidents occurring on or after August 14, 2020. The Director regularly reviews and updates the Policy and procedures. Incidents occurring before August 14, 2020, will be addressed using the policy that was in place at the time of the incident, but the procedures used will be those in place at the time of the Formal Complaint. The College reserves the right to make changes to this document as necessary, and those changes are effective once they are posted online.

A. If laws or regulations change or court decisions alter policy or procedural requirements in a way that impacts this document, this document will be construed to comply with the most recent laws, regulations, or court holdings.

B. This document does not create legally enforceable protections beyond the protections of the background federal and state laws that frame such policies

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁸⁹

and codes, generally.

C. A change required by a court or government order could occur during an active investigation or resolution process. If that happens, the College reserves the right to adjust the Policy and Procedures accordingly and notify the Parties of any necessary mid-process changes. This could include entirely replacing the Policy or associated procedures, which could necessitate restarting an investigation or resolution process. The College will make every effort to minimize the impact on the Parties as much as possible if changes are unavoidable.

D. The Policy is effective on the date signed by the President of the College.

XIII. EXTERNAL CONTACT INFORMATION

Concerns about the College's application of the Policy and compliance with certain federal civil rights laws may be addressed to:

Office for Civil Rights (OCR)

U.S. Department of Education
400 Maryland Avenue, SW
Washington, D.C. 20202-1100
Customer Service Hotline: (800) 421-3481
Facsimile: (202) 453-6012
TDD: (877) 521-2172
Email: OCR@ed.gov
Web: ⁶

The Equal Employment Opportunity Commission

Patrick V. McNamara Building
477 Michigan Avenue
Room 865
Detroit, MI 48226
Phone 313-774-0020
Fax 313-226-4610
TTY 1-800-669-6820
ASL Video Phone 844-234-5122

Director: Ramiro Gutierrez
Regional Attorney: Kenneth Bird

Michigan Department of Civil Rights ("MDCR")

Detroit Executive Office/Service Center
3054 West Grand Boulevard
Suite 3-600
Detroit, MI 48202
Phone 313-456-3700
Toll Free 800-482-3604
Fax 313-456-3701
Executive Director: John E. Johnson, Jr.

⁶Web: (<http://www.ed.gov/ocr>)

XIV. EFFECTIVE DATE**A. Effective Date: September 17, 2025**

This Policy will become effective upon the date of approval by the President.

B. Date of Most Recent Review: September 18, 2025

COLLEGE FOR CREATIVE STUDIES ADMINISTRATIVE RESOLUTION PROCEDURES FOR ALLEGED CIVIL RIGHTS AND NON-TITLE IX VIOLATIONS OF ITS POLICY ON PREVENTING AND ADDRESSING DISCRIMINATION, HARASSMENT, AND RETALIATION

PROCESS B**1. Overview**

The College will act on any Notice/Formal Complaint of violation of the College for Creative Studies Policy on Preventing and Addressing Discrimination, Harassment, and Retaliation (Non-Title IX Policy).

This Process applies to all allegations that fall outside of the College's Sexual Misconduct and Other Acts of Interpersonal Violence Policy (the "Title IX Policy"). Occasionally, a Formal Complaint will include conduct that falls within both Processes A and B. When that occurs, Process A will typically be used to address all allegations. The choice between applying Process A or B is solely at the Director's discretion.

2. Notice/Complaint

Upon receipt of Notice or a Formal Complaint of an alleged Policy violation, the Director of Civil Rights and Title IX Compliance (hereafter "the Director" or "Director") will initiate a prompt initial assessment to determine the College's next steps. The Director will contact the Complainant to offer supportive measures, if applicable, and provide information regarding resolution options, and determine how they wish to proceed.

3. Initial Assessment

The Director of Civil Rights and Title IX Compliance (hereafter "the Director" or "Director") conducts an initial assessment, typically within five (5) business days of receiving Notice. The initial assessment typically includes:

- Assessing whether the reported conduct may reasonably constitute a Policy violation
- Determining whether the College has jurisdiction over the reported conduct
- Offering and coordinating supportive measures for the Parties
- Notifying the Complainant, or the person who reported the allegation(s), of the available resolution options
- Determining whether the Complainant wishes to file a Formal Complaint
- Notifying the Respondent of the available resolution option if a Formal Complaint is made

4. Helping a Complainant to Understand Resolution Options

If the Complainant indicates they wish to initiate Formal Grievance Process, the Director will work with the Complainant to determine which resolution option they want to pursue. The Director will seek to abide by the wishes of

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT* 91

the Complainant but may have to take an alternative approach depending on their analysis of the situation.

Upon receiving a complaint that falls under the Administrative Resolution Process, the Director will initiate an investigation.

If any party indicates that they want to pursue an Informal Resolution option, the Director will refer the matter to the appropriate individuals(s) if the Director determines Informal Resolution is available and the other parties consent to participate.

If the Complainant does not want any action taken, the Director will consider that request, and in most circumstances no resolution process will be initiated (unless deemed necessary by the Director), though the Complainant can elect to initiate one later, if desired.

The Director may consider elements such as patterns of behavior, predation, threats, violence, use of weapons, involvement of minors, or threat(s) to the CCS community, in determining whether to initiate a resolution process.

5. Director's Authority to Initiate the Administrative Resolution Process

The Director has ultimate discretion as to whether to pursue an Administrative Resolution Process and may consult with appropriate CCS Employees, and/or conduct a violence risk assessment to aid their determination whether to initiate a complaint.

When the Director initiates a complaint, they do not become the Complainant. The Complainant is the person who experienced the alleged misconduct. If the Director declines to initiate a complaint, alternative processes may be available and can be explored with the Director.

The process followed considers the Parties' preference but is ultimately determined at the Director's discretion. If at any point during the initial assessment or investigation the Director determines that reasonable cause does not support the conclusion that Respondent violated the Policy, the process will end, and the Parties will be notified.

The Complainant may request that the College review the reasonable cause determination and/or re-open the investigation. This decision lies in the sole discretion of the Director, but the request is usually only granted in extraordinary circumstances.

6. Interim Suspension

The College may interim suspend a Student accused of a violation of this Policy upon receipt of Notice or at any time during the Administrative Resolution Process.

When an interim suspension is imposed, wholly or partially, the affected Student will be notified of the action, which will include a written rationale, and the option to challenge the interim suspension within two (2) business days of the notification. Upon receipt of a challenge, the Director will meet with the student (and their Advisor, if desired) as soon as reasonably possible thereafter to allow them to show cause why the removal/action should not be implemented or should be modified.

This meeting is not a hearing on the merits of the allegation(s), but rather is an administrative process intended to determine solely whether the interim suspension is appropriate, should be modified, or should be lifted. When this meeting is not requested within two (2) business days, objections to the interim suspension will be deemed waived. A student can later request a meeting to show why they no longer pose a safety concern because the related conditions have changed. A Complainant and their Advisor may be permitted to participate in this meeting if the Director determines it is fair for them to do so.

The Respondent may provide information, including expert reports, witness statements, communications, or other documentation for consideration prior to or during the meeting. When applicable, a Complainant may provide information to the Director for review.

An interim suspension may be affirmed, modified, or lifted as a result of a requested review or as new information becomes available. The Director will communicate the final decision in writing, typically within three (3) business days of the review meeting.

7. Placing an Employee on Leave

When the Respondent is an Employee, or a Student-Employee accused of misconduct in the course of their employment, existing provisions within the Staff Handbook⁷ or Faculty Handbook⁸ for interim action are typically applicable instead of the above emergency removal process.

8. Counter-Complaints

The College is obligated to ensure that the Administrative Resolution Process is not abused for retaliatory purposes. Although the College permits the filing of counter-complaints, the Director will use an initial assessment, described above, to assess whether the allegations in the counterclaim are made in good faith. When counter-complaints are not made in good faith, they will not be permitted. They will be considered potentially retaliatory and may constitute a Policy violation.

Counter-complaints determined to have been reported in good faith will be processed using the Administrative Resolution Process below. At the Director's discretion, investigation of such claims may take place after resolution of the underlying initial allegations.

9. Advisors in the Administrative Resolution Process

The Parties may each have an Advisor of their choice present with them for all meetings and interviews within the Administrative Resolution Process. For employees, CCS will comply with federal, state, or local laws and regulations concerning representation at meetings (e.g., Weingarten Rules) that may potentially lead to discipline.

A party may elect to change Advisors during the process and is not obligated to use the same Advisor throughout. Parties are expected to provide the College with timely notification if they change Advisors. If a party changes Advisors, consent to share information with the previous Advisor is assumed to

⁷Staff Handbook (<https://campus.collegeforcreativestudies.edu/staff-handbook/>)

⁸Faculty Handbook (<https://campus.collegeforcreativestudies.edu/faculty-handbook/>)

3.1. *POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT*93

be terminated, and a release for the new Advisor must be submitted.

a. Who Can Serve as an Advisor?

The parties may each have an Advisor (friend, mentor, family member, attorney, or any other individual a party chooses) present with them for all meetings, interviews, and hearings within the resolution process. The parties may select whomever they wish to serve as their Advisor as long as the Advisor is eligible and available.

The Director will offer to assign a trained Advisor to any party. If the parties choose an Advisor from the CCS's Resolution Process Pool, the College will have trained the Advisor and familiarize them with the College's Administrative Resolution Process.

The College cannot guarantee equal advisory rights, meaning that if one party selects an Advisor who is an attorney, but the other party does not, or cannot afford an attorney, the College is not obligated to provide an attorney to advise that party.

If a party requests that all communication be made through their attorney Advisor instead of to the party, the College will agree to copy both the party and their Advisor on all communications.

b. Advisor's Role in the Administrative Resolution Process

Advisors should help the Parties to prepare for each meeting and are expected to advise ethically, with integrity, and in good faith. Advisors may not provide testimony or speak on behalf of their advisee unless given specific permission to do so.

The parties are expected to respond to questions on their own behalf throughout the Administrative Resolution Process. Although the Advisor generally may not speak on behalf of their advisee, the Advisor may consult with their advisee, either privately as needed. For longer or more involved discussions, the Parties and their Advisors should ask for breaks to allow for private consultation.

c. Advisor Expectations

The College generally expects an Advisor to adjust their schedule to allow them to attend case-related meetings/interviews when planned, but the Director may change scheduled meetings to accommodate an Advisor's inability to attend, if doing so does not cause an unreasonable delay.

The College may also make reasonable provisions to allow an Advisor who cannot be present in person to attend a meeting/interview by telephone, video conferencing, or other similar technologies as may be convenient and available.

All Advisors are subject to the same CCS policies and procedures, whether they are attorneys or not. Advisors are expected to advise without disrupting proceedings.

d. Advisor Policy Violations

Any Advisor who oversteps their role as defined by the Policy, who shares information in a manner inconsistent with the Policy, or who refuses to comply with the College's established rules of decorum will be warned. If the Advisor continues to disrupt or otherwise fails to respect the limits of the Advisor role, the meeting/interview may be ended, or other appropriate measures implemented, including the College requiring the party to use a different Advisor

or providing a different CCS-appointed Advisor. Subsequently, the Director will determine how to address the Advisor's non-compliance and future role.

10. Resolution Options Overview

The Administrative Resolution Process is the College's primary resolution approach unless all parties and the Director agree to an Informal Resolution. The process considers the parties' preferences but is ultimately determined at the Director's discretion.

Resolution proceedings are private. All persons present at any time during a resolution process are expected to maintain the privacy of the proceedings in accordance with the Policy.

a. Informal Resolution

To initiate Informal Resolution, a Complainant or Respondent may make such a request to the Director at any time prior to a Final Determination, or the Director may offer the option to the parties. The Director will obtain voluntary, written confirmation that all parties wish to resolve the matter through Informal Resolution before proceeding and will not pressure the parties to participate in Informal Resolution.

Three approaches to Informal Resolution are detailed in this section.

- **Supportive Resolution.** When the Director can resolve the matter informally by providing supportive measures (only) designed to remedy the situation. Supportive Resolution involves only the party who opts for it.

- **Accepted Responsibility.** When the Respondent accepts responsibility for violating Policy and accepts the recommended sanction(s), and the Complainant(s) and CCS are agreeable to the resolution terms.

- **Alternative Resolution.** When the Parties agree to resolve the matter through an alternative resolution mechanism (which could include, but is not limited to, mediation, shuttle negotiation, restorative practices, facilitated dialogue, etc.), as described below.

It is not necessary to pursue Informal Resolution first in order to pursue an Administrative Process. Any party participating in Informal Resolution can withdraw from the Informal Resolution Process at any time and initiate or resume the Administrative Resolution Process.

The parties may agree, as a condition of engaging in Informal Resolution, on what statements made or evidence shared during the Informal Resolution process will not be considered in the Administrative Resolution Process should Informal Resolution not be successful.

If an investigation is already underway, the Director has discretion to determine if an investigation will be paused, if it will be limited, or if it will continue during the Informal Resolution process.

Prior to implementing Informal Resolution, the Director will provide the parties with written notice of the reported misconduct and any sanctions (only in the case of Accepted Responsibility) or measures that may result from participating in such a process, including information regarding any records that will be maintained or shared by the Director.

i. Supportive Resolution

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁹⁵

Most commonly offered once a complaint is filed (whereas supportive measures are offered in response to Notice. The Director will meet with the Complainant to determine reasonable supports that are designed to restore or preserve the Complainant's access to the College's education program and activity. Such supports can be modified as the Complainant's needs evolve over time or circumstances change. If the Respondent has received the Notice of Investigation and Allegations (NOIA), the Director may also provide reasonable support for the Respondent as deemed appropriate. This option is available when the Complainant does not want to engage the other resolution options, and the Director does not believe there is a need to sign a complaint. At the discretion of the Director, this resolution option can result in an agreement between the Complainant and the Director that does not require assent from any other party, as long as it does not unduly burden any other party or function punitively with respect to them.

ii. Accepted Responsibility

The Respondent may accept responsibility for any or all of the alleged policy violations at any point during the Administrative Resolution Process. If the Respondent indicates an intent to accept responsibility for all alleged Policy violations, the ongoing process will be paused, and the Director will determine whether Informal Resolution is an option.

If Informal Resolution is available, the Director will determine whether all parties and the College are able to agree on responsibility, restrictions, sanctions, restorative measures, and/or remedies. If so, the Director will enter a finding that the Respondent is in violation of CCS Policy, and will implement agreed-upon restrictions and remedies, and determines the appropriate responses in coordination with other appropriate administrator(s), as necessary.

This resolution is not subject to appeal once all parties indicate their written agreement to all resolution terms. When the parties cannot agree on all terms of resolution, the Administrative Resolution Process will either begin or resume.

When a resolution is reached, the appropriate sanction(s) or responsive actions are promptly implemented to effectively stop the Discrimination or Harassment, prevent its recurrence, and remedy the effects of the discriminatory conduct, both on the Complainant and the CCS community; and other forms of resolution that can be tailored to the needs of the parties.

iii. Alternative Resolution

Some alternative resolution mechanisms will result in an agreed-upon outcome, while others are resolved through dialogue. All parties must consent to the use of an alternative resolution approach, and the parties may, but are not required to, have direct or indirect contact during an alternative resolution process.

The Director may consider the following factors to assess whether alternative resolution is appropriate, or which form of alternative resolution may be most successful for the parties:

- The parties' amenability to alternative resolution
- Likelihood of potential resolution, considering any power dynamics between the parties

- The nature and severity of the alleged misconduct
- The parties' motivation to participate
- Civility of the parties
- Results of a violence risk assessment/ongoing risk analysis
- Respondent's disciplinary history
- Whether interim action is needed
- Skill of the alternative resolution facilitator with this type of complaint
- Complaint complexity
- Emotional investment/capability of the parties
- Rationality of the parties
- Goals of the parties
- Adequate resources to invest in alternative resolution (e.g., time, staff)

The Director has the authority to determine whether alternative resolution is available or successful, to facilitate a resolution that is acceptable to all parties, and/or to accept the parties' proposed resolution, usually through their advisors, often including terms of confidentiality, release, and non-disparagement.

Parties do not have the authority to stipulate restrictions or obligations for individuals or groups that are not involved in the alternative resolution process. The Director will determine whether additional individual or community remedies are necessary to meet the institution's compliance obligations in addition to the alternative resolution.

The Director maintains records of any resolution that is reached and will provide notification to the parties of what information is maintained. Failure to abide by the resolution agreement may result in appropriate responsive/disciplinary actions (e.g., dissolution of the agreement and resumption of the Administrative Resolution Process, referral to the conduct process for failure to comply, application of the enforcement terms of the agreement). Where the failure to abide by the Informal Resolution agreement terms results in a failure to remedy a policy violation, the Director must consider whether to dissolve the agreement and reinstate the Administrative Resolution Process to remedy the impact as required by law. The results of reports resolved by alternative resolution are not appealable.

If an Informal Resolution option is not available or selected, the Director will initiate or continue an investigation and subsequent Administrative Resolution Process to determine whether the policy has been violated.

b. Administrative Resolution Process

Administrative Resolution can be pursued at any time during the process for any behavior for which the Respondent has not accepted responsibility that would constitute conduct covered under this Policy if proven. Administrative Resolution starts with a thorough, reliable, and impartial investigation.

i. If Administrative Resolution is initiated, the Director will provide written notification of the investigation to the parties at an appropriate time during the investigation. Typically, notice is given at least two (2) business days in advance of an interview. Advanced notice facilitates the parties' ability to identify and choose an Advisor, if any, to accompany them to the interview.

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT⁹⁷

ii. Written notification will include a meaningful summary of the allegations and the policies alleged to have been violated and may be delivered by one or more of the following methods: in person, mailed to the parties' local or permanent address as indicated in official CCS records, or emailed to the parties' CCS-issued or other approved email account. Once mailed, emailed, and/or received in-person, notice is presumptively delivered.

iii. The College aims to complete all investigations within a sixty (60) business days' time period, which can be extended by the Director as necessary for appropriate cause. Investigations can take weeks or even months, depending on the nature, extent, and complexity of the allegations, availability of witnesses, police involvement, etc.

iv. Once an investigation is initiated, the Director appoints an Investigator(s) to conduct it. These investigators may be members of the pool, or any other properly trained investigator, whether internal or external to the CCS community.

(1) The College will make a good faith effort to complete the investigation as promptly as circumstances permit and will communicate regularly with the parties to update them on the progress and timing of the investigation.

(2) The Director may undertake a short delay in its investigation (several days to a few weeks) if circumstances require. Such circumstances include, but are not limited to, a request from law enforcement to temporarily delay the investigation, the need for language assistance, the absence of parties and/or witnesses, and/or health conditions. The Director will promptly resume its Resolution Process as soon as feasible. During such a delay, the Director will implement and maintain supportive measures for the parties as deemed appropriate.

(3) CCS action(s) are not typically altered or precluded on the grounds that civil or criminal charges involving the underlying incident(s) have been filed or that criminal charges have been dismissed or reduced.

(4) All investigations are thorough, reliable, impartial, prompt, and fair. They involve interviewing all available, relevant parties and witnesses, obtaining Relevant Evidence, and identifying sources of expert information, as necessary.

11. Notice of Investigation and Allegations

The Director will provide the parties written Notice of the Investigation and Allegations (the "NOIA") upon commencement of the Administrative Resolution Process. Amendments and updates to the NOIA may be made as the investigation progresses and more information becomes available. For climate/culture investigations that do not have an identifiable Respondent, the NOIA will be sent to the department/office/program head for the area/program being investigated.

The NOIA will include:

- A meaningful summary of all allegations
- The names of the parties involved (if known)
- The precise misconduct being alleged
- The date and location of the alleged incident(s) (if known)
- The specific policies/offenses implicated

- A description of, link to, or copy of the applicable procedures
- A statement that the College presumes the Respondent is not responsible for the reported misconduct unless and until the evidence supports a Final Determination that the Policy has been violated
- The name(s) of the Investigator(s), along with a process to notify the Director of any conflict of interest that the Investigator(s) may have in advance of the interview process
- A statement that determinations of responsibility are made at the conclusion of the process
- A statement of the potential sanctions/responsive actions that could result
- A statement about CCS's policy on Retaliation
- Information about process confidentiality
- Information on the option for each party to have an Advisor of their choosing and suggestions for ways to identify an Advisor
- A statement informing the parties that the College's Policy prohibits knowingly making false statements, including knowingly submitting false information during the Administrative Resolution Process
- Information about how a party may request disability accommodations or other support assistance during the Administrative Resolution Process
- An instruction to preserve any evidence that is directly related to the allegations

Notification will be made in writing and may be delivered by one or more of the following methods: in person, mailed to the parties' local or permanent address(es) as indicated in official CCS records, or emailed to the parties' CCS-issued email or other approved accounts. Once mailed, emailed, and/or received in-person, notice is presumptively delivered.

12. Respondent Admits Responsibility

If a Respondent elects to admit to the charged violations and waive further process at any point in the Administrative Resolution Process, the Director is authorized to accept that admission, adopt it as their Finding/Final Determination, and administer sanctions. If the Respondent rejects the Finding/Final Determination/sanctions, or does not admit to all charged violations, the Administrative Resolution Process continues to its conclusion. The Complainant retains their right to appeal a Final Determination when a Respondent admits responsibility.

13. Investigation Process

a. All investigations are thorough, reliable, impartial, prompt, and fair. They involve interviewing all available, relevant parties and witnesses, obtaining Relevant Evidence, and identifying sources of expert information, as necessary.

b. After an interview, parties and witnesses will be asked to verify the accuracy of the recording, transcript, or summary of their interview. They may submit changes, edits, or clarifications. If the parties or witnesses do not respond within the time period designated for verification, objections to the accuracy of the recording, transcript, or summary will be deemed to have been waived, and no changes will be permitted.

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT 99

c. The College may consolidate Complaints against more than one Respondent, or by more than one Complainant against one or more Respondent(s), when the allegations arise from the same facts or circumstances or implicate a pattern, collusion, and/or other shared or similar actions.

d. Investigations involve the following:

- Determining the identity of and contacting all involved parties and potential witnesses to participate in an investigation interview
- Identifying issues and developing a strategic investigation plan, including a witness list, evidence list, intended investigation timeframe, and order of interviews for the parties and witnesses
- Providing written notification of the date, time, and location of all investigation meetings, including the expected participants and purpose
- Conducting any necessary follow-up interviews with parties or witnesses
- Providing the parties and witnesses an opportunity to verify the accuracy of either a summary or transcript of their interview(s)
- Soliciting the names of suggested witnesses and questions each party wishes to have asked of another party or witness
- Writing an Investigation Report that gathers, assesses, and synthesizes the evidence, accurately summarizes the investigation and party and witness interviews, and provides all Relevant Evidence
- Providing the Director with a Draft Investigation Report, including assessment and synthesis of Relevant Evidence, and engaging in discussions with the Director and/or legal counsel
- Making recommendations for the Director regarding factual support for a determination on whether the Respondent(s) engaged in conduct that violated the Policy
- Making credibility determinations relating to the findings and recommendations

14. Witness Role and Participation in the Investigation

a. Witnesses who are CCS employees are strongly encouraged to cooperate with and participate in the College's investigation and Administrative Resolution Process. Student witnesses and witnesses from outside the CCS community are encouraged to cooperate with the College's investigations and to share what they know about a complaint.

b. Party and/or witness interviews may be conducted in person, via online video platforms (e.g., Zoom, Microsoft Teams, FaceTime, WebEx), or, in limited circumstances, by telephone. The College will take appropriate steps to ensure the security/privacy of remote interviews.

c. Parties and witnesses may also provide written statements in lieu of interviews or choose to respond to written questions, if deemed appropriate by the Investigator(s), though not preferred.

d. It is standard practice for Investigators to create a record of all interviews pertaining to the Administrative Resolution Process, by recording, transcript, or written summary. The parties may review copies of their own interviews upon request. No unauthorized audio or video recording of any kind is permitted during investigation meetings.

e. All interviews are transcribed, and all involved persons should be made aware that their interviews are being recorded. The transcript of those meetings will be provided to the parties for their review, after which the parties may suggest additional questions to be asked of another party or witness or additional witnesses. Those subsequent meetings or interviews are also recorded and/or transcribed.

15. Ensuring Impartiality

a. No individual materially involved in the administration of the Administrative Resolution Process, including the Director, Investigator(s), and Decision-maker(s), may have or demonstrate a conflict of interest or bias for a party generally, or for a specific Complainant or Respondent.

b. The Director will vet the assigned Investigator(s), Decision-maker(s), and Appeal Decision-maker(s) for impartiality by ensuring there are no actual or apparent conflicts of interest or disqualifying biases. The Parties may raise a concern regarding bias or conflict of interest at any time during the Administrative Resolution Process, and the Director will determine whether the concern is reasonable and supportable. If so, another pool member, or other trained individual, will be assigned, and the impact of the bias or conflict, if any, will be remedied. If the source of the conflict of interest or bias is the Director, concerns should be raised with the Assistant Vice President of Campus Life.

c. The Administrative Resolution Process involves an objective evaluation of all Relevant Evidence obtained, including evidence that supports that the Respondent violated the Policy and evidence that supports that the Respondent did not violate the Policy. Credibility determinations will not be based solely on an individual's status or participation as a Complainant, Respondent, or witness. All parties have a full and fair opportunity, through the investigation process, to suggest witnesses and questions, to provide evidence, and to receive a written Investigation Report that accurately summarizes this evidence.

16. Evidentiary Exclusions

a. Unless the Investigator determines it is appropriate, the investigation and the Finding do not consider: (1) incidents not directly related to the possible violation(s), unless they evidence a pattern; (2) the irrelevant sexual behavior of the parties (though there may be a limited exception made with regard to the sexual behavior between the parties); (3) irrelevant character evidence.

b. Although the Respondent's previous conduct violations (if any) are not generally admissible as information supporting the current allegation(s), the Director may supply the Investigator with information about previous good faith allegations and/or findings when that information suggests potential pattern and/or predatory conduct.

c. The Recipient uses a progressive discipline system, thus previous disciplinary action of any kind involving the Respondent may be considered in determining the appropriate sanction(s).

d. Character witnesses or evidence may be offered. The Investigator will determine if the character evidence is relevant. If so, it may be considered. If not, it will be excluded.

e. A party or witness' records that are made or maintained by a physician,

psychologist, or psychiatrist are inadmissible unless the party or witness provides voluntary, written consent for the records to be considered.

17. Resolution Timeline

The College will make a good faith effort to complete the Administrative Resolution Process within sixty (60) business days. The parties will receive regular updates on the progress of the Administrative Resolution Process, as well as notification and a rationale for any extensions or delays, and an estimate of how much additional time will be needed to complete the process.

Investigations are completed expeditiously, normally within thirty (30) business days, though some investigations may take longer, depending on the nature, extent, and complexity of the allegations, witness availability, law enforcement involvement, and other factors.

CCS action(s), or processes are not typically altered or precluded on the grounds that civil or criminal charges involving the underlying incident(s) have been filed or that criminal charges have been dismissed or reduced.

The College will make a good faith effort to complete the Administrative Resolution Process as promptly as circumstances permit and will regularly communicate with the parties to update them on the progress and timing of the process.

18. Final Determination and Sanctions

a. Within two to three (2-3) business days of receiving the Investigator's Final Investigation Report, the Director, in consultation with the other administrators (Human Relations or Student Affairs Office, or legal counsel) then makes the Final Determination by applying the standard of a preponderance of the evidence. If the record is incomplete, the Director may direct the Investigator(s) to reopen the investigation, or may direct or conduct any additional inquiry necessary, including meeting informally with the parties or any witnesses if needed.

b. Once the Investigator closes the Investigation and issues its Final Determination, the Director will contact the sanctioning authority who will determine the appropriate sanction to be applied. The sanctioning authority may consider any impact or mitigation statements provided by the parties.

c. The Director will provide the parties with a written outcome notification within three (3) business days of the issuance of the Final Report.

d. After receipt of the sanction determined by the sanctioning authority, the Director will provide notification to the parties of the Final Outcome and the sanction to be imposed, if applicable. The notice from the Director will also specify whether any continuing supportive measures will be continued.

e. Notice may be delivered by one or more of the following methods: in person, mailed to the parties' local or permanent address as indicated in official CCS records, or emailed to the parties' CCS-issued or other approved email account. Once mailed, emailed, and/or received in-person, notice is presumptively delivered.

19. Sanctions

Factors the Decision-maker may consider when determining sanctions and responsive action include, but are not limited to:

- The nature, severity of, and circumstances surrounding the violation(s)
- The Respondent's disciplinary history
- The need for sanctions/responsive actions to bring an end to the Policy violation
- The need for sanctions/responsive actions to prevent the future recurrence of the Policy violation
- The need to remedy the effects of the Policy violation upon the Complainant and the community
- The impact on the parties or community
- The Respondent's acknowledgement of responsibility or contrition
- Any remedial measures or mitigation undertaken by the Respondent
- Any other information deemed relevant by the sanctioning authority

The sanctions will be implemented as soon as is feasible once a Determination is final, either upon the outcome of any appeal or the expiration of the window to appeal, without an appeal being requested.

The sanctions described in the procedures are not exclusive of, and may be in addition to, other actions taken, or sanctions imposed, by external authorities.

a. Student Sanctions

The following are the common sanctions that may be imposed upon students singly or in combination:

- *Warning:* A formal statement that the conduct was unacceptable and a warning that further violation of any CCS policy, procedure, or directive will result in more severe sanctions/responsive actions
- *Required Counseling:* A mandate to meet with and engage in either CCS-sponsored or external counseling to better comprehend the misconduct and its effects
- *Restrictions:* A student may be restricted in their activities, including, but not limited to, being restricted from locations, programs, participation in certain activities or extracurriculars, study abroad, or holding leadership roles in student organizations
- *Probation:* An official sanction for violation of CCS policy, providing for more severe disciplinary sanctions if the student is found in violation of any CCS policy, procedure, or directive within a specified period of time. Terms of the probation will be articulated and may include denial of specified social privileges, exclusion from co-curricular activities, exclusion from designated areas of campus, no-contact orders, and/or other measures deemed appropriate.
- *Suspension:* Separation from the College, or one or more of its facilities, for a defined period of time, typically not to exceed two (2) years, after which the student is eligible to return. Eligibility may be contingent upon satisfaction of specific conditions noted at the time of suspension, on successfully applying for readmission, or upon a general condition that the student is eligible to return if the College determines it is appropriate to re-enroll/readmit the student. The student is typically required to vacate CCS property within 24 hours of notification of the action, though this deadline may be extended at the discretion of the Director of Civil Rights and Title IX Compliance or other appropriate official. During a college-wide suspension, the student is banned from CCS property,

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT¹⁰³

functions, events, and activities unless they receive prior written approval from an appropriate CCS official. This sanction may be enforced with a trespass action, as necessary. This sanction may be noted as a Disciplinary Suspension on the student's official academic transcript, per CCS policy and/or state law.

- *Expulsion*: Permanent separation from the College. The student is banned from CCS property, and the student's presence at any CCS-sponsored activity or event is prohibited. This action may be enforced with a trespass action, as necessary. This sanction may be noted as Disciplinary Expulsion on the student's official academic transcript, per CCS policy and/or state law.

- *Withholding Diploma*: The College may withhold a student's diploma for a specified period of time and/or deny a student's participation in commencement activities as a sanction if the student is found responsible for violating the Policy

- *Revocation of Degree*: While very rarely exercised, the College reserves the right to revoke a degree previously awarded by the College for fraud, misrepresentation, and/or other violation of CCS policies, procedures, or directives in obtaining the degree, or for other serious violations committed by a student prior to graduation

- *Other Actions*: In addition to, or in place of, the above sanctions, the College may assign any other sanctions as deemed appropriate

b. Student Organization Sanctions

The following are the common sanctions that may be imposed upon student groups organizations singly or in combination:

- *Warning*: A formal statement that the conduct was unacceptable and a warning that further violation of any CCS policy, procedure, or directive will result in more severe sanctions/responsive actions

- *Probation*: An official sanction for violation of CCS policy, providing for more severe disciplinary sanctions if the group or organization is found in violation of any CCS policy, procedure, or directive within a specified period of time. Terms of the probation will be articulated and may include denial of specified social and event privileges, denial of CCS funds, ineligibility for honors and awards, restrictions on new member recruitment, no-contact orders, and/or other measures deemed appropriate.

- *Suspension*: Termination of student group or organization recognition and/or CCS support for a defined period of time not to exceed two (2) years and/or until specific criteria are met. During the suspension period, a student group or organization may not conduct any formal or informal business or participate in CCS-related activities, whether they occur on or off campus. Re-recognition is possible but not guaranteed and will only be considered after the end of the suspension period and based on meeting all re-recognition criteria and obtaining clearance from the College.

- *Expulsion*: Permanent termination of student group or organization recognition and revocation of the privilege to congregate and conduct business on campus as an organization for any reason

- *Loss of Privileges*: Restricted from accessing specific CCS privileges for a specified period of time

· *Other Actions:* In addition to, or in place of, the above sanctions, the College may assign any other sanctions as deemed appropriate

c. Employee Sanctions/Responsive/Corrective Actions

Responsive actions for an employee who has engaged in a violation of the Policy include, singly or in combination:

- *Verbal or Written Warning*
 - *Performance Improvement Plan/Management Process*
 - *Enhanced Supervision, Observation, or Review*
 - *Required Counseling*
 - *Required Training or Education*
 - *Probation*
 - *Denial of Pay Increase/Pay Grade*
 - *Loss of Oversight or Supervisory Responsibility*
 - *Demotion*
 - *Transfer*
 - *Shift or schedule adjustments*
 - *Reassignment*
 - *Delay of (or referral for delay of) Tenure Track Progress*
 - *Assignment to a New Supervisor*
 - *Restriction of Stipends, Research, and/or Professional Development Resources*
 - *Suspension/Administrative Leave with Pay*
 - *Suspension/Administrative Leave without Pay*
 - *Termination*
- *Other Actions:* In addition to, or in place of, the above sanctions/responsive actions, the College may assign any other responsive actions as deemed appropriate

20. Withdrawal or Resignation Before Complaint Resolution

a. Students

i. Should a Respondent decide not to participate in the Administrative Resolution Process, the process proceeds absent their participation to a reasonable resolution. If a Student Respondent withdraws from the College, the Administrative Resolution Process typically ends with a dismissal, as the College has lost primary disciplinary jurisdiction over the withdrawn student. However, the College may continue the Administrative Resolution Process when, at the discretion of the Director, doing so may be necessary to address safety and/or remedy any ongoing effects of the alleged Policy violation.

ii. Regardless of whether the Formal Complaint is dismissed or pursued to completion of the Administrative Resolution Process, the College will continue to address and remedy any systemic issues or concerns that may have contributed to the alleged violation(s), and any ongoing effects of the alleged Policy violation.

iii. When a student withdraws or takes a leave of absence while the process is pending, the Student may not return to the College in any capacity until the allegations are resolved and any sanctions imposed are satisfied. If the student indicates they will not return, the Director has discretion to dismiss

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT¹⁰⁵

the allegations and bar the student from returning. The Registrar, Office of Admissions, and HR may be notified accordingly.

iv. If the Student Respondent takes a leave of absence for a specified period of time (e.g., one semester or term), the Administrative Resolution Process may continue remotely. If found in violation, that student is not permitted to return to CCS unless and until all sanctions, if any, have been satisfied.

b. Employees

i. Should an Employee Respondent decide not to participate in the Administrative Resolution Process, the process proceeds, absent their participation to a reasonable resolution. If an Employee Respondent leaves their employment with the College with unresolved allegations pending, the Administrative Resolution Process typically ends with dismissal, as the College has lost primary disciplinary jurisdiction over the former employee. However, the College may continue the Administrative Resolution Process when, at the discretion of the Director, doing so may be necessary to address safety and/or remedy any ongoing effects of the alleged Policy violation.

ii. Regardless of whether the allegations are dismissed or pursued to completion of the Administrative Resolution Process, the College will continue to address and remedy any systemic issues or concerns that may have contributed to the alleged violation(s), and any ongoing effects of the alleged violation.

iii. When an employee resigns and the allegations are dismissed, the employee may not return to the College in any capacity. The Registrar, Office of Admissions, and HR will be notified accordingly. A note will be placed in the employee's file that they resigned with allegations pending and are not eligible for academic admission or rehire with the College. The records retained by the Director will reflect that status.

21. Appeals

There are no appeals from the decision on a Policy violation under Process B unless a contract or collective bargaining agreement provides otherwise. In that case, CCS will follow the contractually mandated process for administering the appeal.

22. Long-Term Remedies/Actions

Following the conclusion of the Administrative Resolution Process, and in addition to any sanctions implemented or Informal Resolution terms, the Director may implement additional long-term remedies or actions with respect to the parties and/or the CCS community that are intended to stop the Discrimination, Harassment, Retaliation, and/or Other Prohibited Conduct, remedy the effects, and prevent its recurrence.

These remedies/actions may include, but are not limited to:

- Referral to counseling and health services
- Referral to the Employee Assistance Program
- Course and registration adjustments, such as retroactive withdrawals
- Community education
- Permanent alteration of housing assignments
- Permanent alteration of work arrangements for employees
- Provision of campus safety escorts

- Climate surveys
- Policy modification and/or training
- Provision of transportation assistance
- Implementation of long-term contact limitations between the parties
- Implementation of adjustments to academic deadlines, course schedules, etc.

At the Director's discretion, the parties may be provided with certain long-term support or measures even if no Policy violation is found.

When no policy violation is found, the Director will address any remedies the College owes the Respondent to ensure no effective denial of educational access.

The College will maintain the confidentiality of any long-term remedies/actions/measures, provided confidentiality does not impair the College's ability to provide these services, and disclosure of confidential information will be limited to those individuals with a need to know.

23. Failure to Comply with Sanctions and/or Responsive Actions

- a. All Respondents are expected to comply with the assigned sanctions, responsive actions, corrective actions, and/or Informal Resolution terms within the timeframe specified by the sanction or the Informal Resolution agreement.
- b. Failure to abide by the sanction(s)/action(s) imposed by the date specified, whether by refusal, neglect, or any other reason, may result in additional sanction(s)/action(s), including suspension, expulsion, and/or termination from the College.
- c. Supervisors are expected to enforce completion of sanctions/responsive actions for their employees.
- d. A suspension imposed for non-compliance with sanctions will only be lifted when compliance is achieved to the College's satisfaction.

24. Recordkeeping

In implementing the Policy and Procedures, the Director will maintain records of all allegations, investigations, and resolutions, indefinitely, or as required by federal or state law or institutional policy. The College will comply with all federal, state, and local laws and regulations, including FERPA, in maintaining the confidentiality and record retention requirements.

25. Disability Accommodations

The College for Creative Studies is committed to providing reasonable accommodations and support to qualified students, employees, or others with disabilities to ensure equal access to the CCS's Resolution Process.

Anyone needing such accommodations or support should contact the Director, who will work with disability support as appropriate to review the request and, in consultation with the person requesting the accommodation, determine which accommodation is appropriate and necessary for full process participation.

26. Other Support

The College will address other reasonable requests for support for the parties and witnesses, including:

- Language services/interpreters;

3.1. POLICY ON EQUAL OPPORTUNITY, DISCRIMINATION, AND HARASSMENT¹⁰⁷

- Access/training regarding use of technology throughout a resolution process; or
- Other support deemed reasonable and necessary to facilitate participation in a resolution process.

27. Resolution Process Pool

The College relies on a pool of individuals to carry out the resolution options.

a. Pool Member Roles

b. Pool members are trained annually, and can serve in any of the following roles, at the Administrator's discretion:

- Appropriate intake of and initial guidance pertaining to Notice
- Perform or assist with initial assessment
- Advisor to Parties
- Informal Resolution Facilitator
- Investigator

c. Pool Member Appointment

The Administrator [in consultation with senior administrators as necessary,] appoints the Pool, which acts with independence and impartiality.^[12] Although members of the Pool are typically trained in a variety of skill sets and can rotate amongst the different roles listed above in different complaints, the School can also designate permanent roles for individuals in the Pool.

d. Pool Member Training (See training materials posted online)

3.1.4 Intimate Relationships

Between Students And Faculty

Faculty members are in positions of authority and influence in regard to students. Therefore, intimate relationships between a faculty member and student, whether or not the student is in the faculty member's class or department, can compromise the integrity of the student-faculty relationship. Faculty members, therefore, may not engage in romantic or intimate relationships with students, even if the relationship is welcomed and wholly consensual.

Between Non-Supervisory Official And Faculty/Staff

Consensual relationships between a non-supervisory official and a faculty/staff person, while not prohibited, must be disclosed to the Human Resources Director so that the Director can take any steps necessary to protect the parties involved and avoid even the appearance of favoritism.

3.2 Alcohol And Other Drug Policy For Students, Faculty, And Staff

The College's Alcohol and Other Drug Policy⁹ is in keeping with the Drug-Free Schools and Communities Act¹⁰ and outlines the institution's prevention, education, and intervention efforts, as well as consequences that may be applied by both the College and external authorities for policy violations. This policy applies to all faculty and staff, as well as students enrolled in credit-bearing and non-credit-bearing courses at CCS, including any and all programs located off-site. The institution's Alcohol and Other Drug Policy¹¹ is available on the CCS Policy Database.

3.3 Weapons

Engaging or participating in unauthorized possession or use of explosives, firearms, dangerous weapons, or other hazardous objects or substances on College premises is expressly prohibited. The institution's full weapons policy¹² is available on the CCS Policy Database.

3.4 Confidentiality

Due to the nature of the College's work, you may be privy to confidential information. Certain information is required to be confidential by law, while other material must remain confidential in order to comply with contracts or good professional practices.

If you have access to confidential information, you must not disclose it to anyone inside or outside the College unless express authorization has been obtained from the College. If you have any questions about the confidentiality of the work you perform or the information that you receive, either in written or verbal form, please contact your supervisor or the director of Human Resources.

3.5 Employee Conflict Of Interest

CCS administrative staff should avoid situations where their own interests materially conflict with their obligations to CCS or create the perception of a conflict. All decisions and actions by administrative staff in the course of their

⁹Alcohol and Other Drug Policy (<https://campus.collegeforcreativestudies.edu/policy/alcohol-and-other-drug-policy-for-students-faculty-and-staff/>)

¹⁰Drug-Free Schools and Communities Act (<http://www2.ed.gov/policy/elsec/leg/esea02/pg51.html>)

¹¹Alcohol and Other Drug Policy (<https://campus.collegeforcreativestudies.edu/policy/alcohol-and-other-drug-policy-for-students-faculty-and-staff/>)

¹²weapons policy (<https://campus.collegeforcreativestudies.edu/policy/weapons/>)

professional responsibilities are to be made consistent with their obligations to CCS.

Generally, a conflict of interest arises when an administrative staff member has a personal or financial interest in a transaction or event – or is a party to a transaction or event – that might adversely affect his or her judgment in performing professional or employment duties for CCS. Examples of potential conflicts of interest include, but are not limited to, the following:

1. Engaging in any business with, or employment by, an employer that is in competition or in conflict with any transaction, activity, or objective of CCS.
2. Engaging in business with or employment by a supplier of goods or services to CCS without prior approval of CCS.
3. Using equipment, supplies, or services owned or provided by CCS in conjunction with any external work, without obtaining prior agreement, in writing, from the department that owns the equipment/supplies.
4. Making use of any confidential information acquired through employment with CCS for personal profit or advantage, or the advantage of a third party.
5. Publicly associating CCS or its prestige with an outside business interest for personal gain.

Administrative staff members who believe they have a financial, personal, or professional interest that is (or could potentially become) a conflict of interest must fully disclose the nature of the potential conflict in writing to the Director of Human Resources. All decisions concerning whether a conflict of interest exists are within the sole discretion of CCS.

3.6 Health And Safety

3.6.1 Health And Safety

CCS is committed to a safe and healthful environment. The College observes all federal, state, and local laws governing occupational health and safety. CCS policies encourage adherence to safe and healthful work practices.

Each employee is required to perform their job in a safe and careful manner. If required by law or best practices, use protective clothing or devices. If any employee observes any dangerous or potentially harmful situation, they are required to report it to their immediate supervisor or the Director of Facilities and Administrative Services. Each employee is asked to submit suggestions concerning safety in the workplace to their immediate supervisor. While direct responsibility for the safety of any operation rests with the supervisor of that operation, each employee is personally responsible for performing assigned

duties with the primary concern for their own safety, as well as the safety of students and other CCS employees.

CCS Safety Rules:

1. Any accident or injury requiring medical attention must be immediately reported to a supervisor and the Office of Human Resources. An Accident/Injury Report form is available from Campus Security.
2. Hazardous conditions or unsafe job practices must be brought to the attention of a supervisor.
3. Every employee is required to know and follow all safety procedures that apply to their job.
4. Every employee must keep work areas neat and clean.
5. Employees must wear proper and prescribed protective equipment and clothing for a job or task.
6. Employees must submit health and safety guidelines pertinent to the tools and materials used in each of their courses.
7. All CCS employees must prioritize and practice safety at all times.
8. Flammable and dangerous articles and materials must be kept in their required storage places.
9. Fire extinguishers must be readily available when working with volatile materials.
10. There is no smoking allowed in any CCS building or within 15 feet of a building entrance.
11. Employees must be familiar with machinery and equipment that they use.
12. Never attempt to operate equipment that is broken or not complete.
13. Safety is every CCS employee's responsibility.

3.6.2 Health And Safety Committee Of The Faculty Assembly

The Health and Safety Committee of the Faculty Assembly assists in overseeing the safety and appropriate operation of academic facilities and helps to ensure that instructional practices support the safe operation of these facilities. Working with the Director of Facilities and the Director of Campus Safety, the Committee performs an annual review of academic facilities and instructional practices. Any concerns that faculty or students have regarding health and safety may be reported to the Committee, which will work with the appropriate department to ensure corrective action is taken.

The Committee also works with the academic departments to identify new equipment and practices which might improve the academic working environment.

3.7 Faculty Credentials and Equivalent Tested Experience

The College for Creative Studies adheres to The Higher Learning Commission (HLC) guidelines on *Determining Qualified Faculty Through HLC's Criteria for Accreditation and Assumed Practices*. These guidelines state that institutions will use *credentials* as the primary mechanism to ascertain minimal faculty qualifications. HLC recognizes that *tested experience* also may be considered in determining faculty qualifications. The following guidelines apply to all faculty members whose primary responsibility is teaching, including part-time, adjunct, dual credit, temporary, and/or non-tenure track faculty.

3.7.1 Credentials

Faculty credentials refer to the degrees that faculty have earned that establish their credibility as content experts and thus their competence to teach that content in the classroom. Common expectations for faculty credentials include the following:

- Faculty teaching should have completed a program of study in the discipline or subfield (as applicable) in which they teach, and/or for which they develop curricula, with coursework at least one level above that of the courses being taught or developed. Completion of a degree in a specific field enhances an instructor's depth of subject matter knowledge and is easily identifiable.
- Faculty teaching in undergraduate programs should hold a degree at least one level above the program in which they are teaching. If a faculty member holds a master's degree or higher in a discipline other than that in which he or she is teaching, that faculty member should have completed a minimum of 18 graduate credit hours in the discipline in which he or she is teaching.
- Faculty teaching in graduate programs should hold the terminal degree determined by the discipline and have a record of research, scholarship, or achievement appropriate for the graduate program.
- Faculty guiding doctoral education should have a record of scholarship and preparation to teach at the doctoral level. Research and scholarship should be appropriate to the program and degree offered.

3.7.2 Equivalent Tested Experience

According to HLC, “Tested experience may substitute for an unearned credential or portions thereof.” Criterion B.2, Teaching and Learning: Quality, Resources, and Support state that “when faculty members are employed based on equivalent experience, the institution defines a minimum threshold of experience and an evaluation process that is used in the appointment process.” Consistent with HLC policy, “experience should be tested experience in that it includes a breadth and depth of experience outside of the classroom in real-world situations relevant to the discipline in which the faculty member would be teaching.”

3.7.3 Determining Faculty Credentials or Equivalent Tested Experience

Once a search has been authorized for a full-time faculty position, the Department Chair develops a job description in consultation with the appropriate Dean. Throughout the search process, the CCS Faculty Credential Table should be used to evaluate candidates to determine qualified faculty requirements. The Faculty Credential Table should also be used to assess qualifications for adjunct instructors as well as continuing education faculty. If a candidate does not meet the minimum required credentials as outlined in the table, the rubric for Equivalent Tested Experience should be used to determine whether or not the candidate is qualified in lieu of having the appropriate credential.

3.7.4 Equivalent Tested Experience Rubric

Equivalent Tested Experience¹³ form.

Higher Learning Commission. (2020). *Determining Qualified Faculty Through HLC's Criteria for Accreditation and Assumed Practices*. Retrieved from "Determining Qualified Faculty Through HLC's Criteria for Accreditation and Assumed Practices: Guidelines for Institutions and Peer Reviewers".

3.8 Terms Of Employment For Full-Time Faculty

3.8.1 Terms Of Employment For Full-Time Faculty

Full-time faculty are eligible to receive employment contracts of up to three academic years in length. The contract is in the form of a letter of appointment that incorporates the policies, duties, responsibilities, and other information contained in this Handbook. An appointment is to a specific department, and, in some cases, to a section or concentration within that department, but this

¹³Equivalent Tested Experience (<https://campus.collegeforcreativestudies.edu/academic-affairs/equivalent-tested-experience/>)

DEPARTMENT	LEVEL BEING TAUGHT	COURSE LEVELS	REQUIREMENT
•ADVERTISING •ART PRACTICE •COMMUNICATION DESIGN •CRAFT AND MATERIAL STUDIES •ENTERTAINMENT ARTS •FOUNDATIONS •ILLUSTRATION •LIBERAL ARTS •PHOTOGRAPHY •PRODUCT DESIGN •TRANSPORTATION DESIGN	BFA UNDERGRADUATE DEGREE	100-400	MFA WITH SPECIALTY RELATIVE TO COURSE CONTENT BEING TAUGHT OR OTHER MASTER'S DEGREE WITH AT LEAST 18 GRADUATE CREDIT HOURS RELATIVE TO COURSE CONTENT BEING TAUGHT
ART EDUCATION	TEACHER CERTIFICATION	100-400	MA WITH STATE TEACHING CERTIFICATION OR MAAE OR MFA IN ART, STUDIO ART, OR ART EDUCATION
DEPARTMENT - GRADUATE LEVEL	LEVEL BEING TAUGHT	COURSE LEVELS	REQUIREMENT
•COLOR AND MATERIALS DESIGN •INTERACTION DESIGN •SYSTEMS DESIGN THINKING •TRANSPORTATION DESIGN	MFA GRADUATE DEGREE	500 – 700	MFA or PHD WITH SPECIALTY RELATIVE TO COURSE CONTENT BEING TAUGHT OR OTHER MASTER'S DEGREE WITH AT LEAST 18 GRADUATE CREDIT HOURS RELATIVE TO COURSE CONTENT BEING TAUGHT
ART EDUCATION	MA GRADUATE DEGREE	500 – 700	MFA or PHD IN ART EDUCATION

does not preclude teaching outside of one's department. With the issuance of an initial contractual letter of appointment, faculty members are given access to the CCS Faculty Handbook¹⁴. In certain circumstances, a faculty member may be employed without a contractual letter of appointment. In such a case, the faculty member is employed at will, and either CCS or the employee may terminate the relationship, with or without cause, at any time.

3.8.2 Academic Year

A faculty member's responsibilities extend over the course of an academic year. The academic year begins the Monday of the week before the week in which classes begin in the Fall semester, and concludes with the Student Exhibition opening on the day following Commencement. While a faculty member's responsibilities fall primarily within this part of the calendar cycle, the responsibilities of full-time faculty members may and often do require them to perform duties at times outside the academic year. Faculty members are required to honor reasonable requests from the President, the Provost, the Deans, or Department Chairs to attend to faculty responsibilities (for example, on-campus departmental meetings or representing the department or College at various events) at times other than the regular academic year.

¹⁴Faculty Handbook (<https://campus.collegeforcreativestudies.edu/faculty-handbook/>)

3.8.3 Teaching Load

The full-time teaching load for studio faculty is 18 contact hours and for faculty teaching lecture courses, nine contact hours per semester. There are faculty who teach both studio and lecture courses; three 3-credit courses are considered a full-time load irrespective of the contact hours.

3.8.4 Teaching Schedule

The schedule of each faculty member is arranged by the Department Chair in consultation with the faculty member. Department schedules are subject to the approval of the appropriate Dean. A full-time faculty member must be scheduled to teach at least one class per semester in the department to which they are appointed unless on sabbatical or leave.

3.8.5 Satisfactory Performance

CCS expects faculty members to perform their duties in a satisfactory manner. The duties and responsibilities of faculty members are described below, and CCS may assign other duties from time to time. In addition, CCS expects faculty members to adhere to the institution's guiding principles and observe the rules, regulations, policies, and procedures of the College.

3.8.6 Full-Time Obligation

Full-time faculty members must devote their full time and attention to the performance of their responsibilities. In order for faculty members to fulfill their teaching responsibilities, as well as their responsibilities outside the classroom, they should spend a significant amount of time on campus in addition to their teaching hours. Faculty members must not render any full-time services to or enter into the full-time employment of any person or entity other than CCS during the academic year. Faculty members must obtain the prior approval of their Department Chair and the appropriate Dean in any semester in which they are interested in accepting part-time teaching assignments outside of CCS. The purpose is to ensure that such commitments do not conflict with CCS obligations or interests.

3.8.7 Duties And Responsibilities Of Full-Time Faculty

Duties And Responsibilities Of Full-Time Faculty

The quality of the education students receive at the College for Creative Studies depends upon the quality, dedication, and integrity of its faculty. While the combination of duties that comprise a faculty member's contributions to the institution and its students will differ for each individual, a faculty member is expected to demonstrate excellence in the areas of instructional quality;

College service, including departmental contributions; and professional practice and scholarly research.

At all times, a faculty member must act in the best interests of the students, encourage their educational development, demonstrate current knowledge of their discipline, treat all students fairly and in a non-discriminatory manner, and maintain the highest standards of professionalism.

The duties in each area of responsibility are as follows:

- Instructional Quality and Departmental Contributions
- College Service
- Professional Practice and/or Scholarly Research

Instructional Quality And Departmental Contributions

1. Teach courses as assigned by the department, in accordance with curricular goals and criteria established by the department and the College.
2. Teach the equivalent of three 3-credit courses per semester. At least one-third of a faculty member's teaching load must be in the department to which the faculty member is appointed.
3. Prepare and distribute to students, in each course taught, a written syllabus describing the learning outcomes and expectations of the class. A syllabus must be prepared using the syllabus template provided by the Academic Affairs office. This format is available from the Program Managers. Syllabi due dates are determined by the department; upon receipt, syllabi are reviewed by the Chair who then forwards an approved copy to the Academic Affairs office prior to the start of the semester.
4. Adhere to best teaching practices:
 - (a) Demonstrate effectiveness as educators, evincing a thorough and up-to-date understanding of their field/discipline and pedagogical practices.
 - (b) Clearly communicate course-specific content as determined by their respective departments.
 - (c) Manifest openness to innovative practices that enhance student learning, including technological advancements in pedagogy.
 - (d) Adhere to learning outcomes and assessment practices that have been established by their respective departments and the College.
 - (e) Determine that the classroom is properly set up for each session. Arrive punctually and remain throughout the entire class.
 - (f) Mentor students regarding their professional and academic goals.
 - (g) Conduct timely evaluations of students, including grading, according to policies and criteria established by the department and the College.

- (h) Acquaint students with the proper use of materials and equipment, as appropriate.
 - (i) Create a learning environment that advances CCS's commitment to diversity, equity, and inclusion.
5. Seek or participate in sponsored, interdisciplinary, and/or community projects, where appropriate to their respective departments. The Chair of each department has the discretion to determine whether a project meets the educational objectives of the course and to assign the project to a particular faculty. The Chair may decline the project if it does not meet the curricular needs of the program.
 6. Faculty are responsible for establishing an attendance policy for each of their classes and for outlining that policy on the course syllabus. Students are responsible for knowing the attendance policy for their class and adhering to those requirements. Students seeking exceptions to an instructor's attendance policy should discuss their request with that instructor. For the complete policy, see CCS Attendance Policy¹⁵.
 7. Participate in departmental meetings.
 8. Participate in curriculum assessment and planning.
 9. Serve on departmental committees.
 10. Participate in the mentoring process and serve as a mentor.
 11. Establish a method for weekly office hours to enable "mentees" and students to schedule appointments. The number of office hours necessary to meet mentoring needs may vary during the semester.
 12. Participate in departmental student reviews.
 13. Assist the department, as appropriate, in determining equipment and facilities needs and in maintaining the operational readiness of equipment and facilities.
 14. Participate in preparing departmental budget submissions.
 15. Assist in coordinating and encouraging student participation in departmental exhibitions and outreach.
 16. Participate in the department's student recruitment activities and enhancement of departmental and College reputation.
 17. Assist, as appropriate, in obtaining outside funding to support the department's educational program.
 18. Maintain up-to-date skills related to the College's Learning Management System.

¹⁵Attendance Policy (<https://campus.collegeforcreativestudies.edu/policy/attendance/>)

College Service

1. Participate in the Assessment Program
2. Attend Commencement
3. Serve on one tier I and one tier II Faculty Assembly committee. Committee service beyond that will be needed and encouraged to fulfill the College's mission and vision.
4. Participate in College-wide activities such as:
 - (a) Faculty Assembly
 - (b) Installation and deinstallation of the Student Exhibition
 - (c) Strategic planning activities
 - (d) Self-Study and re-accreditation activities
 - (e) Admissions events and student recruitment
 - (f) Be a positive advocate and ambassador for the College
5. Submit content for the department's monthly report submissions

Professional Practice And/Or Scholarly Research Faculty should demonstrate evidence of sustained inquiry and continual professional activity and growth, consistent with the opportunities, expectations, and advancement of their disciplines or professions. They should display active engagement in an artistic, scholarly, or professional production. Professional development activities may include, but are not limited to, the following:

- Portfolio of published materials/projects
- Exhibitions, exhibition catalogs
- Peer-reviewed publications, conference papers, book chapters, and monographs
- Creative practice, such as fiction, creative nonfiction, artwork, design work, craft, films, artifacts, performances, systems, processes, or patents
- Lectures and presentations, participation in panels, symposia, etc.
- Jurying of exhibitions, guest critiques at another institution
- Guest teaching/artist residency
- Community activity, involvement, organization
- Introduction of new programs, courses, curricula
- Research

- Professional accounts/commissions
- Consulting
- Juried competitions and awards
- Practice-based/led research including artworks, films, artifacts, performances, systems, processes, or patents

The College supports Faculty Development¹⁶ in the above areas as detailed in the Faculty Development section of the Faculty Handbook.

3.8.8 Special Projects Classes

Faculty members may offer special projects (tutorials in regularly established courses, independent studies, and experimental courses) not listed in the catalog. Special project courses are run on an occasional basis and may only run twice. A special project course allows faculty to gauge student interest and see how the course performs.

All special project and experimental courses must be reviewed and approved by the Department Chair, and the appropriate Academic Dean. If a faculty person would like to make the special project course a regular part of the curriculum, a Request for New Course form would need to be completed and approved by the Chair, Academic Affairs, and the Curriculum Committee.

3.8.9 Missed Classes

Instructors who cannot meet a class for valid reasons must contact the Department Chair and the Program Manager, as well as make all determined efforts to provide each student with as much advance notice as is realistically feasible. In the event of prior knowledge of valid inability to meet a class, faculty have several options:

- They may arrange for a substitute instructor with a current full-time or adjunct faculty, or a member of the department's adjunct "pool,"
- Upon approval of the Department Chair, move the class to a synchronous or asynchronous online format where all content for that class will be covered, or
- Schedule an equivalent make-up class period.

If the faculty member misses class due to illness or another valid reason approved by the appropriate Chair, and an adjunct instructor serves as substitute instructor, the College will provide appropriate remuneration for the substitute. The Program Manager should initiate a payment request for the substitute. The

¹⁶Faculty Development (<https://campus.collegeforcreativestudies.edu/faculty-handbook/employment-policies-procedures/faculty-development/>)

request should be signed by the Department Chair and forwarded to the Academic Affairs office. Full-time faculty do not lose pay when they miss a class, nor are they paid when they offer their services as substitute instructors. As this is the case, when full-time faculty require a substitute for their own classes, they should first call upon other full-time faculty for coverage when possible.

3.8.10 Outside Professional Work

The College encourages and expects faculty to remain active in their professional or academic disciplines. These activities can take many forms, including doing professional work or providing services for pay. However, such activity should not interfere with the faculty member's ability to fulfill their CCS responsibilities. In the event that the College determines that such outside professional activity conflicts with the satisfactory performance of the faculty member's obligation, the Dean of Graduate or Undergraduate Studies may require that the faculty member cease such activity or appropriately and effectively adjust the faculty member's teaching commitment and/or status.

No equipment or supplies owned or provided by CCS are to be taken off campus and used in conjunction with any external work, unless the faculty member obtains prior agreement in writing from CCS and accepts responsibility for the item as part of that agreement. A copy of such an agreement must be provided to the appropriate Department Chair or facility director.

The College assumes no responsibility and/or liability for the competence or performance of outside activities engaged in by faculty members, nor may any responsibility be implied in advertising with respect to such activities.

3.8.11 Annual Performance Evaluation

It is CCS's goal to evaluate the performance of each full-time faculty member annually. The purpose of the evaluation is to provide the Department Chair and the faculty member an opportunity to review the faculty member's work during the past year, to outline the strengths and weaknesses in the faculty member's performance, to share concerns and criticisms, to lay out a plan for the faculty member's work in the coming year, and generally to provide support, encouragement, and direction to the faculty member in the pursuit of excellence.

The annual performance evaluation procedure is as follows:

Faculty are evaluated on the basis of the work of the academic year that is concluding, including how they have addressed the expectations articulated in the evaluation of the previous academic year. The evaluation is based on the criteria established in Duties and Responsibilities of Full-Time Faculty¹⁷.

The evaluation process consists of a meeting of the faculty member with the Department Chair at which the following written materials are discussed:

¹⁷Duties and Responsibilities of Full-Time Faculty (
<https://campus.collegeforcreativestudies.edu/faculty-handbook/employment-policies-procedures/duties-and-responsibilities-of-full-time-faculty/>)

1. An annual performance evaluation by the faculty member of their activities in the past year and plans for the coming year is submitted to the Department Chair at least two weeks before the scheduled review.
2. A written appraisal of the faculty member's performance is prepared by the Department Chair, or in the case of the Chair themselves, their Dean taking into consideration the faculty member's annual performance evaluation. The Chair forwards their written appraisal to the faculty member at least a week before the scheduled review.
3. Institutional student evaluations are consistent with the form approved by the Faculty Assembly and College administration.

At the conclusion of the meeting, the Chair and faculty member sign the annual report and the Chair's review, indicating that each party has seen and read each document, but not necessarily indicating agreement with the comments. The Department Chair and faculty member endeavor to complete this portion of the evaluation by June 1.

The Department Chair should forward all documents pertaining to the evaluation to the Dean of Graduate or Undergraduate Studies. The faculty member should receive copies of all documents sent to the Dean, including the summary. In the event that the faculty member disputes the evaluation, the faculty member and Chair should seek to resolve the disagreement. The faculty member may respond in writing to the review. The Chair may amend the annual appraisal in light of this discussion. If the disagreement cannot be resolved, the faculty member may ask, in writing, that the Dean review the evaluation and convene a meeting of the Chair and faculty member, after which the Dean will make a determination as to whether the evaluation should be modified. The Dean's determination is final and will be made within 30 days of receiving the written request for review. However, the faculty member may bring to the Faculty Concerns Committee any grievances related to termination, contract non-renewal, or contract length reduction.

From time to time, faculty members may teach in departments other than the department to which they are appointed. It is important, in developing a complete picture of the faculty member's performance, that the annual evaluation covers performance in these classes as well. In such cases, the Chair of the additional department should write a summary of the faculty member's performance and submit it to the Chair of the faculty member's home department for inclusion in their written evaluation.

The records of all faculty evaluations are maintained in confidential digital folders created by the Academic Affairs office. Faculty have the opportunity to add documentation to these folders during the reappointment/rank advancement process. The Academic Affairs Deans supervise the evaluation process and ensure that the procedures described in the Handbook are followed. It is the responsibility of the faculty member to ensure that their file is up to date when up for renewal. The Dean of Academic Affairs establishes procedures for

the maintenance and use of the faculty files, including who has access to them and for what purposes.

3.8.12 Salary

Salary For Full-Time Faculty

Salaries are determined annually, based on the faculty member's performance and on salary policies established each year by the Board of Trustees. Department Chairs, at the Graduate and Undergraduate Deans' discretion, may be consulted in making salary recommendations. The Deans compile a set of salary recommendations for the faculty in their division that are submitted to the President for consideration and approval. CCS is committed, within the constraints of its budget, to recognizing excellent faculty performance through salary adjustments. Poor performance may be recognized through low or, if appropriate, no salary increases.

Pay Periods

All full-time faculty positions are classified as salaried and exempt. Salaried staff is paid twice per month (semi-monthly/24 checks) on the 15th and last working day of the month.

For Adjunct Instructors, pay is disbursed on the 15th and last day of each month. Adjunct instructors receive six payroll deposits in the fall semester, eight pays in the winter semester, and four pays in the summer semester.

Hourly staff and work-study are paid biweekly (26 checks). When biweekly employees receive three pays within a calendar month, benefits are not deducted from the third payment of the month.

If the regular payday falls on a Saturday, Sunday, or holiday, paychecks will be issued on the last workday before the regular payday.

Employees may elect to be paid via direct deposit or Wisely debit card; physical checks are not issued. Pay cannot be processed until the appropriate Human Resources forms are completed. Faculty can view their payroll information by logging into Self-Service and clicking on the Employees Menu link. For questions about Payroll, please contact the Payroll Coordinator at 313-664-7478.

Online access to pay information is available through the Self-Service link on CCS's Access Manager page.

Deductions

CCS will withhold deductions required by law and all voluntary deductions authorized by the employee. Deductions required by law are federal, state, and local income tax; Social Security tax; Medicare tax; state disability; and unemployment tax. These deductions are made automatically. In addition, the employee may authorize voluntary deductions for health insurance, a tax-deferred annuity plan, and reimbursement accounts. It is the policy of CCS not

to make any salary deductions that are inconsistent with the requirements of federal or state wage/hour laws.

Direct Deposit Banking

All employees must have their paycheck automatically deposited in the bank(s) or credit union(s) of their choice or on the Wisely debit card. The College's Direct Deposit policy¹⁸ can be found in the Policy Database.

Advances

CCS generally does not authorize pay advances. Exceptions may be made for emergency situations and only with the approval of the employee's immediate supervisor and the Vice President for Administration and Finance.

3.8.13 Benefits

Workers Compensation

Workers compensation insurance is designed to cover all occupational injuries and illnesses. It is paid by the College and is effective from your first day of work. Workers compensation insurance provides benefits that may apply as a result of a work-related illness or injury. These benefit payments may cover expenses incurred for medical care, replacement of a portion of your income lost as a result of disability, and lump-sum payments to beneficiaries in case of death.

If you are injured while you are at work, or become ill as a result of your job, you must report this to your supervisor immediately. In all cases of work related injury or illness, no matter how minor, an Accident/Injury Report form must be completed and forwarded to the Office of Human Resources. This record-keeping is required by OSHA and MIOSHA.

Social Security

Employees of CCS are covered by Social Security. As provided by law, CCS pays one half of your total Social Security taxes, and the other half is paid by you through withholding from your paycheck. In addition to providing you with retirement, Social Security may provide disability pay, burial benefits, and monthly survivor benefits for your spouse and minor children if you qualify.

Health Insurance

Medical, dental and vision insurance are available to all full-time employees on the first of the month following thirty days of employment. Employees may from time to time have a choice of plans and are required to pay a portion of

¹⁸Direct Deposit policy (<https://campus.collegeforcreativestudies.edu/policy/direct-deposit-banking/>)

the premium. Refer to individual plan summaries from the Office of Human Resources for details. The employee will have his/her contribution deducted on a pre-tax basis.

In certain instances, federal law requires availability of continued coverage where coverage under the group plan would otherwise end. In compliance with the federal COBRA program, CCS offers employees and their families the opportunity for a temporary extension of health coverage at group rates with the employee paying the full cost of coverage plus a 2

Tax Sheltered Annuity Plan (403b)

Because CCS is a non-profit organization, the IRS allows CCS employees to place a portion of their pay in a Tax Sheltered Annuity Plan without paying current federal, state and city income taxes on the amount contributed. Full-time employees, and qualified part-time employees, are eligible to participate on the first of the month following thirty (30) days of employment. CCS contributes 3% of an employee's gross earnings per pay. Employees may choose to contribute a percentage of their pay on a pretax basis, up to IRS limitations. CCS offers numerous investment funds for employees to choose from. The CCS Tax Sheltered Annuity Plan is administered by TIAA/CREF.

Short-Term Disability

The short-term disability (STD) benefit provided by CCS is a payroll practice plan providing income replacement for eligible employees unable to work due to a non-work-related illness/ injury or pregnancy and/or childbirth. STD is governed by the applicable Program Document.

Eligibility A regular, full-time, active employee who has completed six months (180 days) of continuous employment and who is unable to work due to a covered non-work-related illness/ injury or pregnancy/childbirth is eligible. An employee receiving worker's compensation or disability pay under any state or federal plan is ineligible for this benefit. To be eligible for the STD disability benefits, the employee must not engage in outside employment. Part-time employees are not eligible. For purposes of this benefit, regular, full-time employees are Maintenance/Environmental employees who are scheduled to be actively at work at least 40 hours a week and other administrative staff who are scheduled to be actively at work at least 35 hours each week.

Medical Certification Employees should notify Human Resources 30 days prior to leave, if known ahead of time, or immediately upon learning of the need for leave if the need for leave is not known 30 days prior to the leave. Human Resources will provide the employee with a short-term disability application form and a medical certification form. The employee's healthcare provider must complete the medical certification that includes the start and expected end date of

the disability and other medical facts. This application and medical certification must be submitted to the third-party administrator, which will review the employee's eligibility and the STD certification and make a determination on benefit qualification as defined in the Program Document. Exclusions and limitations are described in the Program Document and apply. Periodic medical certification may be required for the continuation of benefits. Failure to provide the requested certification will result in the discontinuation of the STD benefits.

CCS or the third-party administrator has the discretion to require an independent medical examination as a condition for receiving or continuing short-term disability benefits.

Benefit Payment The amount of the short-term disability benefit is calculated on the employee's base wage/salary at the time of claim initiation at the following percentage payment schedule.

Waiting period: 7th day of illness/injury (calendar days)

Employees will be required to use accrued PTO during the waiting period prior to disability benefits beginning, and should no accrued PTO be available, the waiting period will be unpaid.

Length of Employment	PTO required	Percent Of Pay			
		100%	90%	80%	70%
Less than 180 days	n/a	n/a	n/a	n/a	n/a
180 days to 2 years	Waiting period	n/a	n/a	12 weeks	13 weeks
2 years to ; 5 years	Waiting period	6 weeks	n/a	7 weeks	12 weeks
5 years or more	Waiting period	12 weeks	13 weeks	n/a	n/a

Table 3.1: Caption

The short-term disability benefit may be paid for up to a maximum of 26 weeks, which includes the waiting period. Although the claims must be submitted to the third-party administrator for review and approval, upon approval payments will be made by CCS on regularly scheduled pay dates and will be taxable income.

If an employee has a serious health condition and is eligible for leave under the Family and Medical Leave Act (FMLA), the employee may be simultaneously entitled to up to 12 weeks of job-protected leave under the FMLA and income benefits under this short-term disability plan.

Employees will continue to be maintained on CCS's health plan while receiving STD benefits, and the employee portion of the premiums will be deducted from the employee's STD payments.

Return To Work The employee must return to work (with or without accommodation) as soon as permitted by his or her healthcare provider and must submit a fitness for duty clearance to the Human Resources Director prior to

returning. The Human Resources office will confirm an employee's actual return to work date with the employee and supervisor.

Should an employee's medical condition prevent them from returning to work after 26 weeks, the employee may be eligible for income replacement benefits under the Long-Term Disability Plan.

Temporary Recovery If an employee who has returned to work after receiving STD benefits is unable to work for the same cause(s) for which STD benefits were approved within 90 days of returning to work, this will be considered a temporary recovery. This means that the second period of disability will be considered part of the prior claim, and STD benefits will be limited to a total of 26 weeks for the successive periods of disability. Where another period of disability for the same reason occurs after the employee has been back at work for 90 days, that will be considered a new claim rather than a temporary recovery.

Please note that the STD benefits are income replacement, and the STD policy does not guarantee a job for any particular period of time. An employee's right to job continuation is governed by CCS's leave policies.

CCS expressly reserves the right to amend or terminate the short-term disability policy at any time in its sole discretion. This statement is a brief description of the current short-term disability benefits offered. In any instances in which this document and the program document conflict, the program document language, and not this description, will control.

Long-Term Disability

CCS provides long-term disability ("LTD") insurance through a private insurer for full-time employees after they have worked at CCS for one year. Through this insurance policy, full-time employees who are unable to work for more than twenty-six weeks as the result of a non-work-related illness/injury are eligible to receive up to 60% of their regular salary, up to a maximum of \$10,000 per month when integrated with other benefits, as specified in the policy. Employees will remain eligible for benefits for as long as they meet the definition of disability and satisfy certification requirements and all other requirements imposed by the policy, up to the maximum age as specified in the policy. This insurance policy has a twenty-six-week qualification period, during which the employee may be eligible to receive short-term disability benefits as described above. This statement is a brief description of the current long-term disability benefits insurance offered. In any instances in which this document and the policy conflict, the policy language, and not this description, will control.

CCS expressly reserves the right to amend or terminate the provision of long-term disability insurance at any time in its sole discretion.

Earned Sick Time Act Policy

Earned Sick Time This policy complies with Michigan’s Earned Sick Time Act (“ESTA” or “the Act”) and reflects our commitment to support employee health and safety. The College will adhere to these guidelines while maintaining a respectful approach to employee privacy.

What Is ESTA? ESTA provides paid leave to employees when they are unable to perform their scheduled work responsibilities due to illness or for ESTA-covered absences.

Who Is Eligible For ESTA Leave? The Earned Sick Time Act is applicable to all eligible CCS employees whose work is performed in Michigan:

- Full-time Staff
- Part-time Staff
- Full-time Faculty
- Stipend Paid Employees—Adjunct Faculty, CE Mentors, RA’s
- Part-time Variable Hours Paid Employees — Models, Temporary, CAP, CE, Work-Study, Graduate Assistantships

If you are unsure of your eligibility, please contact Human Resources.

Eligibility Does Not Include: Individuals who are employed in accordance with the Youth Employment Standards Act, 1978 PA 90, MCL 409.101 to 409.124. 15

In states where other leave laws are required, the state in which the employee resides and works will prevail.

How Is ESTA Leave Requested? Employees will continue to follow their internal department absence/leave process for requesting or notifying about time off.

Further, if ESTA-related leave is foreseeable, an employee shall provide at least seven (7) days advance notice of the intention to use the leave; however, if the leave is not foreseeable, an employee shall give notice as soon as practicable, which is generally the same or next business day.

Employees who are required to record work hours in TimeClock Plus (TCP) are expected to record hours weekly. For employees utilizing TimeClock Plus (TCP), the ESTA hours code is to be used to record absences taken for ESTA-related reasons.

For earned sick time of 3 or more consecutive days, the College may require reasonable documentation that the earned sick time has been used for a purpose described in the Act. If requested, the employee must provide the

documentation to the College in a timely manner, not more than 15 days after the College's request. The College shall not delay the commencement of earned sick time because the employer has not yet received documentation.

Acceptable Forms Of Documentation If Requested:

- **Medical-Related Absence:** A note from a healthcare provider confirming a visit or need for care, without a description of the illness or specific diagnosis details.
- **Domestic Violence/Stalking:** A court document, police report, or letter from a counselor/victim advocate confirming the situation, without details of the violence.
- **Public Health Emergency:** A notice of school closure or an employer's email about workplace shutdown due to a health emergency.
- **Family Member Care:** A note verifying the employee's presence for a family member's appointment or care, again without health specifics.

How Is ESTA Leave Earned? Employees may earn ESTA hours through the following methods and as reflected in the below table:

- **Within Employee's PTO Calculation:** For employees who currently receive PTO benefits, ESTA hours are already included in your current PTO calculation. In other words, employees may use their earned PTO for ESTA-related reasons. There are no additional hours allocated. Employees are either front-loaded PTO at the beginning of the calendar year or accrue PTO annually based on hours worked as identified in the below table.
- **Front Load – Full-Time Employees:** The College will provide salaried exempt employees who do not currently receive PTO benefits (as reflected in the table below) with 72 hours of paid earned sick time at the beginning of the calendar year for immediate use. For 2025, employees received a prorated amount of ESTA hours for the 2025 calendar year on February 21, 2025 (which was ESTA's effective date). There will be no carryover of unused hours to the following benefit year.
- **Front Load – Part-Time, Temporary, Seasonal Employees:** The College will provide certain part-time, temporary, and seasonal employees who do not currently receive PTO benefits (as reflected in the table below) with a prorated amount of paid earned sick time that can be taken for qualifying reasons under the ESTA, up to a maximum of 72 hours, based upon the amount of sick time the employee would otherwise be expected to accrue during the benefit year. Employees will be notified of this amount in writing. If a part-time, temporary, or seasonal employee works more hours than expected, the Company will provide additional hours accordingly on

the basis of 1 hour of earned sick time for every 30 hours worked. These employees may not carry over accrued, unused PTO from one benefit year to the next.

- **Accrual Method:** The College will provide certain employees who do not currently receive PTO benefits (as reflected in the table below) accrual of one (1) hour of paid ESTA Leave for every 30 hours worked, but employees may use no more than 72 hours of PTO annually. The College's benefit year is a calendar year running from January 1 – December 31.

- Employees may carry over up to 72 hours of unused earned sick time to the following benefit year.
- Accrual begins on February 21, 2025 or upon commencement of the employee's employment, whichever is later.

ESTA hours are paid at the employee's normal base rate and does not include overtime pay, holiday pay, bonuses, commissions, supplemental pay, piece-rate pay, tips or gratuities.

A maximum of 72 hours of PTO may be used for ESTA-related purposes annually.

Please reference table below for further details:

Employee Type	Method	Hours	Tracking Method	Usage	Carryover
Full-Time Salary	Covered by existing PTO Bank – Front Load	72	TCP – ESTA Code	Immediate	None
Full-Time Hourly	Covered by existing PTO Bank – Front Load	72	TCP – ESTA Code		None
Full-Time Faculty	Front Load Annually		Department Office		None
Part Time Hourly	Accrual – Earn based on hours worked and included in existing PTO calculations	As earned	TCP – ESTA Code	As accrued	Yes, up to 72 hours of unused PTO
Adjunct Faculty	Front load based on course tally ea. Semester of 15 weeks	Lecture = 3.38 hours per course/semester Studio = 6.75 hours per course/semester	Substitute form or Gold form	Immediate with true up at semester end	None
RA's	Front Load based on estimated hours worked each semester of 15 weeks	7.5 hours per semester	One-time payment form	Immediate with true up at semester end	None
CE Mentors-Stipend	Front load based on estimated hours worked each program session	5 hours per program session	One-time payment form	Immediate with true at session end	None
Graduate Assistantship	Accrual – earn based on hours worked	Please contact payroll	TCP – ESTA Code	As accrued	Unused ESTA hours
Work Study	Accrual – earn based on hours worked	Please contact payroll	TCP – ESTA Code	As accrued	Unused ESTA hours
CAP Instructors, CE Instructors, Models, Temporary & other hourly	Accrual – earn based on hours worked	Please contact payroll	TCP – ESTA Code	As accrued	Unused ESTA hours

How Is ESTA Leave Used?

- ESTA leave, and PTO taken for ESTA-related reasons, must be taken in one (1) hour increments.
- Employees are entitled to use no more than 72 hours of ESTA leave, or PTO for ESTA-related reasons, per year.
- Reasons for ESTA Leave are detailed below.
- An employee's ESTA leave bank will be available under Self-Service – leave bank. If ESTA hours are recorded in TCP, information will be on pay statements.

Reasons For ESTA Leave Usage ESTA Leave may be used only for the following reasons:

- The employee's mental or physical illness, injury, or health condition; medical diagnosis, care, or treatment of the employee's mental or physical illness, injury, or health condition; or preventative medical care for the employee.
- For the employee's family member's mental or physical illness, injury, or health condition, medical diagnosis, care, or treatment of the employee's family member's mental or physical illness, injury, or health condition or preventative medical care for a family member of the employee.
- If the employee or the employee's family member is a victim of domestic violence or sexual assault, for medical care or psychological or other counseling for physical or psychological injury or disability, to obtain services from a victim services organization, to relocate due to domestic violence or sexual assault, to obtain legal services, or to participate in any civil or criminal proceedings related to or resulting from the domestic violence or sexual assault.
- For meetings at a child's school or place of care related to the child's health or disability, or the effects of domestic violence or sexual assault on the child.
- For closure of the employee's place of business by order of a public official due to a public health emergency, for an employee's need to care for a child whose school or place of care has been closed by order of a public official due to a public health emergency, or when it has been determined by the health authorities having jurisdiction or by a health care provider that the employee or employee's family member's presence in the community would jeopardize the health of others because of the employee's or family member's exposure to a communicable disease, whether or not the employee or family member has actually contracted the communicable disease.

For purposes of ESTA Leave, "family members" include:

- A biological, adopted or foster child, stepchild or legal ward, a child of a domestic partner, or a child to whom the employee stands in loco parentis.
- A biological parent, foster parent, stepparent, or adoptive parent or a legal guardian of an employee or an employee's spouse or domestic partner or an individual who stood in loco parentis when the employee was a minor child.
- An individual to whom the employee is legally married under the laws of any state or a domestic partner.
- A grandparent.
- A grandchild.
- A biological, foster, or adopted sibling.
- An individual related by blood to the employee.
- An individual whose close association with the employee is the equivalent of a family relationship.

Separation From Employment Unused, accrued ESTA hours will not be paid out upon separation from employment.

Employees that separate from employment for more than two (2) months lose all accrued, unused earned sick time. Should an employee return to employment prior within two (2) months, the employee's ESTA hours balance will be reinstated.

Job Protection And Non-Retaliation Employees are entitled to use ESTA hours without fear of retaliation or disciplinary action. Employees are not required to find a replacement when ESTA hours are used.

Coordination With Other Leave Policies ESTA hours can be used in conjunction with other leave entitlements, such as FMLA or Short-Term Disability, where applicable. Employees should consult HR for specific guidance on combining leaves.

Administration And Contact For more information regarding your rights under the ESTA, see the legal posting located in the following buildings across the Ford and TC campuses and also outside of the Human Resources Office and on the Human Resources Office Page.

For questions about this policy, contact the HR Department. Questions regarding your PTO hours or ESTA hours, contact the Payroll Department.

Liability Insurance / Errors And Omissions

CCS carries insurance that covers employees if they are sued as a result of actions taken within the scope of their duties at CCS. This insurance provides for the cost of legal defense as well as financial settlements. The total amount of coverage per claim is \$5,000,000. The aggregate coverage for a single year is also \$5,000,000.

Scope of duties for an administrative staff member would include anything reasonably expected in the course of their administrative duties and any assigned tasks by CCS. This coverage includes defense costs as well. This coverage would not apply in those cases where an employee has actually committed an unlawful act, as such acts are generally not insurable.

Life Insurance And Accidental Death And Dismemberment

Full-time employees are eligible to participate in the group life insurance plan on the first of the month following thirty days employment. CCS pays 100% of the premium. The amount of the insurance is two times the employees' annual salary, rounded to the next highest thousand. The same amount of coverage is applied to accidental death and dismemberment coverage. Employees have optional supplemental life insurance and dependent life insurance plans available.

Employee Reimbursement Accounts

The Employee Reimbursement Account enables you to pay a portion of your Uninsured Health Care and Dependent Care expenses with pretax dollars. Prior to the beginning of each plan year, you will have the opportunity to elect to fund your Reimbursement Account for the coming year. The amount that you select will be deducted from your gross salary through automatic payroll deductions. Then, during the plan year, you may submit claims to the Administrator to reimburse yourself for health care expenses and/or dependent care expenses incurred during the plan year that were not reimbursed by your insurance plans.

Tuition Remission

Eligibility and amount are determined by employment status, as defined in the tables below. Dependents are defined as spouses or children up to age 25, who can legally be claimed on the employee's annual tax filings with the IRS. Domestic partners must have an Affidavit of Domestic Partnership on file with the Human Resources office. Audited courses do not qualify for tuition remission. Full-time and part-time employees may not be enrolled in courses during their normal work schedule with the exception of courses that begin at 4pm provided the courses do not interfere with their primary responsibilities and scheduled work times. These exceptions must have supervisor approval on file with the Human Resources Office prior to enrolling. Tuition Remission Voucher Form must be submitted and approved prior to registration.

Eligibility For Undergraduate And Graduate Enrollment

Status	Employee	Spouse / Domestic Partner	Dependent	Amount
Full Time Status and Faculty	Yes	Yes	Yes	1 full time enrollment, per academic year
Part Time Regular Staff (working min of 20 hours/week)	Yes	Yes	No	6 credits per year
Adjunct Faculty	Yes	No	No	of credits taught within current semester

Ineligible:

CAP Faculty, PCS Faculty, Temporary, Work-study, Models

Eligibility For Pre-College And Continuing Studies Enrollment

Status	Employee	Spouse / Domestic Partner	Dependent	Amount
Full time Status & Full Time Faculty	Yes	Yes	Yes	1 Full Time Enrollment per academic year or Summer Session Discount For Youth

Ineligible:

Part time Regular Staff, Adjunct Faculty, CAP Faculty, PCS Faculty, Temporary, Work-Study, Models

Undergraduate And Graduate Courses Full-time and part-time degree seeking employees, spouses/domestic partners, and dependents will have the class tuition waived but will be responsible to pay for registration and appropriate course fees prior to beginning classes. Failure to make this payment or to sign up for a payment plan, will result in being withdrawn from all classes for the semester. To sign up for a payment plan, please click here:¹⁹.

Full-time and part-time non-degree seeking employees, spouses/domestic partners, and dependents must follow the registration policy for Guest/Non-Matriculated Students located in the College's Policy Database.

¹⁹click here: (<http://payplan.officialpayments.com/>)

Staff members who are pursuing a CCS degree are ineligible for Student development funds. Staff members who attend classes at CCS already receive tuition benefits. CCS reserves the student development funds for tuition paying undergraduate or graduate students.

Precollege And Continuing Studies Courses For PCS classes, full-time employees, their spouses/domestic partners, and dependents are eligible for tuition remission on a space available basis for the fall and winter semesters, as well as adult classes during the summer. Summer semester youth and teen classes will be available to eligible dependents of CCS full-time employees at a discounted tuition rate. Additional materials and various fees must be paid in full, along with the discounted tuition, when registering for the classes. Please contact the PCS office or Human Resources for the current discounted tuition rate.

Withdrawals, Dropped Courses, Or Failing Grade Employees, their spouse/domestic partner, or dependents will be responsible for the tuition charges/surrender fees for a withdrawn, dropped, or failed course(s).

Free Application For Federal Student Aid (FAFSA) And CCS Scholarships And Grants

Degree Seeking Students Degree seeking employees, spouses/domestic partners, and dependents receiving tuition remission must file the Free Application for Federal Student Aid (FAFSA) by February 1st to determine eligibility for financial aid from the federal and state governments and the student must accept all federal and state scholarships and grants awarded. The FAFSA may be completed at www.fafsa.gov²⁰.

CCS scholarships and grants are not available if tuition costs are covered in full by tuition remission. If the student is eligible for a partial tuition remission, this amount is compared to the amount they may be eligible for in CCS scholarship and grant funds. The student will receive the higher of the two amounts.

Non-Degree Seeking And PCS Students

Withdrawals, Dropped Courses, Or Failing Grade Non-degree seeking/non-matriculating and PCS students are not required to complete the FAFSA since their enrollment status is ineligible for Title IV aid.

Employees should contact the Office of Human Resources to determine tuition remission eligibility and to obtain the Tuition Remission Voucher and instructions.

²⁰www.fafsa.gov (www.fafsa.gov)

Tuition Reimbursement

Objective The objective of the CCS Tuition Reimbursement program is to invest in CCS employees in a way that benefits both the individual and the institution, and supplement CCS employees in pursuit of academic degrees.

Process The criteria for tuition reimbursement consideration are listed below. Applications will be reviewed twice a year by a committee consisting of VPs of Finance, Enrollment and Student Services and Institutional Advancement, the Director of Human Resources and the Associate Provost for Faculty Affairs.

Criteria

- Must be a full-time employee for at least two years at the time of application
- Classes must be relevant to current position
- Courses of study must be in pursuit of an academic degree, and applications must include an academic plan of work (courses that employee plans to take to get to the degree)
- Employee must complete a Tuition Reimbursement Form²¹ by July 1 for fall, November 1 for winter and April 1 for summer
- Supervisor must approve prior to submitting the form
- Reimbursement will be reconsidered annually; there is no guarantee of on-going reimbursement given the number of employees participating and limited funds
- Classes must be after work hours except with prior approval
- Class must be successfully completed the first time with a B or above prior to reimbursement
- Each approved employee is eligible for reimbursement for up to \$3,000 per year for charges they have already paid
- Employees pursuing a Bachelor's degree must file the FASFA and accept all Federal, State, and Institutional scholarships and grants awarded by the institution A billing statement must be submitted to HR for compliance review and approval of reimbursement
- If obtaining/completing a degree was a condition of employment, you are not eligible for this program
- Employee must remain with CCS for at least two years after tuition is reimbursed or may be eligible for repayment of investment.

²¹Tuition Reimbursement Form (<https://campus.collegeforcreativestudies.edu/policy/wp-content/uploads/sites/7/HR-EMPLOYEE-TUITION-REIMBURSEMENT-FORM-2017.docx>)

Discounts

A discount of 20% is generally offered to CCS employees in the bookstore on supplies, books, clothing and souvenir items.

Unemployment Insurance

This insurance provides a continuation of a certain portion of your salary in the event you lose your job through no cause of your own. If your employment is terminated, you may be eligible to receive unemployment compensation from the state. If it is your choice to leave CCS, generally you will not be eligible for benefits. If your termination was the choice of CCS, you may be entitled to receive unemployment benefits, depending on the circumstances.

Employee Assistance Program (EAP)

The College provides access to an Employee Assistance Program (EAP), which is currently through an outside organization called Ulliance. Ulliance provides confidential assistance to employees and family members to help resolve any concerns that may affect the employee's personal or work life. Services are provided for such concerns as family and children problems, marital and relationship conflicts, stress or other emotional difficulties, grief and loss issues, and alcohol or other drug use. Ulliance also provides assistance with legal issues, financial concerns, elder care referrals, and child care resources. Ulliance's role is to guide the employee and family members in finding whatever type of assistance is needed, either by providing that service directly, or connecting with an organization that can help. Ulliance is an outside vendor under contract to the College. The College pays for the services of Ulliance, up to limits set forth in its agreement with Ulliance. However, individuals providing services for Ulliance do not work for the College, and the College disclaims any liability related to the provision of services by Ulliance or any other EAP provider with whom the College may contract.

Pre-Paid Legal

The College provides two voluntary benefit plans for employees. The Family Legal Plan provides for services such as creating a will, traffic violations, home purchase, civil suits, document review, and attorney consultations. Identity Theft Shield provides for Credit Report Analysis and Monitoring, Identity Theft Restoration, and protection against crimes and unauthorized credit use in your name.

Campus Parking And Traffic

The College provides at no charge secured, covered parking structures for all students, faculty and administrative staff. Access to the parking structure is through the employee ID. Parking is available on a first- come, first-serve basis.

Please keep in mind that driving and parking on campus is a privilege not a right. Failure to follow the below policies/guidelines will result in ticketing and excessive violations will result in the loss of on campus parking privileges.

Driving On Campus In order to provide a safe environment on campus when driving, please adhere to the following:

- Drive no faster than 10 mph
- Drive in a responsible and prudent manner
- Yield to pedestrians

Unloading On Campus When it is necessary to park in a restricted area for the purpose of unloading:

- Put on your hazard lights
- Notify Campus Safety of your task and vehicle location
- Move your vehicle to a designated parking space within 10-15 minutes

Parking On Campus In order to park on campus:

- All student vehicles must have a current school year parking sticker adhered to the inside, lower left corner of the windshield or a temporary parking hangtag on the inside rear view mirror to park on campus.
- All employee vehicles must display their authorized employee parking hangtag on the inside rear view mirror.
- All visitor vehicles will be signed in by the Campus Safety Officer upon entering the parking structure.

When parking on campus everyone is expected to:

- Park in designated areas and between the lines
- Open vehicle doors carefully
- Stop at stop signs
- Report all accidents to the Campus Safety office
- Maintain current vehicle license plates
- Remove their vehicle from campus at 11:00pm, unless properly signed in after hours

- All resident guests with a vehicle staying the night will be properly signed in with Campus Safety and receive a temporary hang tag. The tag should be displayed on the inside rear view mirror.

Do not park in illegal, unmarked or restricted areas on campus. This includes, but is not limited to, parking in fire lanes, the CCS alley, or places that result in another vehicle being blocked.

The storing or repairing of motor vehicles on campus property is prohibited.

Parking Structure Students, employees, and visitors are welcome to park in the structure. Students and employees must use their CCS ID card to enter the parking structure. If you lose your ID, go to the Campus Safety Office for replacement at a cost of \$20. Any I.D. badge that does not function properly will be taken by the parking officer and sent to the Campus Safety office. Visitors must identify whom they are coming to visit when entering the parking structure and be signed in by the Campus Safety Officer.

Only vehicles belonging to residents of the Art Centre Building (ACB) or Taubman Center (TC) that have a current school year resident parking sticker can use the parking structure as their primary parking space.

Please note that vehicles parked in the parking structure after 11:00 pm that do not have a current school year resident parking sticker will be ticketed for unauthorized parking and subject to a \$50 fine.

Administration / Admissions Lot The parking lot east of the ADM Building is for assigned employees and visitors to the building.

Visitors are to park in designated parking spaces. Students are not permitted to park in this parking lot.

Walter B. Ford II Lot The parking lot on the south side of the Walter B. Ford II Building is for employee, student and visitor parking. Vehicles using these lots must bear a current CCS parking sticker or hangtag. Overnight parking is prohibited.

Parking / Traffic Violation Sanctions CCS tickets, which carry a \$50 fine, will be issued to any vehicle violating the traffic/parking guidelines on campus. Fines will be posted to student accounts, and if unpaid, will result in both registration and grade holds. The Human Resources office will track tickets issued to employees and failure to pay will result in disciplinary action.

The Office of Student Life & the Office of Campus Safety and Security will track CCS tickets. Upon receiving a third ticket, the student/employee will lose all parking privileges on campus. This will include deactivating their access to the parking structure, as well as having their vehicle placed on the Tow List. Vehicles on the Tow List that subsequently park on campus will be towed at the owner's expense.

Ticket And Loss Of Parking Privileges Anyone receiving a CCS traffic/parking ticket who wishes to appeal the ticket can do so by submitting their appeal in writing to the Director of Student Life (students) or the Director of Human Resources (employees) within 14 days of the date the ticket was issued.

Anyone wishing to appeal the sanction of losing their parking privileges on campus must submit a letter of appeal to the Director of Student Life (students) or the Director of Human Resources (employees) within 14 days of the date of the written notification of this sanction. If the appeal is approved the payment of a \$25 reactivation fee will be required prior to the reactivation.

City Of Detroit Tickets CCS has no control over tickets issued by the City of Detroit.

MySSP

MySSP²² services are accessible 24/7/365 by calling 1.866.743.7732 or downloading the My SSP app.

3.8.14 Americans With Disabilities Act

The Americans with Disabilities Act²³ (ADA) is meant to provide fair and equitable treatment of the disabled through non-discriminatory practices and reasonable accommodations.

The ADA protects people who are disabled – defined as anyone with a physical or mental impairment that substantially limits one or more major life activities. The law protects both job applicants and employees.

CCS supports and follows the provisions of the Americans with Disabilities Act and Michigan law, as stated in the law. The institution's ADA policy²⁴ is available on the CCS Policy Database.

3.8.15 Pregnant Workers Fairness Act Policy

The College provides reasonable accommodation for an employee's pregnancy, childbirth, or any condition related to the employee's pregnancy, including, but not limited to, lactation or the need to express breast milk for a nursing child, unless the accommodation causes undue hardship to the College. Employees are entitled to reasonable accommodations for pregnancy of related conditions, even if the employee is not experiencing a pregnancy-related disability. Reasonable accommodations may include, but are not limited to:

- More frequent or longer paid or unpaid breaks

²²MySSP (<https://studentsupport.telushealth.com/ca/home>)

²³Americans with Disabilities Act (<https://www.ada.gov/pubs/adastatute08.pdf>)

²⁴ADA policy (<https://campus.collegeforcreativestudies.edu/policy/americans-with-disabilities-act/>)

- Time off for appointments, pregnancy complications, or recovery from childbirth
- Acquisition or modification of equipment or seating
- A temporary transfer to a less strenuous or hazardous position, including light duty
- Job restructuring
- Private non-bathroom space for expressing breast milk
- Assistance with manual labor
- Modification of work schedule

Requests for accommodation should be directed to Human Resources. The accommodation request should include an explanation of the pregnancy-related limitations, the accommodation requested, and any alternative accommodation(s) that might be reasonable. Depending on the nature of the accommodation, the individual may be requested to submit a statement from a health care provider substantiating the need for the accommodation. The College engages in an interactive process with the employee to determine an appropriate accommodation. Accommodations are provided unless it creates an undue hardship. The College prohibits retaliation against an employee who requests or receives an accommodation under this policy law. Employees have the right to be free from discrimination in relation to pregnancy or related conditions, including but not limited to lactation or the need to express breast milk for a nursing child, as well as a right to reasonable accommodations as stated above.

3.8.16 Family And Medical Leave Act (FMLA)

The College affords eligible employees family or medical leave in accordance with the federal Family and Medical Leave Act²⁵ (FMLA). All rights and obligations under the FMLA and this policy are interpreted according to the law. All leaves of absence, including workers' compensation, temporary disability, and FMLA leaves, will be coordinated and will run concurrently as allowed by law. The College's Family and Medical Leave Act policy²⁶ can be found in the CCS Policy Database.

3.8.17 Appointment Of New Full-Time Faculty

General Principles

New full-time faculty are appointed to fill either an existing vacancy or a newly created position. The distribution of full-time faculty positions among the de-

²⁵Family and Medical Leave Act (<https://www.dol.gov/whd/fmla/employeeguide.pdf>)

²⁶Family and Medical Leave Act policy (<https://campus.collegeforcreativestudies.edu/policy/family-and-medical-leave-act-fmla/>)

partments is determined through the College's planning and budgeting processes. The distribution is based on enrollments and curricular needs and may change over time.

All searches for full-time faculty are authorized by the President.

Full-time faculty positions can be filled through national and international searches. Candidates should exhibit distinguished records of achievement as teachers, scholars, and practitioners in their respective fields. Candidates should have the potential to contribute at the highest level of quality as teachers, mentors, colleagues, and active professionals. Except in unusual circumstances, candidates are expected to possess the appropriate terminal degree in their fields and provide official transcripts from their alma maters. Faculty who falsify academic records or misrepresent their qualifications or experience will be immediately dismissed.

Procedures

Once the President has authorized a search, the Department Chair develops a job description in consultation with the graduate or undergraduate Dean. The appropriate Dean works with the department Chair and the Director of Human Resources to appoint a search committee. In addition to the appropriate Dean, members of the search committee include, at a minimum, the following:

- Department Chair
- Full-time department faculty member
- Student department representative (non-voting), as determined by Department Chair

The search committee is responsible for the following:

- Ensure that the DEI hiring statement is included in all job postings
- Reviewing the job description for the position
- Identifying effective vehicles for advertising the position
- Identifying potential candidates
- Evaluating applications
- Agreeing upon a set of specific interview questions to be asked of each candidate
- Conducting pre-interviews using telecommunications means to select finalists
- Interviewing finalist candidates on campus
- Attending a lesson or lecture delivered by the candidates before a group of faculty and students

- Recommending to the President one or more candidates for the position

When an acceptable candidate is identified, the appropriate Dean recommends the appointment of the candidate, the length of the appointment, and the candidate's rank and compensation to the President. The President may interview the candidate. When the President approves the candidate's selection, the appropriate Dean discusses with the candidate the terms of employment. When all terms are agreed upon, the President sends the letter of appointment.

3.8.18 Designation Of Rank

After considering input from the search committee, the Dean recommends to the President the rank of new full-time faculty. The ranks to which new full-time faculty may be appointed are as follows:

Assistant Professor – Entry level designation for faculty with appropriate educational credentials.

Associate Professor – Designation for faculty with appropriate educational credentials and at least eight years of distinguished teaching or professional practice.

Professor – The rank granted to those faculty with appropriate educational credentials, who have achieved a career of high distinction in teaching or professional practice of fifteen or more years.

3.8.19 Reappointment And Advancement Of Full-Time Faculty

General Principles On Reappointment

Full-time faculty members who are under contract with CCS must be reviewed for reappointment. Contract renewal is not automatic and is based on a multitude of factors, including the previous performance of the faculty member, their compliance with CCS policies, and the needs of the College. The reappointment process involves assessments by the faculty member's Department Chair, the appropriate Dean, and the President. Department Chairs are reviewed for reappointment by the appropriate Dean and the President. Recommendations by Chairs and Deans are advisory in nature. Final decisions on reappointments are made by the President.

Reappointment Procedures

1. The Dean of Academic Affairs informs each faculty member who is to be reviewed for contract renewal of their eligibility, as well as the Chair of the faculty member's department. The Dean of Academic Affairs provides the entire list of faculty eligible for renewal to the academic Deans.
2. The Department Chair submits a letter to the appropriate Dean with their own non-binding recommendation regarding the faculty member's reappointment. The letter should summarize the strengths and weaknesses

noted in the Chair's evaluations conducted during the current contract period. The Chair supports their recommendation with specific information and conclusions. The letter should be submitted according to the schedule provided by the Dean of Academic Affairs. In the case of the renewal of a Department Chair's own faculty appointment, the Department Chair's letter is omitted.

3. Upon receiving the recommendations of the Department Chair, the appropriate Dean formulates and submits to the President a recommendation on each faculty member's reappointment, including length of reappointment, if any, and rank. In doing so, the Dean may request additional information from or a meeting with the faculty member and may request clarification or elaboration from the Chair.
4. The President reviews and approves or disapproves each of the Dean's recommendations. The President may also request additional information or clarification from any of the parties involved in the reappointment procedure. The President communicates the decisions to the Director of Human Resources and Dean of Academic Affairs. The Human Resources office sends the reappointment letter to the faculty member and copies the Dean of Academic Affairs who then informs the relevant Chair and the appropriate Dean. In order to accept the reappointment and complete the process, the faculty member signs a copy of the appointment letter and returns it to the Director of Human Resources.

The schedule of the reappointment process is as follows:

1. One-year contracts
 - Chair's recommendations by March 1
 - Appropriate Dean's recommendation and President's decision by March 31
2. Two-year contracts
 - Chair's recommendations by December 1 of the second year of the contract
 - Appropriate Dean's recommendation and President's decision by February 1 of the second year of the contract
3. Three-year contracts
 - Chair's recommendations by June 1 of the second year of the contract
 - Appropriate Dean's and President's decision due ninety days thereafter

CCS understands the need to give full-time faculty ample notice of the status of their appointments. While all parties to the reappointment procedure will make their best efforts to meet the schedule described above, circumstances may occasionally prevent that from happening. In an instance when a decision will not be rendered by the target date, the Dean of Academic Affairs will inform the faculty member of the delay, the reason for it, and the date by which the review will be completed.

Criteria For Reappointment

CCS and the faculty of the College collectively place a high value on excellence in all areas of faculty responsibility, the principal ones being instructional quality and department contributions to service the College; and professional practice, development, and research. All participants in the reappointment process are expected to observe the following criteria in arriving at their recommendations.

1. For faculty members on three-year contracts:
 - (a) Recommendation for a three-year reappointment would ordinarily be made if the faculty member is performing at a high level of quality in all major areas of responsibility; is making significant contributions as a teacher, mentor, colleague, artist, designer, or scholar; and is expected to continue to perform at this level.
 - (b) Recommendation for a renewal of fewer than three years (i.e., two years or one year) would be made if performance in one or more areas of responsibility is below the expected high level of quality. The recommendation for the length of reappointment would depend on the assessment of the seriousness of the faculty member's deficiencies and the likelihood that they can be corrected.
 - (c) Recommendation for non-renewal would be made if there are serious performance issues in one or more areas of responsibility and if the faculty member has shown either a lack of inclination or an inability to correct the deficiencies.
2. For faculty members on one- or two-year contracts:
 - (a) The appropriate Dean will determine the length of reappointment for which the faculty member is eligible.
 - (b) A recommendation for reappointment for the longest period possible would be made if the faculty member demonstrates high-quality performance in all areas of responsibility. A recommendation for a shorter length would be made if there are areas of responsibility in which there are performance concerns. Recommendations for non-renewal would be made if there are areas of responsibility that raise serious concerns.

General Principles On Advancement In Rank

Advancement to higher faculty ranks is based on performance and not automatic with time. Advancement occurs only when a faculty member is performing at the highest level of quality in all areas of faculty responsibility and is deemed to be capable of fulfilling the performance expectations inherent in a higher rank.

Faculty members at the assistant professor level may apply for promotion to associate professor after completing five years as an assistant professor. Faculty at the associate level may apply to be full professor after their sixth year as associate professor. The faculty member must meet all the criteria for the higher rank. In exceptional circumstances, an advancement may be considered after a shorter time interval, although not until after the completion of a faculty member's first contract.

Procedures For Advancement In Rank

The procedure for advancement in rank is similar to reappointment.

1. A faculty member eligible for advancement in rank submits a request letter to the appropriate Dean
2. The FRC reviews the faculty member's application for promotion according to the College's guidelines.
3. The Department Chair submits a letter to the appropriate Dean with their own non-binding recommendation regarding the faculty member's promotion. The letter should be submitted according to the same schedule as the FRC recommendation.
4. Upon receiving the recommendation of the FRC and Department Chair, the Dean formulates and submits to the President a recommendation on each faculty member's promotion. In doing so, the Dean may request additional information from, or a meeting with, the faculty member and may request clarification or elaboration from the FRC or Department Chair.
5. The President reviews and approves or disapproves each of the Dean's recommendations. The President may also request additional information or clarification from any of the parties involved in the promotion procedure.
6. Upon approval of advancement in rank, faculty members may be eligible for additional compensation, consistent with CCS's salary policy. The faculty member may schedule a meeting with the appropriate Dean to discuss compensation and other matters.
7. A faculty member who is denied promotion may reapply the following academic year
8. The schedule for consideration of advancement in rank is as follows:

- Faculty member's request letter to the appropriate Dean by January 15.
- Chair's and FRC's recommendations by June 1.
- Appropriate Dean's recommendation and President's decision by September 1.

If a decision cannot be rendered by September 1, the Dean of Academic Affairs will inform the faculty member of the delay, the reason for it, and the date by which a decision will be made.

Criteria For Advancement In Rank

1. Recommendations for advancement are made when a faculty member is deemed to be performing at the highest level of quality in all areas of faculty responsibility and to be capable of fulfilling the performance expectations inherent in a higher rank.
2. In considering the advancement of a faculty member, documentation in addition to the faculty file is reviewed. This may include, but is not limited to:
 - (a) Evidence of professional accomplishments, including:
 - Newly earned academic credentials
 - Portfolio of published material/projects
 - Exhibition catalogs, reviews, and awards
 - Scholarly or literary publications
 - Lectures, participation in panels, symposia, etc.
 - Curating or jurying of exhibitions
 - Guest critiques at other institutions
 - Guest teaching/artist residencies
 - Community service activity in relation to the art and design disciplines
 - Introduction of new programs, courses, curricula
 - Published research
 - Client relationships and projects completed
 - Inclusion of films in accredited festivals and juried screening
 - (b) A letter of support from the faculty member's Department Chair, or in the case of a department Chair seeking rank advancement, a letter of support from their Dean.
 - (c) A letter of support from a teaching colleague in another academic department at the College.

- (d) A letter of support from a professional educator in the faculty member's discipline at another institution of higher education. The faculty member must supply the evaluator with a complete professional history, as well as the respective department's mission statement and goals.

Faculty Review Committee

Faculty Review Committee The Faculty Review Committee (FRC) is an elected standing committee of the Faculty Assembly. It makes non-binding recommendations to the administration regarding advancement in the rank of full-time faculty. It is the desire and intent of the administration to work in a collaborative fashion with the FRC on the promotion process. However, the extent of the FRC's influence in the process is contingent upon its adherence when making its recommendations to the schedule and criteria set forth in this handbook. There will be occasions when the administration's ultimate decision will be influenced by the existence of confidential information to which the FRC does not have access (e.g. misconduct, budget, or restructuring plans) but which has a direct bearing on a faculty member's eligibility for advancement in rank, or by performance-related events that occur after completion of the FRC review.

Recommendations For the advancement in rank reviews, the Committee recommends one of the following:

1. Advancement to the next rank.
2. No advancement.

Review Documents The Committee will base its considerations upon the contents of the faculty member's "faculty file," maintained by the Academic Affairs Office. Among the items included in the file are:

1. The "Full-Time Faculty Annual Self-Appraisal" and any other faculty review of the Chair that has occurred) which includes the following information.
 - (a) Teaching performance/departmental activities including courses taught, initiating new courses, hanging shows, serving on departmental committees, team projects, interviews, independent studies, and student mentoring and advising duties.
 - (b) Professional/creative work including exhibitions, commissions, publications, lectures, consultations, and workshops.
 - (c) Service to the College, other than departmental activities, including membership on and substantial attendance at standing and ad hoc Committees of the faculty or College, release time duties, recruitment, arranging events, shows, etc.

- (d) Professionally related external activities, including jurying/judging, donated professional services, working with other institutions, serving on grant panels, and workshops.
 - (e) Research including peer-reviewed publications/conference presentations, academic textbooks, and practice-led research.
2. The faculty member's current professional resume/CV.
 3. Other documentation relating to the faculty member's performance.

The Committee will review student evaluations from courses taught by the faculty member, as well as any other pertinent evaluative materials from the contract period. If the Committee desires clarification on any of the items in the file, it may request interviews with the faculty member, Department Chair, or appropriate Dean.

Recommendation Procedures The Committee's recommendation is given to the appropriate Dean on a standard recommendation form that includes the Committee's written statement on how its recommendation reflects the review criteria. The form will remain in the faculty member's file. The faculty member will be notified in writing by the Dean of Academic Affairs of the recommendation made by the Committee.

Confidentiality Of FRC Process

1. All information assembled or used by the Committee will be confidential and will be contained within the Academic Affairs office.
2. Members of the FRC must respect and observe the confidentiality of the faculty review process. They should discuss their recommendations and the process leading to those recommendations only with the faculty member directly affected, other FRC members, personnel in the Academic Affairs office, the Director of Human Resources, and personnel in the Executive Office.

Appeal Procedure The recommendation of the Faculty Review Committee may be appealed to the Faculty Concerns Committee within sixty days of notification. Such appeals will be reviewed according to the guidelines of the Faculty Concerns Committee. The Faculty Concerns Committee does not have the authority to handle discrimination and harassment matters.

3.8.20 Separation of Full-Time Faculty

Non-Reappointment At The Conclusion Of A Contractual Term

As noted above, full-time faculty contractual appointments do not renew automatically. The reasons for non-reappointment may include but are not limited

to, unsatisfactory performance, violation of CCS's policies, failure to remain professionally active and to enhance one's professional skills, a change in curricular needs, a change in enrollment patterns, or financial exigency. Decisions regarding non-reappointment at the conclusion of an appointment term are made by the President, following procedures outlined in the reappointment of full-time faculty²⁷.

Termination During A Contractual Term

A faculty member's contractual appointment may be terminated by CCS before the conclusion of its contractual term for the following reasons: (1) fraud, theft or dishonesty; (2) failure to perform contractual duties and responsibilities in a satisfactory manner as determined by CCS; (3) failure to follow the rules, regulations, policies and procedures of CCS; (4) failure of a faculty member to return to full-time employment and to perform the duties outlined in this handbook within 12 months following the beginning of an approved medical leave of absence; (5) the faculty member's death during the term of the appointment, in which case CCS shall pay to the faculty member's personal representatives earnings and expenses already accrued, but unpaid, for the period prior to death and upon such payment, CCS will have no further liability except for any fringe benefits that may arise at the time of faculty member's death; and (6) threatened or actual bodily harm, intimidation, or harassment²⁸ of staff, faculty, students, or other members of the CCS community. It is understood that continued employment may be impacted by a serious decline in enrollment, a financial exigency, and/or the elimination of faculty position(s) due to changing curriculum needs. If such a reduction in the number of faculty or the reorganization of an academic department or program is deemed necessary, CCS leadership will inform the Faculty Executive Committee of the Faculty Assembly when a plan and rationale for reduction or reorganization is being implemented.

Decisions regarding termination before the conclusion of a contractual term are made by the President, following recommendations by the Dean of Academic Affairs and the graduate or undergraduate Dean. At such time as CCS determines that it may be in its best interest to terminate an appointment for reasons (1), (2), (3), (4), and/or (6) above, CCS will first deliver to the faculty member written notice of its proposed termination which shall set forth the reasons for the proposed action. If the faculty member then within fifteen (15) days requests that the matter be reviewed by the Faculty Concerns Committee²⁹ (FCC), and signs the necessary waiver of claims, then CCS will hold its decision in abeyance until the FCC has conducted its review and made a non-binding written recommendation to CCS, provided that such a review and

²⁷reappointment of full-time faculty (<https://campus.collegeforcreativestudies.edu/faculty-handbook/employment-policies-procedures/reappointment-procedures/>)

²⁸harassment (<https://campus.collegeforcreativestudies.edu/policy/prohibited-discrimination-harassment-sexual-misconduct/>)

²⁹Faculty Concerns Committee (<https://campus.collegeforcreativestudies.edu/faculty-handbook/employment-policies-procedures/faculty-concerns-committee/>)

recommendation are completed within thirty (30) days after the request for the review is made. If a termination notice is delivered with fewer than 45 days remaining in a semester, then the review by the Faculty Concerns Committee, if requested by the faculty member, must be completed within the first 45 days of the next semester.

3.8.21 Terms of Employment for Adjunct Instructors

Adjunct instructors receive an email letter that incorporates the class taught, rate of pay, and contact hours. All adjunct instructors are invited to a new faculty orientation that reviews policies, duties, responsibilities, and other information contained in the CCS Faculty Handbook³⁰.

In certain circumstances, an adjunct instructor may be employed without an email letter of appointment. Adjunct instructors are appointed on a semester-by-semester basis at the sole discretion of the Department Chair. An appointment for one semester does not guarantee an appointment for any subsequent semester. Adjunct instructors are assessed twice in their first semester; subsequent evaluations take place in years three and five in their employ. Thereafter, they are evaluated every five years.

Adjunct instructors may be terminated for cause at any time during a semester. Such causes may include but are not limited to academic falsification of credentials or work product, professional or personal misconduct, incompetence, and failure to perform teaching responsibilities and/or other assigned duties. Adjunct instructor terminations are handled by the Department Chair in consultation with the appropriate Dean.

CCS Alumni Teaching At The College

In order to ensure that an individual has developed the appropriate background and skills to qualify as an instructor, a graduate of the College for Creative Studies may be hired as an adjunct instructor only after having three years of direct or related work experience.

Administrative Staff Teaching At The College

Administrative staff may, from time to time, teach classes in the degree, Pre-College and Continuing Studies, and Community Arts Partnerships programs. Administrative staff may teach classes in these programs providing the classes do not interfere with their primary responsibilities and scheduled work times. Administrative staff may not teach any classes scheduled prior to 4:00 p.m. Monday through Friday unless otherwise approved by their supervisor, appropriate Dean (if applicable), or the Dean of Academic Affairs (if applicable).

³⁰Faculty Handbook (<https://campus.collegeforcreativestudies.edu/faculty-handbook/>)

Missed Classes

Refer to the article on Missed Classes³¹ for more information.

3.8.22 Faculty Concerns Committee

A faculty member may seek to resolve a dispute by making a request to the Faculty Concerns Committee (FCC). The FCC serves as a body of appeal for faculty members seeking redress of grievances and concerns. Its purpose is the resolution of issues, not initiation or proposal of concerns. The FCC judges the validity of grievances reported to it by individual faculty members and recommends appropriate resolutions to the Dean of Academic Affairs, graduate and undergraduate Deans, and the President. The FCC serves as a body of appeals of Faculty Review Committee (FRC) decisions. Additionally, the FCC will hear faculty grievances related to termination, contract non-renewal, or contract length reduction. The Faculty Concerns Committee does not have the authority to handle discrimination and harassment matters. Any faculty member who wishes to institute such a grievance should notify the Chair of the committee in writing. Once the FCC has made its recommendation to the appropriate Dean, and/or the President, the administration will pass on to the aggrieved faculty member in a timely fashion, the findings of the Committee, along with the administration's final decision.

CCS will participate in an FCC proceeding regarding an employment-related claim instituted by a faculty member only if the faculty member executes a release of claims that protects CCS from litigation related to the FCC process. CCS will not provide any information to the FCC regarding an employment-related claim without such a release. The release form is available from the Office of Human Resources.

3.8.23 New Faculty Review Process

New faculty are reviewed by the Department Chair or a designated full-time faculty member by the eighth week of the semester through a Classroom Observation evaluation. Faculty are evaluated on planning/preparation, creating a positive learning environment, content delivery, achieving learning outcomes, and communication style. A semester-end evaluation is completed after the course concludes, which determines whether the faculty will be retained. An action plan is included, if needed, for performance improvement. This process may be repeated in subsequent semesters should the Department Chair determine it is needed.

³¹Missed Classes (<https://campus.collegeforcreativestudies.edu/faculty-handbook/employment-policies-procedures/missed-classes/>)

3.8.24 Department Chairs

Teaching Load

Both graduate and undergraduate Chairs carry a minimum 2:1 teaching two courses in the fall semester and one course in the winter) or 1:2 (one course in the fall semester and two courses in the winter) teaching load.

Responsibilities

The Department Chair is a faculty member, administrator, and leader. The Department Chair is responsible for planning and managing the educational objectives and the human, financial, and physical resources of the department. The Department Chair, working closely with the faculty and Program Manager of the department, sets standards of excellence and maintains the quality and reputation of the department, encourages innovation to sustain the department's vitality, encourages cohesion and harmony within the department, supports formal and informal interdisciplinary activities and programs, and is a vigorous advocate for the department's faculty, staff, and programs. As a member of the faculty, the Department Chair is expected to fulfill the duties and responsibilities of a faculty member as described in this Handbook, although the number of credits a Chair teaches is typically fewer. In addition, the Department Chair's duties are as follows:

1. Direct and support faculty development
 - (a) In consultation with the faculty member, set development goals, motivate and encourage professional development, and conduct annual performance reviews in accordance with established College procedures, including preparing a written evaluation of each faculty member using the established template.
 - (b) Advocate on behalf of faculty in the support of professional development goals.
2. Curriculum development
 - (a) Provide leadership in the development of courses and programs of study.
 - (b) Approve the syllabi of all courses and independent study courses offered by department faculty.
 - (c) Communicate approved curriculum requirements and changes to the Academic Advising and Registration Office.
3. Planning/managing
 - (a) Hold and preside over regular department meetings throughout the academic year, preparing the agenda, and ensuring that Department minutes are posted to a College archive, as appropriate.

- (b) Make written recommendations to the Faculty Review Committee (FRC) and the appropriate Dean regarding promotion in rank, renewal of contracts, or dismissal of faculty.
- (c) Coordinate with the Program Manager to develop the teaching and course schedule of the department after consultation with the faculty, subject to the approval of the appropriate Dean, ensuring that the workloads, teaching, and departmental responsibilities are equitably distributed.
- (d) Recruit new faculty, in accordance with institutional policy and in consultation with the appropriate Dean.
- (e) Orient new faculty members.
- (f) Develop, in consultation with departmental faculty and the appropriate committees, long-range plans, and departmental objectives. Develop, prepare, and administer the yearly budget in consultation with members of the department.
- (g) Assure that faculty members provide appropriate and ongoing assessments to students, including midterm and final grades, in accordance with College deadlines.
- (h) In partnership with members of the department, develop and coordinate the department's mentoring program.
- (i) Ensure timely submissions of the department's monthly report.
- (j) Review student and faculty concerns arising within the department and handle them in accordance with College policies and, when necessary, in consultation with the Academic Affairs office.
- (k) Ensure functionality of CCS facilities of which the department is the primary user.
- (l) Hire departmental support staff according to institutional procedures, supervise their duties, and evaluate their performance.
- (m) Participate in the recruitment of new students to the College.
- (n) Partner with the Admissions Office in the screening and evaluation of applicants.
- (o) Participate in the Chairs' meetings as a partner in developing College governance and policy.
- (p) Plan activities to augment the academic program by securing visiting artists, critics, lecturers, exhibitions, workshops, and international study programs.
- (q) Coordinate responsibilities regarding accreditation requirements, assessment, strategic planning, and program evaluations.
- (r) Support and facilitate interdisciplinary activities between departments and other colleges and universities.

- (s) Partner in the development and assessment of the College retention plan.
- (t) Delegate responsibilities, as appropriate, to support the mission and goals of the department.
- (u) Support student international study opportunities by working with individual students, international institutions, and the Office of International Student Services at CCS.
- (v) Develop, facilitate, approve, and manage when appropriate, international programs through the College for Creative Studies.

4. External Relationships

- (a) Coordinate the department's efforts and work with the Office of Career Development regarding internships and employment opportunities.
- (b) Collaborator with Corporate and Foundation Partnerships to develop learning opportunities through sponsored research projects.
- (c) Facilitate entering student work in national and international art and design competitions.
- (d) Maintain and develop contacts in industries and professions for which the department educates students and stay abreast of changes in those fields that may affect the department's educational mission.
- (e) Partner with Marketing and Corporate Relations in developing the tools and communications necessary to achieve the department's marketing and PR goals.
- (f) Assist and encourage student and faculty participation in community art and design partnerships.

The graduate or undergraduate Dean or President may assign other duties from time to time.

Evaluation

Each year, the Chair completes an Annual Self Appraisal as a self-evaluation. The appropriate Dean provides written responses within the same document. Afterward, a meeting between the Chair and the appropriate Dean is conducted to review the evaluation.

Calendar Year Responsibilities

The Department Chair's responsibilities for administering the department extend throughout the calendar year. The departments remain open during the summer, and numerous activities occur on campus, including summer classes, planning, and preparation for the coming academic year, admissions, readying of facilities, long-range planning, and community education. While Department

Chairs determine their own schedules during the summer, including vacation time, they continue to take all necessary steps to maintain the operations of the department and honor reasonable requests from the President, Deans, and other administrators to attend to College responsibilities.

Appointment

The Department Chair is appointed by the President on the recommendation of the appropriate Dean and serves at the pleasure of the President. Chairs report to the graduate or undergraduate Dean.

3.8.25 Section Leads

Section Leads

In departments with extensive or diverse curricula, the Department Chair may recommend the establishment of a section for administrative purposes and the appointment of a full-time faculty member as Section Lead. Usually, a section is organized around a discipline.

Responsibilities

The Section Leads serve in an advisory capacity to the Department Chair. The Section Leads make recommendations to the Chair in the areas of curriculum, faculty assignments, facilities maintenance and improvement, annual and capital budget, full and part-time faculty recruitment, and visiting artists.

Position Description

- Manages shop space in collaboration with technicians. This includes maintenance, ordering supplies, capital requests, cleaning, organizing, etc.
- Monitors shop space in collaboration with technicians; creates and enforces access policies.
- Manages course tally in collaboration with Chair and PM, determines and schedules classes for each semester, to be consistent with demand and curriculum requirements.
- Manages Adjunct Instructors in collaboration with Department Chairs. The Section Lead may be involved in hiring, reviewing, fielding questions, and ensuring teaching quality.
- Manages review, editing, and submission of course syllabi as assigned by Chair.
- Section leads are full-time faculty and are responsible for full-time faculty course load and college service.

- In collaboration with Department Chairs, manages curriculum-related tasks such as department transfer requests, independent study requests, student concerns, new courses, course updates, and curriculum charts per emphasis.

Department Eligibility

- Departments that require a faculty member to oversee physical shop space and/or manage a specific curriculum are eligible.
- Departments apply for stipend funds through the budget process and complete a Change to Existing Position form.
- Workload is evaluated collaboratively by the Dean and Chair to evaluate the need.

Appointment

- Section Lead duties are designated in the job description upon hiring. The Department Chair may appoint a Section Lead from full-time faculty if approved through the budget process and a Change to Existing Position form is completed.
- Reappointment is annually based on Chair recommendation.
- Only full-time faculty are eligible.

Evaluation

- Section Leads are evaluated in the annual appraisal by the Department Chair following the procedure for all faculty.

3.8.26 Program Manager

The Program Manager (PM) is responsible for providing administrative support to the Chair and faculty of the department and facilitating the delivery of educational and support services to the department's students. The Manager organizes and administers routine functions, including scheduling, budgets, ordering and purchasing, and communications. The Program Manager reports to the appropriate Chair. The Dean of Academic Affairs acts as a liaison and resolves any issues in regard to their responsibilities.

3.8.27 Faculty Development

Faculty Development

The College is committed to the continuous improvement of its primary resource, the faculty. Through a variety of activities, supported in whole or in part by the College, faculty are able to strengthen educational, scholarly, and professional

abilities. Generally, individual faculty will initiate requests for funding to their Chair, or a member of the Academic Affairs office may recommend professional development opportunities to specific faculty.

The College has a strong commitment to faculty development and believes that it is through faculty development that the curriculum progresses and the instructional program is strengthened.

Examples of faculty development activities include, but are not limited to:

- Attending conferences, seminars, or workshops
- Speaking, presenting, or participating in panel discussions at conferences and other events
- Participating in discipline-related professional communities

Sabbaticals

The purpose of the CCS sabbatical leave program is to enable a full-time faculty member to pursue research, scholarly and/or professional creative development with a degree of concentration and freedom not normally possible while teaching a full-time schedule. Details on the College's Sabbatical Leave Program policy³² can be found on the CCS Policy Database.

Faculty Development Grants And Conferences

CCS endeavors to budget funds each year to support faculty development. These funds may be used for activities that include, but are not limited to:

- workshops, seminars, training, or courses related to their field
- travel to conferences or symposia
- other activities as determined by the appropriate Dean

Courses or workshops must be successfully completed to be eligible for reimbursement. Faculty development grants are not used to support the pursuit of degrees. The College recognizes the value of faculty making presentations at and attending conferences that enhance faculty's knowledge of current trends in their respective fields, their professional practice, and scholarly activities, and the College's visibility.

1. Full-time faculty members may request financial support to attend conferences, seminars, workshops, and other means of professional development. Requests should include an explanation of the value of the event and a budget of the expenses required. Requests are given to the Department Chair for approval and then forwarded to the Dean of Academic Affairs

³²Sabbatical Leave Program policy (<https://campus.collegeforcreativestudies.edu/policy/sabbatical-leave-program/>)

who will make a decision in consultation with the appropriate Dean based on funds available and the number and types of requests received. Faculty members who have been granted sabbatical leave are not eligible to receive faculty development grants during the leave.

2. If a request is approved, travel, lodging, and registration arrangements are the responsibility of the faculty member. Reimbursable expenses include registration fees, visa application (if necessary), air and ground travel, lodging, meals, and tips up to the amount approved and consistent with the College's policy on travel.

An approved expense report with original itemized receipts is required for reimbursement. Travel advances may be granted by completing a Payment Requisition form with the Business Office one week in advance of when funds are required.

Please refer to the policy on Travel and Entertainment³³.

Course Release

Course releases are a one-course reduction in a full-time faculty teaching load and are provided to further the faculty member's scholarship, research, and/or creative activity. Details on the Course Release policy³⁴ can be found on the CCS Policy Database.

³³Travel and Entertainment (<https://campus.collegeforcreativestudies.edu/policy/travel-and-entertainment/>)

³⁴Course Release policy (<https://campus.collegeforcreativestudies.edu/policy/course-release/>)

Chapter 4

Academic Policies And Procedures

4.1 Registration

4.1.1 Academic Advising And Registration Office

The Registrar and the Director of Academic Advising manage the Academic Advising and Registration Office. The Academic Advising and Registration Office advises students on all aspects of their academic programs. It also is responsible for processing registration forms, enrollment verification forms, deferments, mid-term and final grades, grade changes, name and address changes, transcript requests, waivers, curriculum change forms, and degree audit files. The Office produces schedule books for the fall, winter, and summer semesters, evaluates academic credits for transferability, audits prospective graduates' files, maintains student records, oversees Veterans' eligibility, maintains course equivalency guides, and maintains attendance records.

4.1.2 Registration Procedures

New Students

New students receive a letter welcoming them to the College along with their username and password. Students are sent electronic communication from their academic advisor with directions on how to register along with an academic evaluation. New Students are encouraged to register online or in person with their Academic Advisor. Self-Service is a secure Web interface that allows students and faculty to access information contained in the College's administrative database. For example, students can view their grades and transcript, search for open classes, view account balance information, and print degree audits. Faculty members can view their class rosters, their scheduled classes, and student information, and enter grades.

Returning Students

Returning students are emailed an academic evaluation from the Academic Advising and Registration Office. The Advisor audits the student's academic evaluation. If the student is on track with their academic program, they are free to register in person or online. If the Advisor detects a concern with the academic evaluation, they place an advising hold on the student's record. The student is then required to meet with their Academic Advisor to consult about their schedule. Once the hold is removed, the student may register online or at the Academic Advising and Registration Office. All students pay a \$100 Registration Fee.

4.2 Semester Course Listing

The Academic Advising and Registration Office (AARO) produces a fall, winter, and summer semester course listing¹ available on the AARO Campus Office page². The AARO Campus Office page also offers information on the academic calendar and course registration. Tuition and fees information and financial policies and procedures are available on the Financial Aid Campus Offices page. The CCS community may also search for course availability using the Self-Service system.

4.3 Class Roster

Class rosters are available in Self-Service and are emailed by the Academic Advising and Registration Office (AARO) to the Program Managers at the beginning of the semester for distribution to their faculty. Rosters provide the following information: student ID number, student name, telephone number (local phone number will be printed, if available; otherwise the permanent phone number will be printed), Veterans Administration status, major, class (indicated as CLS, this indicates whether the student is a freshman, sophomore, etc.), credits earned for this class, add/drop date

To be in compliance with the U.S. Department of Education regulations, faculty must record attendance during each class period and Academic Affairs must monitor attendance records every day for the first fourteen days of the semester. This requirement applies to all classes, on campus, online, internships, and independent study.

Regular class attendance is essential for learning and academic success. Students are expected to attend all class meetings, on time and for the full duration, and be prepared to work on that day's assignment. Faculty are responsible for establishing an attendance policy for each of their classes and for outlining that

¹semester course listing (
<https://selfservice.collegeforcreativestudies.edu:8443/Student/Courses>)

²AARO Campus Office page (
<https://campus.collegeforcreativestudies.edu/academic-advising/>)

policy on the course syllabus. Students are responsible for knowing the attendance policy for their class and adhering to those requirements. Exceptions to an instructor's attendance policy should be discussed with that instructor.

CCS students using veterans' benefits will have attendance monitored throughout the semester for reporting purposes to the Department of Veterans Affairs (DVA).

The first week of each semester is an add/drop period during which students may drop courses for which they previously registered or register for new courses with no penalty. After the add/drop period instructors must access their attendance roster online. Instructors are required to maintain attendance records electronically, which must be submitted at the end of the semester along with final grades. The roster includes all students registered in your class(es) through the end of the add/drop period.

If there is a person in class who is NOT on the class roster, it means the student is NOT REGISTERED for the class. It is imperative that faculty members immediately send the student to the Academic Advising and Registration office. Students are not permitted to be in class unless they have officially registered for that class.

Faculty will begin to receive a weekly "drop notice" via email to inform them of any student who has officially withdrawn from their class(es). If there is a student listed on your roster who is not attending class, faculty members must contact the Academic Advising and Registration Office, and they will inquire why they have not been attending.

In addition, faculty members may notice a "V" next to the names of some students on the class roster. This means the students receive benefits from the U.S. Department of Veterans Affairs. The VA requires attendance rosters, and it is the instructor's responsibility to monitor this. The Academic Advising and Registration Office must report the non-attendance of these students to the VA within 30 days of the last date of attendance. Instructors must report any "V" student who has missed three (3) weeks of class as soon as they miss the third week.

4.4 Adding/Dropping Classes

Courses for which a student is enrolled at the conclusion of the Add/Drop period will be used to determine attempted courses for the Course Completion Rate. Therefore, if it is necessary to adjust one's class schedule, it is best to do so during the Add/Drop period of the semester. Courses that are dropped after conclusion of the Add/Drop period will show a recorded grade of W, WN, or WF. This will be counted as an unsuccessfully completed course, thus lowering the student's completion rate.

Students may use Self-Service³ to add or drop classes up until the last day

³Self-Service (

<https://selfservice.collegeforcreativestudies.edu:9443/Student/?hideProxyDialog=false>)

to add a class in accordance with the⁴. After the last day to add a course, if a student wishes to drop a course, students must complete the online drop⁵ form that is available on the AARO Campus Office page.

Students who drop classes during the first seven business days of classes (see Academic Calendar⁶ for specific dates) are not charged for the drop. After the seventh day, dropped classes are charged on a sliding scale and those courses will receive a grade of “W”, “WN”, or “WF”.

The academic calendar offers specific tuition reimbursement information. The last day to withdraw from a course is on the Friday of the thirteenth week of classes. No exceptions to this deadline will be made.

The College reserves the right to cancel or change classes, instructors, and schedules; to revise tuition and fee structure; and to amend College policies for the efficient operation of the College. Students are notified by the Academic Advising and Registration Office of any course changes.

4.5 Waived Course

A required course may be waived by the Department Chair only. Waiving a course means only that the specific course is waived, not the credits attached to that course. The student must still plan to take a course to fill the credit deficiency. The Program Chair must complete a Curriculum Change form to indicate which course will replace the waived course. The Curriculum Change form is then submitted to the Academic Advising and Registration Office.

4.6 Restricted Course

Students who intend to register for a course that is restricted to a particular major or class level (for example, Product Design only or juniors only) and who are not in that department or at the required class level must have the Department Chair or Program Manager complete and sign the Registration Permission form and submit it to the Academic Advising and Registration Office.

4.7 Independent Study

An Independent Study is available to students who are at junior or senior level standing with a cumulative grade point average of 3.00 or above. The student may receive approval to work in an area or on a project that is not otherwise offered or addressed in the curriculum. Students may receive credit toward graduation for no more than 6 credit hours of independent study.

The student, working with the supervising faculty, must complete an Independent Study form for consideration by the Department Chair and Academic

⁴academic calendar (<https://campus.collegeforcreativestudies.edu/academic-calendar/>)

⁵online drop (<https://ccsedu.wufoo.com/forms/course-withdrawal-form/>)

⁶Academic Calendar (<https://campus.collegeforcreativestudies.edu/academic-calendar/>)

Affairs. The student may register for the course upon approval from all signatories.

The student must submit a minimum 150-word Independent Study Proposal, along with the Independent Study Approval Form, to the Chair of the department in which they wish to study stating the reason for the independent study and their plan for study, including topics to be covered and goals.

Once the Department Chair approves the Independent Study, the instructor appointed to oversee the Independent Study must write an Independent Study syllabus with a detailed course description, learning outcomes, assignments, meeting dates (minimum of four), due dates, and grading criteria. The Independent Study Approval Form, with faculty and Chair signatures, must be submitted to the Office of Academic Affairs for final approval by the appropriate Dean.

The final approved form will be sent by Academic Affairs to the Academic Advising and Registration Office for registration of the Independent Study. Independent Study forms must be turned in no later than the final day to add a class of the semester in which the Independent Study is to be taken.

4.8 Academic Advising And Registration Office Forms

A list of helpful Academic Advising and Registration forms available on the College's Campus Offices page follows:

- **Academic Alert Form**⁷ – This online form was designed to proactively help students who may need additional support with their academic progress. An instructor may submit an Academic Alert Referral for any student in order to address an academic concern.
- **Registration Permission**⁸ – An online form that requires the signature of the Department Chair or Program Manager, granting a student permission to register for a course that is filled or that has some other restriction.
- **Drop Request**⁹ – An online form that the student must complete in order to begin the process of dropping (withdrawing) a course. The student's Academic Advisor must sign the form for drops. If the student is changing section numbers no Advisor's signature is needed.
- **Curriculum Change** – An online form completed by a Department Chair advising Registration to alter a student's curriculum in some way. Contact

⁷Academic Alert Form (

<https://campus.collegeforcreativestudies.edu/student-affairs/academic-alert-referral/>)

⁸Registration Permission (<https://ccsedu.wufoo.com/forms/registration-permission-form/>)

⁹Drop Request (<https://ccsedu.wufoo.com/forms/course-withdrawal-form/>)

the Academic Advising and Registration Office¹⁰ to obtain the appropriate form.

- **Change of Major**¹¹ – A form with which a student may transfer from one program to another. The student must present their portfolio to the proposed new Department Chair for acceptance. The new Department Chair will sign and date the form, which indicates acceptance of the student into the major and confirms the assignment of studio credit.
- **Declaration of Minor** – A form with which an undergraduate student may declare a minor.
 - Liberal Arts Minor Declaration¹²
 - Studio Minor Declaration¹³
- **Complete Withdrawal Form**¹⁴ – If a student intends a complete withdrawal from CCS for the semester they must meet with an Advisor in the Academic Advising and Registration Office and then a Financial Aid officer for an exit interview. The Academic Advising and Registration Office processes the Complete Withdrawal form and distributes it to all concerned departments.

4.9 Grading And Academic Progress

4.9.1 Grading

Grading is based on performance in coursework, growth in ability, and professionalism. A continuous record of all grades throughout a student's enrollment is kept in the Academic Advising and Registration Office. Final grade reports are available on the College's learning management system the week after classes end. Faculty must enter midterm and final grades into Canvas.

CCS Uses The Following Grading System:

Undergraduate Grading Scale

¹⁰Academic Advising and Registration Office (aaro@collegeforcreativestudies.edu)

¹¹Change of Major (<https://campus.collegeforcreativestudies.edu/academic-advising/wp-content/uploads/sites/9/2019/10/2022-09-14-AARO-CHANGE-OF-MAJOR.pdf>)

¹²Liberal Arts Minor Declaration (http://campus.collegeforcreativestudies.edu/academic-advising/wp-content/uploads/sites/9/2020/02/AARO_LIBERAL_ARTS_MINOR_DECLARATION_FORM-22-23.pdf)

¹³Studio Minor Declaration (<https://campus.collegeforcreativestudies.edu/academic-advising/wp-content/uploads/sites/9/2021/09/AARO-STUDIO-MINOR-DECLARATION-FORM-22-23.pdf>)

¹⁴Complete Withdrawal Form (<https://docs.google.com/forms/d/e/1FAIpQLSePrLcNpiNmpE8YpzhkAZwF9tQeswwOlfS8F8ddmMULC0bg/viewform>)

Grade	Rating	GPA	Description
A	Excellent	4.00	grade point
A-		3.70	grade point
B+		3.30	grade point
B	Good	3.00	grade point
B-		2.70	grade point
C+		2.30	grade point
C	Average	2.00	grade point
C-		1.70	grade point
D+		1.30	grade point
D	Poor	1.00	grade point
D-		0.70	grade point
F	Failing	0.00	grade point
NC	No Credit	0.00	no grade point value
P	Passing	0.00	no grade point value
I	Incomplete	0.00	no grade point value
IP	In Progress	0.00	no grade point value
W	Withdrawal	0.00	second through fourth week of class
WN	Withdrawal	0.00	after the fourth week of class
WF*	Withdrawal	0.00	stopped attending course without official withdrawal

Graduate Grading Scale

Grade	Rating	GPA	Description
A	Excellent	4.00	grade point
A-		3.70	grade point
B+		3.30	grade point
B	Good	3.00	grade point
B-		2.70	grade point
C+		2.30	grade point
C	Below Graduate	2.00	grade point (minimum required standard)
F	Failing	0.00	grade point
IP	In Progress	0.00	no grade point value
NC	No Credit	0.00	no grade point value
W	Withdrawal	0.00	second through fourth week of class
WN	Withdrawal	0.00	after fourth week of class
WF*	Withdrawal	0.00	stopped attending course without official withdrawal

4.9.2 Midterm Grade Procedure

CCS requires that midterm grades be submitted electronically during the eighth week of the semester. The Academic Advising and Registration office will email instructions to faculty on how to submit midterm grades via WebAdvisor during the sixth week of classes. Faculty should notify a student if their name does not appear on the electronic roster. The student **MUST** be advised to see the

Academic Advising and Registration Office to verify enrollment in that course. Once all midterm grades are submitted via WebAdvisor they are made available to students. Instructors are obligated to assign a midterm grade to each student who is listed as registered for their class.

Valid undergraduate mid-term grades are: A, A-, B+, B, B-, C+, C, C-, D+, D, D-, F, WF*. "I," "W," or "WN" grades may not be assigned at midterm. A "WF" may be assigned at midterm.

Valid graduate mid-term grades are: A, A-, B+, B, B-, C+, C, F, WF*. The "I," "W," or "WN" grades may not be assigned at midterm. A "WF" may be assigned at midterm.

*The "WF" grade is counted in the student's grade point average calculation like an "F" grade. Students that receive a "WF" grade for all classes in a semester will be completely withdrawn from CCS effective on the last date of attendance. "WF" grades may affect grade point average and satisfactory academic progress.

Midterm grades are a progress report only; they do not affect a student's cumulative grade point average. However, these grades are an essential component in the advising process.

4.9.3 Final Grade Procedure

The Academic Advising and Registration Office emails faculty instructions on how to enter final grades into the WebAdvisor portal on the Monday of the thirteenth week of the semester (students are not permitted to withdraw after the twelfth week of classes).

Faculty must enter final grades into WebAdvisor, the Monday after the last day of classes for the semester. There are no exceptions to the due date. Final grades are available to students once all grades are entered and they are verified by the Academic Advising and Registration Office.

Faculty are obligated to assign a grade to each student who is still registered for their class. If a student is listed as anything other than a drop on the roster, the student is still officially registered for the class and **MUST** be assigned a grade.

Valid final undergraduate grades are: A, A-, B+, B, B-, C+, C, C-, D+, D, D-, F, I*, W, WN, WF**.

Valid final graduate grades are: A, A-, B+, B, B-, C+, C, F, I*, W, WN, WF**.

* A grade of I (incomplete) should only be given rarely, when a student has encountered an unusual situation that prevents them from completing a SMALL portion of the semester's work. When entering an "I" grade in WebAdvisor, the faculty must also enter an expiration date. This date will be provided by the Academic Advising and Registration Office. Incomplete ("I") grades should NOT be assigned to a student if a student has stopped coming to class or has missed several assignments. If a grade of "I" is given to a student, faculty must also submit an Incomplete Grade Verification form and submit it to the Academic Advising and Registration Office in addition to submitting the

“I” grade via WebAdvisor. The faculty and appropriate Chair must sign this form before its submission. Program Managers and the Academic Advising and Registration Office can provide the form. Grades of “I” automatically become “F” if the instructor has not submitted a grade change form by the end of the next full semester.

** The “WF” grade is counted in the student’s grade point average calculation like an “F” grade. Students that receive a “WF” grade for all classes in a semester will be completely withdrawn from CCS effective on the last date of attendance. “WF” grades may affect grade point average and satisfactory academic progress.

4.10 Grade Change Forms

An instructor may change a student’s grade. The reason for this change may be due to the completion of work from the previous semester (grade of “I” being changed to a letter grade) or a review of the student’s work which resulted in a better grade. A student who receives an “I” grade has one semester (Fall or Winter) to complete the work and receive the appropriate grade. After the one semester deadline, the “I” grade will be changed to an “F”. Instructors and Program Managers can obtain the Grade Change form from the Academic Advising and Registration Office¹⁵ (AARO). The instructor and Department Chair must sign the form, and it is then sent to the Office of Academic Affairs who returns the approved form to the AARO. Instructors must provide complete and accurate information to ensure quick processing.

Students may appeal a grade up to 60 days after the last day of the semester in which the student was enrolled in the course. Appealing students should submit a written request to the Office of Academic Affairs identifying the course, instructor, and an explanation of the circumstances and reason for the request. The request will be reviewed and decided upon by the Academic Performance Committee.

4.11 Course Repetitions

A student may repeat a course in which credit has been earned in order to improve their grade. When a course is repeated, the higher grade will be used in the calculation of the cumulative grade point average. Any course, or its equivalent transfer course, may be applied only once toward fulfillment of any and all degree requirements, including elective credit. Work from previous attempts at the course cannot be reused in future attempts without written approval from the faculty member teaching the repeated course.

¹⁵Academic Advising and Registration Office (aaro@collegeforcreativestudies.edu)

4.12 Dean's Or President's List

Undergraduate students who complete a minimum of 12 credits during any semester and who attain a grade point average of 3.50 to 3.799 are placed on the Dean's List. Students who achieve a GPA of 3.80 or above are placed on the President's List. A notation will be placed on the student's transcript for each semester that Dean's List status is achieved.

4.13 Junior Status

A student achieves Junior Status upon earning a minimum of 60 credits, as required for Junior class level¹⁶. The completion of Studio Foundations and core Liberal Arts courses is necessary to ensure progression toward degree requirements and eligibility for Junior level (or higher) courses. Students must:

Complete all 15-18 credits of Foundation courses (based on their major requirements).

Complete 15 credits of 100/200 level core Liberal Arts credits before enrolling in Junior-level departmental studio courses, including:

- DEN 101, Composition I
- DEN 102, Composition II
- DVC 100, Material Visual Culture [applies to students on the 2024 catalog or later.]
- DAH —, History of Major or other designated art history requirement (e.g. History of Advertising, Photography etc.) [applies to students on the 2022 catalog year or later.]
- Art History Option, Choose one of the following:
 - DAH 200, Western Art History/Visual Culture
 - DAH 201, Visual Narration: Africa/America
 - DAH 202, Visual Narration Asia

Students who do not meet Junior Status requirements by the end of their sophomore year (or later) are evaluated and may receive a “Junior Status hold” to address outstanding credits; registration approval may then be required. Each department determines which departmental courses students must complete before progressing to junior-level courses within their department.

¹⁶class level (<https://campus.collegeforcreativestudies.edu/policy/class-level/>)

4.13.1 Exceptions:

Academic Advisors or Department Chairs may grant exceptions for students with transfer credits or those in specific majors, considering degree timelines and completed credits.

Students placed in ELS 107 are exempt from the same Junior Status Policy requirements, for Liberal Arts.

Incoming transfer students who 1) are at or near Junior Status by credits and 2) have verified completion of appropriate credits through transcript review for freshman and sophomore-level major studios will be exempt from the Junior Status Policy upon entry, in order to accommodate first-semester scheduling needs, Prerequisite or other restrictions may still apply. Holds may be applied if issues are identified during annual degree progress reviews.

4.14 Undergraduate Student Readmission

Students returning to CCS after an absence of more than two consecutive academic years or students who seek readmission after suspension must complete the Application for Readmission¹⁷. This application along with a \$50 nonrefundable readmission fee should be submitted to the Academic Advising and Registration Office at least two months prior to the start of the semester the student wishes to attend. Official transcripts with final grades from other institutions attended during the absence from CCS should be included with the readmission application.

Readmitted students must meet the program and graduation requirements in effect at the time of readmission. Studio courses older than seven years at the time of readmission cannot be used toward the degree, except with prior written approval from the Department Chair and Director of Academic Advising and Registration. The Department Chair must review and approve studio courses completed prior to the seven-year limit or taken at another college during the absence from CCS. This approval will be based on the student's ability to demonstrate current curriculum proficiency as evidenced by a review of a current portfolio. The cumulative grade point average for all readmitted students includes all CCS grades, regardless of how much time elapsed between enrollments.

Students who have left for mandatory military service are able to resume studies at CCS without completing the readmission application for up to three academic years from the time of their withdrawal.

4.14.1 Procedure

Readmission For Students In Good Standing:

Readmission for Students in Good Standing: Students, who left CCS in good academic standing with a grade point average of 2.0 or higher, should com-

¹⁷Application for Readmission (<https://ccsedu.wufoo.com/forms/z1p30j1ldkc4/>)

plete the Application for Readmission¹⁸ and attach the \$50 Readmission Fee. Students will be notified via mail when their application has been processed.

Readmission After Academic Suspension:

Students applying for readmission after academic suspension must complete the Application for Readmission¹⁹, attach the \$50 Readmission Fee, and address the problems that led to the academic suspension, and put forth the case for the student's success upon returning to CCS. This information should be provided in the "Student Explanation" section of the Application for Readmission. The Committee on Academic Performance will review appeals for readmission after academic suspension. If approved, the student's academic standing would carry the status of "Continued Academic Warning."

Readmission After Suspension Related To Conduct:

Students applying for readmission after a suspension related to conduct must complete the Application for Readmission²⁰, attach the \$50 Readmission Fee, and include any relevant information that will build a case for the student's success upon returning to CCS. This information should be provided in the "Student Explanation" section of the readmission application. The Dean of Students will review appeals for readmission after a conduct suspension.

4.15 Graduate Student Readmission

Graduate students returning to College for Creative Studies (CCS) after an absence of more than two consecutive academic years or students who seek readmission after suspension, must complete the Application for Readmission²¹. This application along with a \$50 nonrefundable readmission fee must be submitted to the Academic Advising and Registration Office at least two months prior to the start of the semester the student wishes to attend. Official transcripts with final grades from other institutions attended during the absence from CCS must be included with the readmission application.

Readmitted students must meet the program and graduation requirements in effect at the time of readmission. Studio courses older than seven years at the time of readmission cannot be used toward the degree, except with prior written approval from the Department Chair and Director of Academic Advising. The Department Chair must review and approve studio courses completed prior to the seven-year limit or taken at another college during the absence from CCS. This approval will be based on the student's ability to demonstrate current curriculum proficiency as evidenced by a review of a current portfolio. The

¹⁸Application for Readmission (

<https://www.collegeforcreativestudies.edu/admissions/readmission/>)

¹⁹Application for Readmission (<https://ccsedu.wufoo.com/forms/z1p30jppj1ldkc4/>)

²⁰Application for Readmission (<https://ccsedu.wufoo.com/forms/z1p30jppj1ldkc4/>)

²¹Application for Readmission (<https://ccsedu.wufoo.com/forms/z1p30jppj1ldkc4/>)

cumulative grade point average for all re-admitted students includes all CCS grades, regardless of how much time elapsed between enrollments. Students, who have left for mandatory military service, are not required to apply for readmission to the College for up to three academic years from the time of their withdrawal.

4.15.1 Readmission for students in good standing

Graduate students, who left CCS in good academic standing with a grade point average of 3.0 or higher, must complete the Application for Readmission and attach the \$50 Readmission Fee. Students will be notified via email when their application has been processed.

4.15.2 Readmission after academic suspension

Graduate students applying for readmission after academic suspension must complete the Application for Readmission, attach the \$50 Readmission Fee, address the problems that led to the academic suspension, and put forth the case for their success upon returning to CCS. This information must be provided in the “Student Explanation” section of the Application for Readmission. The Committee on Academic Performance will review appeals for readmission after academic suspension. If approved, the student’s academic standing would carry the status of “Continued Academic Warning.”

4.15.3 Readmission After Suspension Related To Conduct

Graduate students applying for readmission after a suspension related to conduct must complete the Application for Readmission, attach the \$50 Readmission Fee, and include any relevant information that will build a case for the student’s success upon returning to CCS. This information must be provided in the “Student Explanation” section of the readmission application. The Dean of Students will review appeals for readmission after a conduct suspension.

4.16 Attendance

Regular class attendance is essential for learning and academic success. Students are expected to attend all class meetings, on time and for the full duration, and be prepared to work on that day’s assignment. Faculty are responsible for establishing an attendance policy for each of their classes and for outlining that policy on the course syllabus. Students are responsible for knowing the attendance policy for their class and adhering to those requirements. Exceptions to an instructor’s attendance policy should be discussed with that instructor.

CCS Students using veterans’ benefits will have attendance monitored throughout the semester for reporting purposes to the Department of Veterans Affairs (DVA).

4.16.1 Related Forms

ABSENCE EXPLANATION FORM²²

4.17 Disruptive Students And Disciplinary Procedures

4.17.1 Summary And Scope

This policy covers the process for addressing disruptive student behavior in classrooms and campus environments outside of the classroom (computer labs, shared studios, Library, student support offices, academic shops, Canvas, CCS email usage, etc.). This policy is meant to supplement the Code of Student Conduct²³ and CCS Judicial Process²⁴ found in the Student Handbook²⁵. This policy is not intended to address overt threats of violence or violent behavior. In the event an overt threat of violence or violent action is taken by a student, Campus Safety should immediately be contacted to remove the student from the space and notify the Dean of Students or other CCS judicial officer as defined in the CCS Judicial Process.

4.17.2 Definition

Disruptive behavior in the classroom or campus environment is defined as behavior that significantly limits the ability of the instructor to teach or the other students to learn or for academic tasks to be completed. Examples of disruptive behavior include but are not limited to:

- Excessive disrespect of other students or the instructor (including but not limited to insults, personal attacks, or verbal threats);
- Creating excessive and intentionally disruptive noise;
- Repeated use of obscenities;
- Failure to follow instructor directions;
- Repeatedly leaving and returning to the classroom without extenuating circumstances such as illness;
- Frequent interruptions/inhibiting other students from participating in classroom discussions;

²²ABSENCE EXPLANATION FORM (https://campus.collegeforcreativestudies.edu/policy/wp-content/uploads/sites/7/ABSENCE-EXPLANATION-FORM_rev2.pdf)

²³Code of Student Conduct (<https://campus.collegeforcreativestudies.edu/policy/code-of-student-conduct/>)

²⁴CCS Judicial Process (<https://campus.collegeforcreativestudies.edu/student-affairs/ccs-judicial-process/>)

²⁵Student Handbook (<https://campus.collegeforcreativestudies.edu/student-handbook/>)

- Distracting behaviors like phone calls, personal side conversations, and use of technology for non-academic purposes.

4.17.3 Procedure

Disruptive behavior should first be addressed by the faculty member (classroom) or appropriate staff person (campus environment) at the time the disruption occurs. If the disruptive behavior continues, the following steps should be taken in order:

1. An explanation of what behaviors are occurring and why they are unacceptable in the current environment should be provided to the student verbally. This should be done as soon as the disruptive behavior begins but does not need to occur outside of the classroom or academic environment. A simple statement such as “Student, you are interrupting and talking over your classmates, please allow other voices to be heard” may be sufficient.
2. If the disruptive behavior continues after the initial intervention
 - In the classroom, the student should be told to leave class and return at the next scheduled class time. This should be marked as an absence by the faculty member.
 - In a campus environment, the student should be told to leave the space and may return during the next normal period of access (typically the next day).
3. As soon as possible, after a student is removed from the classroom or campus environment the faculty member or relevant staff member should send an email to the Department Chair (if applicable) and the Dean of Students. This email will be used as the reporting format for the judicial process and should include:
 - Name of the disruptive student;
 - Date and time of the incident;
 - Detailed description of the incident;
 - Preferred method of communication for follow-up.
4. A follow-up conversation will happen between the faculty member/staff member and the Department Chair and/or the Dean of Students to determine the next steps and potential outcomes.
5. The Dean of Students will then meet with the student to learn any additional relevant information pertaining to the documented situation. If the student is permitted to return to the classroom or campus environment it is with the understanding that the disruptive behavior will cease and the student will be on judicial probation. Faculty/Staff will be notified

if the student will be returning to the classroom prior to the next scheduled class session or environment availability by the Dean of Students and under what conditions they will be allowed to return.

6. If the disruptive behavior continues after the steps outlined above, the continued disruption should be documented in the same manner outlined in step 3 for additional follow-up. Follow-up may include other leadership team members as appropriate.
7. If the disruptive behavior constitutes a repeated offense or the first instance is potentially severe enough to warrant removal from the class or permanent loss of access to a campus environment, the Dean of Students will reach that determination in consultation with the appropriate Academic Dean and Vice President for Enrollment and Student Services based on the information provided by the faculty/staff member and the information learned through the meeting between the Dean of Students and the Student. Faculty/Staff will be notified of the final outcome of this meeting prior to the next class session or environment availability. If a student is removed from a course through this process, a grade of “W” will be entered into the student’s transcript. Students are not eligible for a tuition refund when judicially removed from a course.

4.17.4 Faculty/Staff Rights And Responsibilities

- Faculty/Staff have the right to tell any disruptive student that they need to leave the classroom/space immediately.
- Faculty/Staff have the right to enlist the support of Campus Safety at any time to remove and/or support them in resolving a disruptive situation.
- Faculty/Staff have the right to ask for support from their Department Chair or supervisor in addressing disruptive behavior.
- Faculty/Staff have the right to request additional time with their Department Chair, supervisor, or Dean of Students to process or discuss the situation as needed.
- Faculty/Staff have the right to be informed if the student will be allowed to return to the class/academic environment and additional information about the judicial outcome as outlined in the Judicial Follow Up section.
- Faculty/Staff have the responsibility to address disruptive behavior as soon as possible.
- Faculty/Staff have the responsibility to document the incident in the manner outlined above as soon as possible.

4.17.5 Student Rights And Responsibilities

This policy is meant to supplement the Code of Student Conduct²⁶ and CCS Judicial Process²⁷ found in the Student Handbook²⁸. Additionally:

- Students have the right to attend classes and utilize campus environments free from disruption.
- Students have the right to report a disruption to the Dean of Students without going through the relevant faculty or staff member.
- Students have the right to a fair and impartial hearing process as outlined in the CCS Judicial Process.
- Students have the right to be held to equitable standards in all CCS environments.
- Students have the responsibility to engage with peers and CCS educators in a respectful manner that is appropriate to our professional learning environment.
- Students have the responsibility to modify their behavior in an appropriate fashion in response to reasonable requests.

4.17.6 Judicial Follow-Up

CCS officials will respond to reports of disruptive behavior in line with the CCS Judicial Process²⁹. If the disruptive behavior occurred in a campus space, a determination on temporary access will be made based on the student's educational circumstances and the nature of the disruption. Temporary access may be granted on a probationary basis. If disruptive behavior occurs in the classroom, the judicial process may take more than one class session to resolve. Temporary classroom access restrictions will be determined in collaboration with the student and faculty members.

Notice will be provided by the Dean of Students to the reporting faculty/staff member regarding the final judicial outcome for the student. Full details of judicial sanctions may not be available to share with the reporting faculty/staff member but will include at a minimum whether the student is permitted to rejoin the class/return to the academic environment, any relevant probationary status, and relevant conditions/restriction for returning.

²⁶Code of Student Conduct (<https://campus.collegeforcreativestudies.edu/policy/code-of-student-conduct/>)

²⁷CCS Judicial Process (<https://campus.collegeforcreativestudies.edu/student-affairs/ccs-judicial-process/>)

²⁸Student Handbook (<https://campus.collegeforcreativestudies.edu/student-handbook/>)

²⁹CCS Judicial Process (<https://campus.collegeforcreativestudies.edu/student-handbook/>)

4.18 Code Of Student Conduct

The Code of Student Conduct³⁰ is in place to ensure students are aware of the behavior expected of them as members of the CCS community. The purpose of this Code is to create an environment that fosters civility, personal responsibility, and mutual respect for others and their differences.

For further information, please see the CCS Code of Student Conduct³¹.

4.19 Academic Integrity

This statement on academic integrity applies to all undergraduate and graduate students at College for Creative Studies. Students are responsible for seeking clarification in assignments to ensure a full understanding of what practices might be deemed an incidence of academic misconduct, including unethical use of language, ideas, or creative expression.

For further detail, please see the Academic Integrity Policy³².

4.20 Basic Rights For Pregnant Students

- Pregnant students have equal access to classes and activities. They are entitled to academic adjustments for pregnancy and childbirth.
- The school/department must excuse student absences and reschedule exams due to pregnancy or childbirth for as long as a student's doctor says is necessary.
- When a student returns, the student's school/department must allow the student to return to the same academic and extracurricular status student had before they left.
- The school/department cannot make a student take time off if the student doesn't want to.
- The school/department cannot exclude a student from a special program because the student is pregnant.

4.20.1 Classes And Coursework

- **The school/department cannot make a student change their major or degree program** because the student is pregnant or parenting.

³⁰Code of Student Conduct (<https://campus.collegeforcreativestudies.edu/policy/code-of-student-conduct/>)

³¹CCS Code of Student Conduct (<https://campus.collegeforcreativestudies.edu/policy/code-of-student-conduct/>)

³²Academic Integrity Policy (<https://campus.collegeforcreativestudies.edu/policy/academic-honesty-plagiarism/>)

4.21. FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)177

They also cannot force a student to attend an alternate program, like an evening program.

- **Faculty and staff should not ask the student for documentation. A student should work directly with the Title IX Coordinator for assistance.**

4.20.2 School Activities And Extracurriculars

A pregnant student can take part in activities for as long as they want. The school/department cannot stop a student from joining clubs, going to events, or participating in research unless the same rules apply for all students who have a temporary medical condition.

4.20.3 Support And Adjustments

- **Reasonable adjustments** to support a student during their pregnancy can include, but is not limited to a larger desk, elevator access, or allowing a student to make frequent trips to the restroom, when necessary.
- **Excused Absences are required** for as long as a doctor says it is necessary.
- **Faculty and staff may not refuse to allow a student to submit work after a missed deadline because of pregnancy or childbirth.** If grading is based in part on class participation or attendance the student should be allowed to make up the participation or attendance credits they didn't have the chance to earn.
- **Special services provided to students with temporary medical conditions will be granted to pregnant students.** This includes homebound instruction/at-home tutoring/independent study.

4.21 Family Educational Rights And Privacy Act (FERPA)

The Family Educational Rights and Privacy Act (FERPA) affords eligible students certain rights with respect to their education records. (An "eligible student" under FERPA is a student who is 18 years of age or older or who attends a postsecondary institution at any age.) These rights include:

1. The right to inspect and review the student's education records within 45 days after the day the College for Creative Studies (CCS) receives a request for access. A student should submit to the Registrar, a written request that identifies the record(s) the student wishes to inspect. The Registrar will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not

maintained by the school official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

2. The right to request the amendment of the student's education records that the student believes is inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA.

A student who wishes to ask CCS to amend a record should write the Registrar, clearly identifying the part of the record the student wants changed and specify why it should be changed.

If CCS decides not to amend the record as requested, the Registrar will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

3. The right to provide written consent before CCS discloses personally identifiable information (PII) from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

FERPA permits the disclosure of PII from students' education records, without consent of the student, if the disclosure meets certain conditions found in § 99.31 of the FERPA regulations. Except for disclosures to school officials, disclosures related to some judicial orders or lawfully issued subpoenas, disclosures of directory information, and disclosures to the student, § 99.32 of FERPA regulations requires the institution to record the disclosure. Eligible students have a right to inspect and review the record of disclosures. A postsecondary institution may disclose PII from the education records without obtaining prior written consent of the student —

- To other school officials, including faculty, within CCS whom the College has determined to have legitimate educational interests. This includes Board of Trustees, a student serving on an official committee, contractors, consultants, volunteers, or other parties to whom the school has outsourced institutional services or functions, provided that the conditions listed in § 99.31(a)(1)(i)(B)(1) – (a)(1)(i)(B)(3) are met. (§ 99.31(a)(1))
- To officials of another school where the student seeks or intends to enroll, or where the student is already enrolled if the disclosure is for purposes related to the student's enrollment or transfer, subject to the requirements of § 99.34. (§ 99.31(a)(2))
- To authorized representatives of the U. S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or State and local educational authorities, such as a State postsecondary authority that is responsible for supervising the university's State-supported education programs. Disclosures under this provision may be made,

subject to the requirements of §99.35, in connection with an audit or evaluation of Federal- or State supported education programs, or for the enforcement of or compliance with Federal legal requirements that relate to those programs. These entities may make further disclosures of PII to outside entities that are designated by them as their authorized representatives to conduct any audit, evaluation, or enforcement or compliance activity on their behalf. (§§ 99.31(a)(3) and 99.35)

- In connection with financial aid for which the student has applied or which the student has received, if the information is necessary to determine eligibility for the aid, determine the amount of the aid, determine the conditions of the aid, or enforce the terms and conditions of the aid. (§ 99.31(a)(4))
 - To organizations conducting studies for, or on behalf of, the school, in order to:
 - develop, validate, or administer predictive tests;
 - administer student aid programs;
 - improve instruction. (§ 99.31(a)(6))
 - To accrediting organizations to carry out their accrediting functions. (§ 99.31(a)(7))
 - To comply with a judicial order or lawfully issued subpoena. (§ 99.31(a)(9))
 - To appropriate officials in connection with a health or safety emergency, subject to § 99.36. (§ 99.31(a)(10))
 - To a victim of an alleged perpetrator of a crime of violence or a non-forcible sex offense, subject to the requirements of § 99.39. The disclosure may only include the final results of the disciplinary proceeding with respect to that alleged crime or offense, regardless of the finding. (§ 99.31(a)(13))
 - Information the school has designated as “directory information” under § 99.37. (§ 99.31(a)(11)). CCS defines the following as “directory information:”
 - Name
 - Dates of Attendance
 - Graduation Date
 - Major/Academic Program
 - Degrees, honors, and awards received
4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by CCS to comply with the requirements of FERPA. The name and address of the office that administers FERPA is:

Family Policy Compliance Office
400 Maryland Avenue, SW
U.S. Department of Education
Washington, DC 20202

4.21.1 Information For Dual Enrolled High School Students

A student attending a postsecondary institution – at any age – the rights under FERPA have transferred to the student. However, in a situation where a student is enrolled in both a high school and a postsecondary institution, the two schools may exchange information on that student. If the student is under 18, the parents still retain the rights under FERPA at the high school and may inspect and review any records sent by the postsecondary institution to the high school.

4.21.2 Student Information Release Authorization

To release PII to a parent, another individual, or organization, the Student Information Release Authorization must be completed and signed. This form is available in the Academic Advising and Registration Office (AARO).

4.21.3 Request To Withhold Release Of Directory Information

To request to withhold the release of directory information, the Request to Withhold Release of Directory Information must be completed and signed. This form is available in the Academic Advising and Registration Office (AARO).

4.22 Intellectual Property Rights

The College for Creative Studies (“the College” or “CCS”) is committed to nurturing students’ creative and intellectual abilities. This is best done in an environment that encourages exploration and experimentation and in which artistic and academic freedom is respected and protected. As artists, designers, writers, and scholars, the College’s faculty and students continually produce creative works in the course of their academic activities. These works constitute Intellectual Property (“IP”). It is important that the rights to ownership and use of this Intellectual Property are understood by all members of the CCS community and by those members of the public who support their work. This policy explains those rights. It proceeds from the basic principles that the College’s primary responsibility is the education of its students and not the commercialization of their work, and those creators should in general retain intellectual property rights in their works subject to reasonable use rights held by various members of the CCS community. The policy is intended to promote innovation and excellence in educational and artistic pursuits, encourage the

best educational experiences for students, allow faculty and students to reap the benefits of their own creativity, and enable the College to celebrate the work of its faculty and students in order to promote the College to its varied constituencies.

Please see the Intellectual Property Policy³³ in the CCS Policy Database for further detail.

³³Intellectual Property Policy (<https://campus.collegeforcreativestudies.edu/policy/intellectual-property-rights/>)

Chapter 5

Student Support Services

5.1 Goals

CCS strives to engage students in an active learning environment that challenges them to grow as artists and designers while providing the support network for them to succeed. The programs and services offered through various student support offices and programs are intended to help students develop into successful and civically engaged artists and designers. Student success and persistence to graduation are the overarching goals for these offices.

5.2 Academic Advising

CCS believes that academic advising is an essential part of the educational process. The advising program is intended to make advising consistent across all departments and to assure that the academic needs and progress of each student are carefully supervised so that each may achieve their full educational and professional potential.

The Academic Advising and Registration Office coordinates all advising activities. Trained advisors advise students, conduct academic evaluations, and assist students through the registration process.

5.3 Academic Evaluation (Degree Audit)

The Academic Evaluation also referred to as a Degree Audit, is a computerized outline of a student's course requirements for graduation. It is an evaluation and synopsis of credits earned, credits in progress, and credits yet to be taken toward graduation.

5.4 Mentor Program

All full-time faculty are required to serve as formal mentors to students. Full-time Faculty will work with an adjunct or staff member, as well as alumni to create a team or “pod” for a designated number of students within their departments beginning Freshman year. Mentors will remain with their group of mentees for the duration of the mentees’ time at CCS. Groups are assigned by Chairs and PMs in communication with Academic Affairs and Institutional Advancement. Each mentor in the pod will have different mentorship responsibilities within the group. This is outlined in more detail in the Mentorship Program Guide. Full-time faculty-specific responsibilities include, but are not limited to:

- Responsible for sending out meeting email reminders and populating the calendar for the pod meetings each semester
- Goal setting focus: Program/Academic/Career
- Creating supportive departmental culture connections within the pod
- Cultivating curiosity/developing strengths
- Supporting mentee’s goals in and out of the classroom

Mentorship meetings are mapped out in the mentorship guide to provide consistency across the campus. Mentoring sessions include one-on-one and small and large groups. Mentoring activities will vary from one department to another so there is flexibility within the suggested structure. Specific information concerning departmental activities will be determined by pods in discussion with the Department Chair or Program Manager.

The time commitment for mentors varies from year to year but is designed to include approximately 16 student contact hours per academic year.

5.5 Center for Tutoring and Writing

The Center for Tutoring and Writing (CTW) provides academic support for all students. It is staffed by full-time higher education professionals, as well as departmental tutors who are juniors or seniors in their major. CTW services include one-on-one tutorial assistance tailored to each individual’s learning style and academic needs, writing support services, and academic coaching on topics like time and project management.

CTW services are free to all students and offer the possibility to boost classroom performance, develop better learning strategies, and hone study, writing, and time management skills. Workshops highlighting these types of topics are conducted throughout each semester. Writing assistance is also available for any type of assignment, including research papers, essays, artist’s statements, and resumes. International students can receive assistance specific to their needs

as English Language learners. Many services are available to students both in person in the CTL office, but also remotely through Zoom meetings.

Students come to the CTW on a voluntary basis but should be encouraged by faculty to utilize this resource. If a student is struggling in the classroom for any one of a multitude of reasons including, missing assignments, poor academic performance, faculty can contact the CTW with questions as well as refer the student directly. Faculty may use the form available on the College's learning management system or email or phone to discuss. CTW personnel work closely with faculty, Academic Advising and Registration staff, and other Student Affairs offices to build a network of support for students challenged by their workload. Communication between these various parties aids significantly in students' success.

In addition, faculty allowing a student to make up a test can work with the CTW to provide time for that student to come and take the test in the CTW.

5.6 Students with Disabilities

All students are encouraged to disclose disabilities that they feel may affect their academic success. The College wants students to succeed, and its ability to offer students the best education is more possible if they receive the appropriate assistance for their circumstances. The Americans with Disabilities Act, in conjunction with section 504 of the Rehabilitation Act, are Federal laws that protect people with disabilities, both life-long as well as short-term disabilities.

Students identified as having any type of disability are entitled and encouraged to request accommodations.

5.6.1 Requesting Accommodations

Students wishing to disclose a disability and/or request accommodation should contact the Dean of Students at 313.664.7675 or email to discuss. Students requesting accommodations must provide documentation substantiating their disability. CCS will then:

- Review the request for accommodations with the student
- Take appropriate measures to provide approved accommodations

Information disclosed to CCS regarding disabilities will not be shared with anyone except CCS staff who will assist in meeting student accommodation needs. Students will be notified prior to the sharing of any information regarding their disability.

Faculty will be sent accommodations notices approximately one week prior to a semester starting. The email will contain the student's name that is enrolled in their class and a list of accommodations for that semester. Accommodation notices do not include diagnosis or symptomatic information unless the student has explicitly requested that it is included. Questions about the nature of the

accommodations or how to implement them should be directed to the Dean of Students.

Students are encouraged to self-disclose their disability if they feel it will affect their academic performance. This should be done before the start of each term. Students may choose to disclose at any time during the semester but should remember – retroactive accommodations cannot be made after an assignment is due or an exam has been taken. Disabilities accommodations are not meant to guarantee academic success at the College but are meant to provide equal access to educational opportunities to all individuals regardless of disabilities.

5.7 Student Concerns Committee

The Student Concerns Committee (SCC) is an avenue for early communication for faculty and staff to raise concerns about College for Creative Studies students in a confidential environment. The information shared during the course of the SCC meetings is considered sensitive and is used as one tool to determine if, when, and how further intervention will take place with a student. This Committee is an information-gathering body that is used to help maintain a safe and caring environment for all community members. The SCC reviews all Academic Alert Referral forms to identify potential students of concern.

A cross-section of personnel from the College serves on the committee to gather the broadest picture possible of a student of concern. At a minimum, representatives from Student Affairs, Academic Advising and Registration, Personal Counseling, and Center for Tutoring and Writing will participate in the SCC meetings with additional staff being invited as seen fit. The members of the SCC are encouraged to share information both personally collected and those concerns reported to them by other CCS personnel.

Some examples of concerns would be unusually withdrawn behavior, a dramatic change in mood, the student expressing loneliness or depression, or a recent and significant decrease in academic performance. Please keep in mind that the Student Concerns Committee is not an emergency response team. If an emergency arises, Campus Safety should be called. Information reported to the Committee is considered highly sensitive and will be shared only with those individuals at CCS who would be responding to the situation. To make a referral to the CTW, faculty can email either the Dean of Students or the Director of Counseling and Wellness Center.

5.8 Student Affairs

The Office of Student Affairs is overseen by the Dean of Students and includes Student Engagement, Housing and Residence Life, the Wellness Center, the Center for Tutoring and Writing, and Dining Services. The purpose of Student Affairs is to enhance the CCS educational environment through co-curricular

programming and initiatives to engage the student body in learning and growth outside of the classroom.

5.8.1 Residence Life

CCS offers students the option to live on campus in the Taubman Center and on the Ford Campus in the Art Centre Building. Approximately 610 students live on campus each year in the two buildings. The Director of Residence Life and the Residence Life Coordinators oversee the operation and management of the residence life program and 21 student staff members work as Resident Assistants in the buildings. The Residence Life staff works to maintain a safe and welcoming environment in the residence halls. Staff is trained in educational programming, crisis response, conflict mediation, and similar skills to enable them to help students make the most out of their learning environment. Students must abide by both the CCS Code of Conduct, as well as the CCS Housing Policies and Regulations in addition to being full-time students to live on campus.

5.8.2 Counseling and Wellness Center

The Wellness Center offers free personal counseling to all registered CCS students, wellness seminars, yoga classes, and access to a nurse practitioner for basic medical care.

5.9 Admissions

The Admissions Office is responsible for recruiting new students through various activities such as high school visits, campus visits, virtual and on-campus events, college fairs, portfolio days, international recruitment fairs, direct mail, email, social media, and telephone campaigns. In addition to the full-time staff, a team of Admissions Student Ambassadors assists with tele-counseling, campus tours, and various Admissions events.

Department Chairs and faculty play an important role in the student recruitment process. Chairs and faculty may be asked to participate in a variety of activities including, but not limited to: Portfolio days, open houses and department-specific events, high school visits, college fairs, portfolio reviews, the review of transfer student work for the placement of transfer credit in upper-level studios, incoming student events, and phone calls/virtual meetings with prospective students, applicants and accepted students on a case-by-case basis.

In addition to the activities above, Chairs may be asked to participate in annual department liaison meetings or reporting of department highlights, art educators' breakfasts, workshops for prospective students, and other events that showcase their program to prospective students and parents.

5.10 Financial Aid

The Financial Aid Office is responsible for administering all federal, state, institutional, and private sources of financial assistance. This includes:

- Counseling current and prospective students on the availability and terms of aid programs and assisting them in calculating their yearly out-of-pocket expense
- Determining eligibility for need-based programs based on the results of the Free Application for Federal Student Aid (FAFSA)
- Applying scholarships awarded by CCS through the admissions process, competitions, sponsored projects in the classroom, and from third-party donors
- Processing student loan funds available through government and private sources and providing counseling regarding the rights and responsibilities of borrowers
- Recalculating aid amounts based on changes to enrollment level, such as half-time or less than half-time enrollment
- Coordinating the work-study/student-employee program

Faculty are encouraged to direct students to the Financial Aid Office when they express financial concerns or are considering withdrawing from their course(s). If faculty think the student's situation needs immediate attention, they can contact the Financial Aid Director directly at 313-664-7497.

5.11 International Student Services

The International Student Services Office (ISSO) is staffed by the Director, an Academic Advisor, and a part-time Coordinator. The ISSO is responsible for academic advising for undergraduate international students and all graduate student international exchange partnerships and student advising, as well as advising for all F-1 Visa and J-1 Visa International Students. The ISSO maintains (SEVI) Student and Exchange Visitor records and SEVP certification for the College and its students and offers programming.

On-campus programming includes orientation sessions for new international students, International Education Week activities; Student Ambassador Program, Curricular Practical Training (CPT) and Optional Practical Training (OPT) information sessions; and other meetings/training for students when necessary.

The ISSO maintains and grows international partnerships with CCS including advising study abroad outgoing and incoming students. The office also assists with Faculty-Led Global Programs and the student Global Club.

The ISSO maintains the College's international travel registry, as well as several related policies including Protecting CCS Students Abroad and the International High-Risk Destination Travel Policy¹.

The ISSO is responsible for reviewing international student satisfaction surveys and developing strategies to address the needs revealed by those surveys as well as providing ongoing support services.

Please find all policies for International Services and Study Abroad on the following pages:

- International Student Services²
- Study Abroad³

5.12 Off-campus Study

5.12.1 Off-Campus Study

CCS is a member of the Association of Independent Colleges of Art and Design (AICAD). AICAD operates two programs that offer the benefits of study at other institutions and locales to CCS students. In addition, CCS offers a variety of opportunities to study abroad.

5.12.2 Mobility Program

The Mobility Program allows students to spend a semester at another AICAD institution. A student may see that an AICAD college other than their own can accommodate specific educational needs due to special facilities, curricular offerings, particular faculty competencies, or other resources appropriate to the student's development. The request for a Mobility semester must be approved by both institutions.

Students are eligible if they are in good standing and with a GPA of at least 2.7 are eligible after completing 51 credits. The Mobility Program is restricted to second-semester sophomores and juniors (exceptions may be granted by the Department Chair to allow first-semester seniors to participate). A student must be enrolled full-time while on Mobility at another institution. Students on Mobility will pay tuition to their home institution. The student pays the same tuition to CCS as they would if attending CCS. Details and information packets may be obtained from the Academic Advising and Registration Office.

¹International High Risk Destination Travel Policy (
<https://campus.collegeforcreativestudies.edu/policy/student-travel-to-high-risk-destinations/>)

²International Student Services (
<https://campus.collegeforcreativestudies.edu/intl-student-services/>)

³Study Abroad (
<https://campus.collegeforcreativestudies.edu/intl-student-services/study-abroad/>)

5.13 Study Abroad

To be eligible for all study abroad opportunities, students must have a cumulative GPA of 3.0 and written permission from the Department Chair. Studying for an academic semester or year abroad requires that a student be a junior or in the first semester of the senior year. Graduate students should meet with their Chair to determine the best semester to participate in a study abroad opportunity. Participation in one of the summer faculty-led programs is open to all students, regardless of year.

Studying abroad during the final semester at CCS is not permitted. For more information, please see the Study Abroad page⁴ on the College's learning management system.

Students must meet with the Director of International Student Services and their Department Chair no later than April 1 for fall or October 1 for winter.

Students must:

1. Complete the Study Abroad Approval Form⁵ and Packet and submit to the International Student Services Office (ISSO)
2. Comply with the CCS International Travel Policy requirements
3. Attend a pre-departure Informational Meeting with the ISSO

All forms are available from the office of International Student Services. The ISSO is located on the 2nd Floor of the Yamasaki.

⁴Study Abroad page (<https://campus.collegeforcreativestudies.edu/intl-student-services/study-abroad/>)

⁵Study Abroad Approval Form (https://campus.collegeforcreativestudies.edu/intl-student-services/wp-content/uploads/sites/22/2020/11/2019_03_14.ISS_studyabroadapplication.pdf)

Chapter 6

Academic Resources And Related Programs

6.1 Assessment Program

The College engages in the assessment of student learning to evaluate outcomes that demonstrate the effectiveness of the curriculum in meeting the educational goals and objectives of the undergraduate and graduate programs and to foster continuous improvement of the curriculum. Assessment initiatives are coordinated and administered via the office of Academic Affairs under the direction of the Dean of Academic Affairs.

The Assessment Committee of the Faculty Assembly consists of faculty members across all majors who serve a three-year term and support the College's engagement in assessment initiatives. The Dean of Academic Affairs is an ex-official member of the Assessment Committee, and also works closely with the Deans and Department Chairs, who are responsible for the implementation of assessment initiatives, evaluation of departmental student learning outcomes, and continuous improvement of the curriculum within their respective majors.

6.2 Library

6.2.1 Library

The CCS Library, housed in the Manoogian Visual Resource Center on the Ford campus, serves both undergraduate and graduate programs. The Library contains over 70,000 print volumes, 238 print periodicals, 4,690 video/DVDs, and an extensive material sample collection. Approximately 90 percent of the Library's holdings are related to art and design.

The online Library catalog, accessible through the Library¹ website, allows

¹Library (<https://lib.ccsdetroit.edu/>)

students to review their check-outs, renew materials, and place holds on materials. The Library provides access to wi-fi and computer workstations for students, faculty, and staff. The Library provides access to over 100 databases with curated database lists available for each academic department. Remote access to all electronic resources is available through e-z proxy via the College's portal. Interlibrary loan services are available for resource needs that extend beyond local holdings. In addition, currently registered students have borrowing privileges at Detroit Public Library, Wayne State University libraries, and a number of other academic Detroit area institutions.

Reference services are available to provide support to students on an individual basis. Library instruction sessions are offered to classes to provide tailored information literacy and research assignment support. Classes are offered in the Library lab on the Ford campus or via in-class instruction. The Library website includes links to worksheets and resource guides on numerous topics including writing, research, citation, and academic integrity.

6.2.2 Library Director

The Library Director oversees all library operations, collections, technology, and strategic planning. The Director works with the faculty, students, and staff to develop library collections and services. The Director is an ex-officio member of the Library Committee of the Faculty Assembly. The Director provides pedagogical support to faculty, as well as research assistance and instruction to students, faculty, and staff.

6.2.3 Library Hours

Current Library hours are available on the Library website².

6.2.4 Loan Periods

A current CCS ID must be presented to borrow library materials. Information on loan periods³ for library material is available on the library website, as well as the CCS Policy Database⁴.

6.2.5 Image Collections

CCS's extensive digital image collections are accessible through the Luna database⁵. A login and password are required to obtain institutional content. Collections include CCS Images for Teaching and AMICA, which consists of digital images contributed by twenty-one art museums. Together with AMICA and common

²Library website (<https://libguides.ccsdetroit.edu/home>)

³loan periods (<https://libguides.ccsdetroit.edu/guideshome/borrow>)

⁴CCS Policy Database (<https://campus.collegeforcreativestudies.edu/policy/library-fines/>)

⁵Luna database (<https://luna.collegeforcreativestudies.edu/luna/servlet/login>)

collections, faculty, students, and staff have access to 262,109 images for research and teaching.

Faculty must obtain basic training and sign a contract in order to obtain high-resolution images suitable for classroom use. Library staff provide instruction, research help, and fill image requests for teaching needs.

6.3 Educational Technology and Innovation

The Educational Technology and Innovation Office supports the technology research and training needs of all academic programs at CCS. This includes research and evaluation of emerging technologies for use in the classroom and online in consultation with the faculty and academic administration. The department also provides faculty and academic staff with technology training, support, and certifications.

The Educational Technology and Innovation office offers regular training in the College's Learning Management System (Canvas.) Training in additional technologies or software can be requested through the faculty member's department and will be arranged in conjunction with their Chair. CCS also provides full access to LinkedIn Learning, an online library of on-demand and self-paced software tutorials for all students, faculty, and staff to support effective education of digital technology.

In addition to training, the Educational Technology and Innovation office supports the development of all online programming at CCS by working with faculty in the discovery, blueprint and course build phases. Details are available from the Educational Technology + Innovation office. New course or program offerings are created in collaboration with the Department Chair and Academic Affairs. Proposals for new offerings can be arranged with Department Chairs.

6.4 Imaging Center

The Imaging Center (IC) provides a variety of print and binding services to the CCS community. It is located on the 6th floor of the Taubman Center in room 631. All services are processed by work-study students from various departments on campus.

The IC's regular hours are Monday – Thursday from 8am to 7pm and Friday from 8am to 4pm. There are extended weekend hours during finals, which are posted on the IC Campus Offices page

The Imaging Center has two Canon production laser printers⁶, two Epson wide-format printers, and two Epson sheet-feed inkjet printers⁷. In addition, the

⁶Canon production laser printers (<https://campus.collegeforcreativestudies.edu/imaging-center/imaging-center-services/ccs-imaging-center-laser-printing/>)

⁷two Epson wide-format printers, and two Epson sheet-feed inkjet printers (<https://campus.collegeforcreativestudies.edu/imaging-center/imaging-center-services/inkjet-printing-epson/>)

IC also offers draft quality wide-format printing on two Epson plotter printers⁸. The latest addition to the IC print services is Risograph printing⁹. Furthermore, the IC offers finishing services¹⁰ which include stack cutting and plastic coil or wire binding.

Students must submit files to the IC that are print-ready via the online print request forms found on the Imaging Center's Campus Office page¹¹. Turnaround times for each service vary but generally take between one and two business days. Turnaround times will increase during midterms and finals. Once a print request has been submitted, IC staff will respond with a price quote and an estimated time of completion, along with a link to schedule a pickup appointment. Students can pay for services with cash, credit card, and the CCS Flex.

The Imaging Center will accept staff and faculty print jobs through the Department Print Request Form¹². If color prints or posters are being charged to a department, an 8-digit budget code number is required in order for the job to be processed. Faculty and staff are welcome to print personal projects in the Imaging Center.

For faculty teaching a sponsored project course¹³, or any other course that will require large-scale printing, please contact the Imaging Center within the first few weeks of the semester with information on what type and how much printing is needed to complete the project and any major due dates. In order to set up a student print budget, the Imaging Center will need a current class roster and budget authorization from Institutional Advancement.

For more information, please visit the Imaging Center's Faculty and Staff information page¹⁴. The Imaging Center is also available for digital or in-person consultations to assist with proper file setup or to give advice on projects. Consultations can be scheduled by visiting the IC Calendly page¹⁵. The IC can be contacted at (313) 664-1507 or by emailing ic@collegeforcreativestudies.edu.

6.5 Audio Visual Services

Audio Visual Services¹⁶ provides equipment check-out and AV support for faculty, staff, and students. In addition, Audio Visual Services manages the reser-

⁸Epson plotter printers (<https://campus.collegeforcreativestudies.edu/imaging-center/imaging-center-services/plotter-printing-epson-t5270d/>)

⁹Risograph printing (<https://campus.collegeforcreativestudies.edu/imaging-center/imaging-center-services/risograph-printing-riso-mf4950/>)

¹⁰finishing services (<https://campus.collegeforcreativestudies.edu/imaging-center/imaging-center-services/finishing-services-button-making/>)

¹¹Imaging Center's Campus Office page (<https://campus.collegeforcreativestudies.edu/imaging-center/lets-print/>)

¹²Print Request Form (<https://campus.collegeforcreativestudies.edu/imaging-center/lets-print/form-department-print-request/>)

¹³sponsored project course (<https://campus.collegeforcreativestudies.edu/imaging-center/2021/05/26/sponsored-projects/>)

¹⁴Imaging Center's Faculty and Staff information page (<https://campus.collegeforcreativestudies.edu/imaging-center/>)

¹⁵IC Calendly page (https://calendly.com/ccs_ic)

¹⁶Audio Visual Services (<https://campus.collegeforcreativestudies.edu/avs/>)

vations for and supports the Stage, the Green Screen Production studio, the Ford campus Wendell W. Anderson Jr. Auditorium and supports academic events on campus.

The Ford Audio Visual Center (AVC) is located on the first floor of the WBFII Building, room W109. The Ford AVC may be contacted at 313-664-7647. The Taubman Audio Visual Center is located on the 6th floor of the Taubman Center in room 623 and may be contacted at 313-664-1501.

Through the Audio Visual Centers, faculty may request 24 hour usage of equipment such as digital cameras, TV's, projectors, and tablets for class purposes. The Center also has cables and adapters available for loan. All staff/faculty are required to pick up reserved equipment (with the exception of TV carts, which are generally delivered to the classroom). Equipment is limited; please submit all audio/visual requests at least two (2) weeks in advance to ensure that the equipment needed is available. Twenty-four hour rentals are free for faculty and staff; three day rentals are free for students, but students are charged a fee for any equipment returned late. Faculty may also make reservations through the AVC for using the sound or video editing suites, and the Stages located in the WBFII Building. Certain shops, labs, and studios may also be reserved through the AVC and Patron Portal¹⁷. Reservations can be made by calling one of the Audio Visual Centers, reserving online through Patron Portal, or by emailing avc@collegeforcreativestudies.edu

6.5.1 Equipment Checkout

- Equipment checkouts are free for current CCS students, staff, and faculty. Patrons must present a current CCS ID in order to check out equipment. No ID = No Checkout. Equipment can only be checked out in person and only during checkout desk hours. All checkouts are video recorded and monitored.
- Students may keep equipment for no more than 72 hours for each check out and renew. Students may renew a checkout one time for an additional 72 hours if the equipment has not been reserved.
- Students can check out equipment over spring break and Thanksgiving break.
- Students cannot check out equipment between semesters.
- To ensure student supply, Staff and Faculty can only check out equipment for 24 hours during the active winter and fall semesters.
- The patron is fully responsible for the care and safeguard of all equipment that they check out. The patron must pay close attention to all items being checked out to them. Read and sign the checkout agreement to avoid mistakes.

¹⁷Patron Portal (<https://ccs.webcheckout.net/patron>)

- The patron must check for equipment damage before they take it. Test and report any faulty equipment and return it immediately.
- The centers do not supply AA, AAA, or 9V batteries or media cards. We are not responsible for damage to the patron's card by AVC equipment.

6.5.2 Reservations

- Equipment can be reserved two weeks prior to pick up. Patrons may reserve in person, by phone or email.
- AVC staff are not responsible for miscommunication during phone in reservations or voicemail.
- A reservation confirmation email will be sent to the patron.
- Patrons are responsible for ensuring the information is correct on the reservation confirmation email.
- Reserved equipment will only be held for 30 minutes after the initial reservation. After 30 minutes, equipment not picked up will be available for normal checkout by other patrons.
- Equipment may be held longer for patrons who call to inform of a late pick up.
- The patron who reserved the equipment must pick up equipment.
- Consecutive reservation "No shows" (more than 3 times) may result in the semester suspension of check out privileges.

6.5.3 Returns

- All equipment must be returned on time.
- All equipment must be returned in the condition in which it was checked out (cords wrapped, cases packed neatly and clean).
- A \$20.00 fee will be charged if AVC/Photo staff has to repack a disheveled equipment case or clean the returned equipment.
- It is encouraged that the patron stays and observes the AVC/Photo staff while they check in the returned equipment.
- Someone other than the patron who checked the equipment out may return equipment but the patron is still responsible for the condition of the returned equipment and any fees associated with a late return.

6.5.4 Late fees, fines, and suspensions

- Students, Staff, and Faculty are subject to late fines and replacement fees.
- Emails are sent by the system to notify the patron of due equipment and overdue equipment (Read system emails).
- Late fees begin to accumulate 30 minutes after items become overdue.
- Overdue fees accrue by the hour, including up to 5 hours after the checkout center closes.
- Different equipment items have different fine rates. Fines for individual items are calculated independently up to \$5.00 per hour.
- Equipment overdue by more than 24 hours will result in accumulated fines and the suspension of checkout privileges.
- 24 hours late = two week suspension plus fines
- 48 hours late = three week suspension plus fines
- A late return that adversely affects another student's reservation and project will result in an automatic four week suspension.
- Equipment overdue by 72 hours will result in a replacement fee, and indefinite suspension of check out privileges. Students will have a hold placed on their academic account. Staff and Faculty supervisors will be notified.
- Equipment overdue by one week will be considered stolen by the patron. A police report and arrest warrant will be issued.
- Overdue fines may be forgiven due to a patron involved in an automotive accident, injury requiring hospitalization, or death.
- Lost, stolen, or damaged equipment will result in a mandatory, non-negotiable, full replacement or repair charge.
- An official police report must be submitted for stolen equipment.
- Consecutive overdue returns and late fees may result in the semester suspension of check out privileges.
- Threatening or rude conduct toward any AVC checkout employee will result in the permanent loss of check out privileges.
- Fines must be paid at the CCS business office.
- Only the Equipment Checkout supervisor or Manager can override policy terms.

ITS_AVC CONTRACT¹⁸

¹⁸ITS_AVC CONTRACT (https://campus.collegeforcreativestudies.edu/policy/wp-content/uploads/sites/7/ITS_AVC-CONTRACT.docx)

6.6 Academic Facilities

Academic Facilities currently include the Metalshop and Foundry, Model shop and Digital Fabrication Lab (CNC/rapid prototyping, and laser cutting), and the Wood shop. These are a group of individually budgeted and managed shops or departments that operate under the Academic Facilities umbrella. The Director reports to the Assistant Dean of Undergraduate Studies at the College. There is a direct line of communication with Academic Affairs and an informal lateral reporting structure with the technical staff for the departments of Art Practice, Craft and Material Studies, and Foundation.

Academic Facilities maintains consistent open shop hours to facilitate the needs of the students, faculty, and staff. These hours are posted at the beginning of each semester and are aligned with the building hours posted by Campus Safety.

Currently, the educational structure for students to be able to work in all of the shops is to complete the Foundation course – DFN 116 3D Design Techniques. Limited access to the Model shop and Digital Fabrication Lab and the Wood shop requires completion of DFN132 – Process and Making. Students who pass these courses with a C (2.0) or better are allowed access to the corresponding shops during their curricular tenure at the college. This provides for entry-level access and does not mean they can use every tool in the shop. Department specific courses are offered that build on these basic skills. Permission to use certain tools must be obtained from the individual shop Manager(s).

The Digital Fabrication Lab, Foundry, Metalshop, Model shop, and Woodshop are not instructional facilities. All faculty are responsible for teaching their students how to utilize the tools and techniques they expect their students to use in the construction of finished projects.

Faculty must notify the shop managers if they wish to instruct their classes in any of the shops at the beginning of each semester. An Academic Project Form is required with a copy of the course syllabus, a complete timeline, roster, and support materials. These forms are necessary for any class project that needs to utilize the shop and will help us to schedule and communicate more effectively. These documents need to be turned in to your Department Chair and to the appropriate Academic Facility Manager at the same time syllabi are due. The reason for this are:

1. Overall student experience, safety, and health precautions.
2. Timelines and scheduled appointments to let the shop be better prepared for your class and identify potential overload. There are classes that are scheduled in the shops and shop classrooms that have priority for work space and equipment.
3. Identify potential training, supplies, equipment, staff, and budget needs.
4. Faculty Training. A Faculty member's personal understanding of how to use the shop equipment does not mean they are teaching consistent and

proper safety techniques to students or know the limitations and requirements of the individual facilities.

5. Open shop time is required for students who have course work in the shop for their curricular requirements. This open work time is at a premium with the current number of scheduled courses in all Academic Facilities.

Classes that wish to be held in the classroom within any Academic Facility; foundry, metalshop, model shop or wood shop for the entire semester need to be scheduled appropriately through Colleague. The curriculum, course content and learning outcomes for these courses will need to be developed and approved with the Director of Academic Facilities and the appropriate shop Manager to ensure that proper operation and safety protocols are included and competency is benchmarked.

If faculty are not capable of teaching the techniques needed to complete an assigned project the project should be modified to accommodate the skills of the instructor, or the instructor should give themselves ample time to learn the skills they wish to pass on to the student.

Shop technicians and work-study are not necessarily qualified to teach faculty and students how to use equipment. Nor are they allowed to complete work for students or faculty during working hours.

A Mandatory Safety Orientation for each individual shop area is required for all faculty and staff of the college that would like to use the shops in their course curriculum or would just like to utilize the shops in any capacity. There is at least one orientation session at the beginning of each semester. Contact the appropriate shop manager for scheduling.

Forms are required for: Academic projects, individual projects, and independent student projects. Hold Harmless Waivers are required for any visiting artist or anyone that is going to be in the shop working in any capacity and is not enrolled or in the College payroll system, as they are not covered by any liability insurance.

6.6.1 Director of Academic Facilities

The Director of Academic Facilities oversees all Academic Facilities operations, equipment, technology, and strategic planning. The Director works with faculty, staff, and students to strengthen the infrastructure for teaching and to learn in an interdisciplinary environment through the safe operation of the academic facilities. The Director of Academic Facilities provides direction and support for pedagogy, research, operations, equipment purchasing, training, growth, and technology. The Director is an ex-official member of the Health and Safety Committee of the Faculty Assembly that works to create a policy that improves and supports a safe and healthy working environment campus-wide and communicates those policies to the larger CCS community.

6.6.2 Emergency Response

All Academic Facilities shop managers, staff, and work-study technicians are certified in First Aid, CPR, and AED. Campus Safety has implemented a step-by-step response plan for accidents, injuries, and fires that may occur in the shops. The plan is posted in each area. Faculty should familiarize themselves with these procedures.

When anyone is injured, the supervisor at the shop must fill out an Accident/Injury Report Form at the CCS Security Office.

6.6.3 Hazardous Waste

Hazardous waste disposal is contracted out to a contractor licensed by the State of Michigan. Containers are provided for areas where hazardous waste has been identified. It is the department's responsibility to inform Campus Facilities of hazardous waste located in areas other than the shops and labs.

6.6.4 Tools And Equipment

Certain materials are available for purchase in the shops and labs. The Campus Bookstore stocks basic personal protection equipment — face masks, gloves, and safety glasses for sale. Faculty and staff must instruct and require users of the shop to use the proper safety gear in the appropriate manner.

6.7 Galleries

6.7.1 Center Galleries

Center Galleries, located on the Ford Campus in the Manoogian Visual Resource Center, presents the work of faculty, alumni, and local and nationally prominent artists for the education and enjoyment of both the students and faculty of CCS and the community at large. The programs of Center Galleries are accessible to and encourage the participation of the widest possible audience consistent with its mission and resources.

Center Galleries is dedicated to exploring the relationship between culture and artistic practice, fostering intellectual inquiry, and creating multidisciplinary exhibitions and educational programming that enable diverse audiences to connect their experiences of art to everyday life. Center Galleries recognizes a special responsibility to support the academic and teaching missions of the College through close collaboration with academic departments on campus. Off-campus, Center Galleries places special emphasis on serving the cultural needs of the people of southeastern Michigan, while simultaneously participating as an active member of the national art community.

Center Galleries also showcases the work of alumni, faculty, and staff in its Alumni and Faculty Hall and the College's own art collection in the Permanent Collection Gallery. Additional programming by Center Galleries includes film,

literary, and performance events, benefits and artist receptions, and occasional special exhibitions throughout the campus. Center Galleries' educational programs are designed for the education and enjoyment of CCS students, and to help build audiences for contemporary art. Lectures, gallery talks with artists and curators, workshops, catalogs, and other publications, and ongoing gallery tours for art educators and their students introduce visitors to new artists, new work, and other issues and ideas about contemporary art practice.

6.7.2 Valade Family Gallery

The Valade Family Gallery is located on the first floor of the A. Alfred Taubman Center for Design Education. The Gallery offers 5,500 square feet of event space available for internal and external use.

The Valade Family Gallery showcases the work of visiting artists, alumni, faculty, and staff. Programming of the Gallery includes special events, benefits, student exhibitions, and artist receptions. The space can accommodate up to 150 people and provides a flexible layout to accommodate all types of exhibitions and events.

6.7.3 U245 Gallery

The U245 Gallery is a student-managed gallery exhibition space that offers CCS students from all departments the opportunity to showcase their creative achievements to the public. Located on the ground floor of the Art Centre Building, the gallery has easy access and good visibility from the campus. Exhibitions are open to the public.

The Chair of the Art Practice department or their designee serves as Faculty Advisor for U245 Gallery. Two work-study positions are available annually for two students from any department to manage the exhibition proposal and curatorial process. The Art Practice Chair (or faculty designee) hires the work-study positions and serves as the U245 faculty advisor. When necessary, Exhibit Services may support the installation of work.

6.7.4 Knight Foundation Gallery

The Knight Foundation Gallery is located on the 11th floor of Taubman Center and is part of the Benson & Edith Ford Conference Center. It has 5,600 square feet of space designed for exhibitions and other social events such as receptions, banquets, or seated presentations. This space can accommodate 200 guests for a sit-down dinner, 300 for a reception, or 350 guests for theater-style seating.

6.8 Auditoria

6.8.1 Wendell W. Anderson, Jr. Auditorium

The Wendell W. Anderson, Jr. Auditorium is located on the ground floor of the Walter B. Ford II Building. This 250-person Auditorium serves the entire college for internal events, classes, and lectures, as well as College-sponsored events open to the public. It has two projectors and the capability for surround sound audio. The Auditorium further provides the capability for HD projection, lecture recording, and streaming, podium-based lectures, table lectures, or panel discussions.

The maintenance and technical support for the systems within the Auditorium are provided by Audio Visual Services staff. Reservations for the Auditorium are made through the Executive Office. Since certain events will override class presentation reservations, be sure to check before committing a reservation to a class schedule.

6.8.2 General Motors Auditorium

The General Motors Auditorium is located on the 11th floor of the Taubman Center within the Benson and Edith Ford Conference Center. It has over 5,800 square feet of space and can accommodate a variety of configurations for any type of event. An ideal location for conferences, lectures, parties, luncheons, and award ceremonies, the auditorium can accommodate 450 guests with theater-style seating and 360 guests at banquet rounds. Immediately outside the auditorium is the Knight Gallery which serves as a pre-function area for auditorium events and also a site for exhibits, meetings, and other smaller events.

6.9 Lecture Series

6.9.1 Woodward Lecture Series

The Woodward Lecture Series is supported by an endowed fund to bring three visiting artists to campus each semester. Visitors may be selected from the areas of Art Practice, Crafts, Photography, Illustration, Art History and Criticism, and History. The visitors are well-established with national or international reputations. During each visit, there is a public lecture and an opportunity for students to interact with the visitor in a classroom or studio setting.

6.9.2 Toyota Lecture Series

The Toyota Lecture Series in Design was established through a generous \$1 million endowment gift to the College for Creative Studies from Toyota Motor Company. The endowment is used to bring prominent designers and scholars in all fields of design to speak at CCS. There are between six and eight Toyota Lectures that occur throughout the academic year. Academic Affairs manages

the Series, including scheduling guest lecturers and special workshops. Ideas for lecturers are generated by the Chairs and their Departments when requested in February. The Speakers and Exhibitions Committee then reviews submissions and approves six-eight with two alternatives. The lecture schedule is determined by April end of the next academic year.

6.10 Community Outreach

6.10.1 Community Outreach

Located in the heart of a complex urban region and possessing unique resources of value to that region, CCS recognizes a responsibility to serve the community of which it is a part. Thus, its mission includes not only collegiate education in art and design but community education as well. The goals of its community outreach activities include:

- bringing the enrichment of art and design education to a wider population
- illuminating the satisfying career opportunities available in the art and design fields
- increasing the representation of minorities in the art and design professions
- promoting economic and community development in Detroit and Southeastern Michigan

Community outreach occurs in many ways at CCS, through the activities of individual faculty members, through the academic departments, and through special projects and programs. These offices play key roles in outreach and comprise the Community Arts Division: Center Galleries (described above), Pre-College and Continuing Studies, and Community Arts Partnerships.

6.10.2 Precollege And Continuing Studies

The Precollege and Continuing Studies (PCCS) department at CCS offers art and design courses for people of all ages; pre-college programs such as Precollege Summer Experience, Teen Summer Camps, Dual Enrollment, youth programs such as Second Saturdays and Summer youth day camps; adult non-credit courses, certificate programs; and professional development programs.

6.10.3 Community Arts Partnerships

Community Arts Partnerships program develops and maintains collaborations between the College and community organizations to bring educational experiences in art, design, and new technologies to underserved populations. The Director acts as a resource for faculty and programs within the College that seek to develop community partnerships.

6.11 Design Core Detroit

Design Core Detroit is an economic development organization within the College with the mission of developing Detroit into a global resource for creative talent. Design Core serves design-driven industries that specialize in design or utilize design as a central discipline of their business strategy. The steward of Detroit's UNESCO City of Design designation, Design Core is located on the first floor of the A. Alfred Taubman Center for Design Education. Design Core Detroit champions design-driven businesses and their role in strengthening Detroit's economy through its three main programs: Detroit Design Network, Detroit Month of Design, and Detroit City of Design. It offers services to strengthen, grow and attract design businesses, increases market demand for design services and tells Detroit's design story locally and globally. More information can be found at designcore.org¹⁹.

6.12 Book And Art Supply Stores

The CCS Bookstore²⁰ is located on the ground floor of the Taubman Center. It is open Monday through Saturday during the academic year. Throughout the summer months, it is open Monday through Friday, 9:00 AM to 4:00 PM. Textbooks and other supplies²¹ are stocked each semester based on the faculty's needs. The bookstore sends out a request to all academic departments in January for information regarding required texts for the full academic year. Based on these requests, the bookstore will carry the necessary textbooks and supplies. Federal guidelines require that textbook information for required books are available when registration is open for their courses.

¹⁹designcore.org (<https://designcore.org>)

²⁰CCS Bookstore (<https://campus.collegeforcreativestudies.edu/bookstore/>)

²¹other supplies (<https://bookstore.collegeforcreativestudies.edu/>)

Chapter 7

Administrative Support Services

7.1 Human Resources

The Human Resources Office is responsible for the administration of all human resource-related functions. These include policy and procedure development and administration, recruitment, employment, employee development, compensation and benefits. The Director provides leadership for college administrators to develop and sustain positive employee relations, policies and procedures, performance management, and salary and benefit plan administration.

7.2 Business Services

The Business Office is located in the Yamasaki Building, main floor. Please make sure to have your CCS ID.

Business Services Training Manual¹.

7.3 Information Technology Services

Information Technology Services (ITS) supports the College's mission by implementing and maintaining academic, administrative, and enterprise (shared) infrastructure technologies and systems. These include the institution's administrative and student information systems software, Colleague; the institutional communication portal, Canvas; the room scheduling system, R25; as well as managing the institutional technology help desk. ITS also manages the campus-wide network and Internet access, email, and voice and data services.

¹Business Services Training Manual (<https://campus.collegeforcreativestudies.edu/policy/wp-content/uploads/sites/7/Business-Services-Training-Manual-01-14-19.pdf>)

ITS further oversees compliance with required governmental and contractual policies and protocols. Finally, ITS manages the College's physical and virtual computing resources including computer labs, virtual desktop infrastructure, and faculty and staff computers.

7.4 Facilities And Administrative Services

7.4.1 Buildings And Grounds

The Office of Facilities and Administrative Services is responsible for the maintenance and repair of the institution's buildings and grounds. Cleaning is performed on a daily basis. To avoid harming student or faculty work, classrooms and studios will only have trash removed. Faculty should communicate with Facilities if classrooms and studios are not being cleaned properly.

For most maintenance and repair, a Maintenance Service Request (MSR) should be completed and submitted to Facilities. MSR's are assigned a priority. Every effort is made to fulfill all MSR's in a timely manner. If the work has not been performed within two weeks, the Facilities staff will inform the department as to the status of the MSR. The department should call the Facilities department coordinator if there has been no communication regarding a submitted MSR within the indicated time.

The Facilities department also oversees major construction projects, and will coordinate these activities with the normal operations of CCS.

7.4.2 Mailroom

All CCS mail is processed through the mailroom. Incoming mail is picked up by Facilities staff in the morning from the post office, and all outgoing mail is picked up from CCS offices by 3:00 p.m. so it can be delivered to the post office by 4:30 p.m. Personal mail sent from CCS must have the proper postage affixed. Under no circumstances may CCS postage be used for personal mail.

7.5 Campus Safety

7.5.1 Campus Safety

Campus Safety provides 24-hour security at both the Ford Campus and the Taubman Center. Three college administrative positions (Director, Assistant Director, Security Manager) are responsible for enforcing the security policies and procedures, as well as directing and overseeing security guard services. Other Security personnel are employed by a contract guard agency that provides fixed and mobile security patrols, patrol supervisors and shuttle drivers supervised by CCS personnel. Services provided by Campus Safety include safety patrols, escort service to parked vehicles on campus, auto lock out service, battery jump starts and tire inflation, and issuing and replacing access cards.

Campus Safety participates in new student orientation and offers periodic specialized training on topics such as active shooter is provided, in coordination with the Student Affairs Office.

Campus Safety also maintains fifty-eight First Aid stations located throughout the campuses that provide immediately accessible first aid supplies to injured persons. The department also has trained first medical responders located on each campus. If immediate medical attention or transportation is needed, Campus Safety will contact the contracted ambulance company which will provide transport to a local medical facility.

7.5.2 Campus Emergency Alert Program

The College for Creative Studies uses an electronic emergency notification system called Alert Emergency Notification System. This system has the capability of sending electronic emergency notices regarding severe weather, school closings and emergency situations to all students, staff and faculty via their CCS email account, and cell phone (if registered with the Alert system). In the event of an emergency situation on campus, the message will include the location of the emergency and instructions on what action to take. Register your information with the Campus Emergency Alert Program by going to your Blackboard account and completing the alert notification system section.

7.5.3 Security Procedures And Services

If you notice any suspicious or inappropriate activity, please notify the Security office (extension 7444, Ford Campus or extension 1444, Taubman Center) immediately, or push the red “assistance button” on one of the Emergency phones located around each campus and in the parking decks. When Campus Safety is notified of an incident, they will take the appropriate action to ensure your safety on campus.

In addition to the emergency phones and patrols, activity on campus and in the parking deck at CCS is monitored and digitally recorded by 250 closed circuit television cameras strategically placed on the campuses.

Victims of a crime while on campus or in the vicinity of campus should call Campus Safety immediately or report to the Campus Safety office on the main level of the Kresge Ford Building, across from the CCS bookstore or on the main floor of the Taubman Center. Campus Safety will provide immediate assistance and first aid if required. If additional assistance is needed, the shift supervisor will make the necessary notifications.

If at any time an escort is needed anywhere on campus, the patron should dial extension 7444 at the Ford Campus and 1444 at the Taubman Center and let the Campus Safety officer know their location. The on duty supervisor will send a Campus Safety officer to escort them to their indicated destination on campus.

A pamphlet on emergency procedures is available in each administrative office. Additional copies can be obtained from the Office of Campus Safety and

Security or the Human Resources office.

7.5.4 Crisis Management Plan

The College has a Crisis Management Plan², developed by Campus Safety and Human Resources, that details procedures for responding to man-made and natural emergencies that might confront the College. The plan covers medical emergencies, crimes in progress, bomb threats, tornadoes and fires. The focus is on reporting emergencies, critical infrastructure assessment, evacuations of buildings, recovery of services and return to operating standards. The full plan³ is available on the CCS Policy Database and, additionally, a pamphlet is available from Campus Safety with important summary information.

7.6 Institutional Advancement

7.6.1 Institutional Advancement

Philanthropy helps the College for Creative Studies accomplish its mission by supporting scholarships, faculty, programs, student wellbeing, facilities, and more. A growing base of donors – individuals, corporations, foundations, and government – supplement the financial resources provided by tuition and other operating income. Institutional Advancement (IA) is responsible for overseeing the acceptance of charitable gifts, fundraising initiatives, and alumni engagement at the College-level to complement activities at the department level. Moreover, IA collaborates with the Office of Partnerships (7.6.5), to support their leadership efforts to engage the Corporate community in support of funds to impact the College.

7.6.2 Development

The Development unit in IA raises funds to support CCS at all levels, from supporting general operations and addressing ongoing needs to enabling special projects, new initiatives, endowed programs, and positions, reducing the financial burden of students through scholarships, capital improvements, and more. The Development team is also responsible for all gift processing, compliance with IRS laws related to receipting/acknowledgment of gifts, documentation of gifts to support the audit and donor intention, coordination with the Office of Business Services related to philanthropy, as well as coordinating efforts on behalf of the College related to donor relations and stewardship.

If faculty and staff are interested in raising money or securing/accepting a gift-in-kind for a project or initiative, they should begin by discussing their idea with their Department Chair and/or Dean to ensure that their initiative

²Crisis Management Plan (<https://campus.collegeforcreativestudies.edu/policy/emergency-response-and-crisis-management-plan/>)

³full plan (<https://campus.collegeforcreativestudies.edu/policy/emergency-response-and-crisis-management-plan/>)

aligns with the College's mission and priorities. Once approved at a conceptual level, faculty and staff should contact the Office of Institutional Advancement for further conversation. Policies related to fundraising may be found in the policy database in the section pertaining to Fundraising and Marketing⁴ or by searching the database using the keywords "charitable gifts⁵."

For gifts-in-kind specifically, the College accepts gifts-in-kind on a limited basis and they must be approved by Institutional Advancement (IA) in advance of accepting any such gift. If the donor stated value of the gift exceeds \$105,000, approval by the Vice President for Administration and Finance is also required to ensure the College is complying with IRS laws that require an independent appraisal/documentation to determine the value of goods, reporting after use/sale, and more. Refer to the policy in the College's database titled, "Charitable Gifts – Types and Acceptance⁶" for additional information. The Gift-in-Kind Form⁷ can be obtained from the Institutional Advancement⁸ (IA) office and should be returned to IA once the donor completes the form for acknowledgment and record-keeping purposes.

7.6.3 Marketing And Communications

Marketing And Communications

The Marketing and Communications unit is responsible for planning, budgeting, writing, design, production and distribution of official external CCS communications including student recruitment materials and the CCS website and social media channels. The Marketing and Communications unit also manages the CCS brand and graphic identity standards.

CCS staff needing print, video, or web-based marketing materials should contact the Director of Marketing or the Director of Communications. CCS personnel other than Marketing and Communications staff should not hire designers, contract printing, or develop websites or social media channels for external audiences without the involvement of Marketing and Communications. All external print jobs must go through the Marketing and Communications office.

Public Relations

Public Relations, primarily news media outreach, is managed from within Marketing and Communications. The CCS Public Relations function is charged

⁴Fundraising and Marketing (

<https://campus.collegeforcreativestudies.edu/policy/category/fundraising-marketing/>)

⁵charitable gifts (<https://campus.collegeforcreativestudies.edu/policy/?s=charitable+gifts>

⁶Charitable Gifts – Types and Acceptance (

<https://campus.collegeforcreativestudies.edu/policy/charitable-gifts-types-and-acceptance/>)

⁷Gift-in-Kind Form (

<https://campus.collegeforcreativestudies.edu/institutional-advancement/>)

⁸Institutional Advancement (

<https://campus.collegeforcreativestudies.edu/institutional-advancement/>)

with engaging key audiences (potential students, donors and potential donors, industry and government opinion leaders) to promote and strengthen the CCS brand image. Communications staff initiates and maintains relationships with the media, promotes newsworthy CCS events and activities to key audience segments, manages CCS announcements, and engages external public relations consulting support. Any requests made to faculty or staff for media interviews, tours, etc. should be run through the Director of Communications prior to being accepted.

7.6.4 Special Events

The Special Events is responsible for overseeing all the logistics of fundraising, community, and third-party events for the College. It works with academic and administrative departments, outside organizations, and individuals to schedule auditoriums, galleries, and conference spaces for purposes other than regular classes. The events team books facilities ensuring that the appropriate facilities are used, and coordinates audio-visual and other equipment set-ups, catering, crowd control, security, and parking arrangements.

The College has outlined General Event Policies for events being held at the A. Alfred Taubman Center for Design Education, and the Walter and Josephine Ford Campus in the Facility Use and Special Events Manual.

7.6.5 Office of Partnerships

Corporate and community partnerships are central to CCS's educational mission. Collaborating with external partners enhances CCS' ability to assure success by keeping the institution's programs' curricula on the cutting edge. In turn, businesses recognize the importance of creative professionals to economic competitiveness, and industries across the world seek the creatives that CCS produces. The newly established CCS Office of Partnerships is the entry point for external partners to connect with the talent and resources that exist at the College. The team will help external partners engage with CCS in meaningful ways and will develop and sustain long-term partnerships and relationships that fit the mission and vision of the College. In addition, the team will deliver career development services to students and support the growth of experiential learning at the college.

Chapter 8

Administrative Policies And Procedures

8.1 Personnel Records

8.1.1 Staff

A master personnel record containing administrative staff records and other pertinent data is maintained in the Human Resources office. The Human Resources office maintains records concerning employment, performance, payroll, benefits, and other miscellaneous items. No information, except verification of employment dates and job title, will be released to outside sources without the employee's written authorization, unless disclosure is required by subpoena or court order or is necessary to meet some legal obligation of CCS. A written authorization from the employee is required for the Human Resources office to release salary information.

It is each administrative staff member's responsibility to inform the Human Resources office of any changes in the following: name, address, telephone, marital status, dependents, beneficiaries, and emergency contacts.

Administrative staff have the right to review their Personnel Record in the Human Resources office, with a prior appointment. These Personnel Records are confidential and may only be reviewed by the administrative member, or the appropriate supervisory personnel of the administrative staff member.

8.1.2 Faculty

A master personnel record containing faculty records and other pertinent data is maintained in the Human Resources office. The Human Resources office maintains records concerning employment, performance, payroll, benefits, and other miscellaneous items. The Academic Affairs Office also maintains records on each faculty member which include: Full-Time Faculty Annual Reports,

Department Chair Annual Reviews of Full-Time Faculty, faculty member's resume, and correspondence. No information, except verification of employment dates and job title, will be released to outside sources without the employee's written authorization, unless disclosure is required by subpoena or court order or is necessary to meet some legal obligation of CCS. A written authorization from the employee is required for the Human Resources office to release salary information.

It is each faculty member's responsibility to inform the Human Resources office of any changes in the following: name, address, telephone, marital status, dependents, beneficiaries, and emergency contacts.

Faculty members have the right to review their Personnel Record in the Human Resources office or their file in the Academic Affairs Office, with a prior appointment. These Personnel Records are confidential and may only be reviewed by the faculty member, or the appropriate supervisory personnel of the faculty member.

8.2 Budget

CCS's fiscal year is a twelve-month period, beginning on July 1, and ending June 30. The budget for CCS is prepared annually, with formal Board of Trustees approval in the May preceding the commencement of the next budget year. The process of preparing the budget begins in the fall preceding the start of the next fiscal year. At that time, enrollment projections are made for the following year, and by December, the tuition rates for the following year are established and approved by the Board of Trustees. Following soon thereafter, the process of developing detailed revenue, expense and capital acquisition budgets commences.

In January, all cost center directors, department chairpersons, and other staff with budget responsibilities are given information regarding the budget preparation process. They prepare revenue, expense and capital budget requests based upon the information in the budget package, as well as needs they might have due to curriculum or enrollment expectations. These requests are submitted in late February, with individual departmental presentations made to senior management in early March. Following these presentations, senior management makes final budget decisions, and the budget is prepared for submission to the Finance and Audit Committee of the Board in early April. This is followed by presentations to the Executive Committee of the Board in late April and to the Board of Trustees for final approval in May.

8.3 Contractual Commitments

Any contract that legally binds CCS or any of its employees to perform a service, pay a fee, or fulfill any other responsibility must be signed by either the Vice President for Administration and Finance or the President. Faculty may not sign contracts on behalf of CCS. In all matters that require an official signature

on a contractual commitment the following steps shall apply in order for CCS to be legally responsible:

- Faculty members may recommend contractual commitments to their department Chairs or directors.
- Department Chairs may initiate and recommend contractual commitments within their area of responsibility to the appropriate Dean.
- The appropriate Dean and/or the Vice-President for Administration and Finance must review and approve all contractual commitments for official authorization.
- The Vice-President for Administration and Finance will determine the necessity for the President's signature. In all cases, any contractual arrangements between CCS and another party will only be considered officially approved if signed by the Vice President for Administration and Finance and/or the President, or their designee.

8.4 Emergency Weather Closing

CCS's policy is to keep the school open during periods of inclement weather, if at all possible. In the event it is necessary to close due to severe weather conditions or any other emergency, the following procedures for notification are followed:

The decision to close or cancel Day Classes will be made by 6:00 a.m. and to cancel Evening Classes will be made by 2:00 p.m. Faculty may call 313-664-7400 after 7:00 a.m. or listen to local radio/TV stations for information. Closings and class cancellations will also be announced through Campus Emergency Alert Program, the College emergency notification system.

Faculty are required to reschedule any classes that are canceled due to weather or emergency closings.

8.5 Identification Cards

Identification cards are issued to all employees at the time of hire. Faculty must display their ID card at all times while they are on campus and must present it when asked by Security personnel. ID cards are issued through the Campus Safety and Security Office, upon completion of new hire employment forms with the Human Resources Office. Faculty are responsible for their ID card; if lost, there will be a \$20 replacement fee.

8.6 Access To Buildings And Parking Areas

Faculty who need access to College buildings outside of posted hours should contact the CCS Ford Campus Security Office at 313-664-7444 or the Taubman

Security Office at 313-664-1444. They must check in with the Security Office upon arrival and check out when departing. The faculty member's CCS ID must be presented to be admitted to the building.

8.7 Keys

Keys for use on gates, doors, desks, file cabinets, vehicles and other CCS equipment are issued through the Facilities Department. They remain the property of CCS. If you are provided with a key, you are responsible for its safekeeping. You will be required to pay for the replacement of lost or stolen keys that have been assigned to you. If your job changes or you leave CCS, you must return all keys to the Director of Human Resources. You may not duplicate keys without authorization.

8.8 Children In The Workplace

All College employees, including faculty, staff, and students, may occasionally experience the need to bring children to campus. The following guidelines are established to clarify the College's practice regarding such situations.

Employees and students who are responsible for the care of minor children are expected to arrange childcare away from the workplace and campus. The College does not condone bringing children into the workplace and on campus, except as provided below. The College accepts no responsibility for the actions of children on campus; the parents or custodians assume all such responsibility. Bringing children into the workplace or classroom creates a distraction, for the parent or custodian, for other employees and for students, impeding the performance of College duties and could also endanger the child. The immediate supervisor or instructor will counsel or notify employees or students who bring children to campus without proper authorization in advance.

8.8.1 Exceptions For Employees

Employees may bring children to campus under the following conditions:

An employee is coming to campus for a short visit, or errand, of less than two (2) hours:

- delivering College-related work (forms, reports, grades, pay a bill, etc.)
- bringing a new baby to introduce to co-workers
- other casual, informal College business with co-workers
- College for Creative Studies sponsored special events

Other conditions to bring children to campus will need approval from the immediate supervisor and Director of Human Resources.

8.8.2 Exceptions For Students

- delivering College-related work (forms, registration, reports, grades, pay a bill, etc.)
- bringing a new baby, outside of class time, to introduce to classmates, instructors
- College for Creative Studies sponsored special events

Other conditions to bring children to campus will need approval from the Dean of Students.

8.9 College Purchasing

A purchase order is a promise to pay for goods and services that is sent to a vendor in order to process an order before payment is received. A purchase order **MUST** be used to procure goods and services unless prior authorization has been obtained from the office of the Vice President of Finance/CFO or is travel and entertainment related. Any purchases made by an employee without prior authorization may not be reimbursed!

Mastercards are available and provided to employees for the purpose of charging legitimate travel and entertainment expenses to the College. Cardholders should not use the corporate credit cards to circumvent the Colleges purchasing function by charging for other than approved travel-related expenses unless previously approved by the VP of Finance/CFO. Authorization to obtain a card must be through the VP of Finance/CFO. Although the card is issued in an individual's name, it should be considered College property. Complete details and more information may be obtained through the Business Services department.

The purchase requisition form is available on the public directory in the Business Services folder and on the office's campus office page. This is an electronic form.

8.9.1 Credit Application

Credit applications are available from Business Services. It may be necessary to send a credit application to a new vendor so a PO will be accepted. If a new vendor requires the completion of their credit application, please contact the Business Services Department.

8.9.2 Tax-Exempt

CCS is a non-profit organization and is tax-exempt. The College's tax-exempt ID # is available from Business Services, as well as a tax-exempt letter. Business Services can provide a copy of a W-9 form, the Request for Taxpayer Identification and Certification if necessary.

8.10 CCS Smoking Policy

State and local laws prohibit smoking in all parts of College buildings. City ordinance prohibits smoking within 15 feet of any building entrance. The detailed CCS Smoking Policy¹ can be found in the College's Policy Database.

8.11 Electronic Communications

CCS continues to adopt and make use of new means of communication and information exchange. This means that many of our employees have access to one or more forms of electronic media and services, including: computers, e-mail, telephones, voice mail, fax machines, external electronic forums, wire services, on-line services, the Internet, and the World Wide Web.

CCS encourages the use of these media and associated services because they can make communication more efficient and effective and because they are valuable sources of information. However, all employees and everyone connected with CCS must be aware that electronic media and services provided by CCS are for the purpose of facilitating and supporting CCS educational and business use.

This policy cannot establish rules to cover every possible situation. Instead, it is designed to support CCS's Mission Statement and set forth general principles employees should apply when using electronic media and services.

The following procedures apply to all electronic media and services that are:

- accessed on or from CCS premises;
- accessed using CCS computer equipment or via CCS paid access methods;
or
- used in a manner that identifies the individual with CCS.

8.11.1 Prohibited Communications

Electronic media cannot be used for knowingly transmitting, retrieving, or storing any communications that are:

- discriminatory, annoying, or harassing;
- derogatory to any individual or group;
- offensive, obscene, defamatory, or threatening;
- attempting to test, circumvent, or defeat security or auditing systems;
- SPAMMING, the method of mass distribution of communications, that does not support CCS related business;

¹CCS Smoking Policy (<https://campus.collegeforcreativestudies.edu/policy/smoking/>)

- engaged in for any purpose that is illegal, fraudulent, malicious, or contrary to CCS policy or educational and business interests.
- CCS reserves the right for interpretation of the above prohibited communications.

8.11.2 Personal Use

Electronic media and services are provided by CCS primarily for employees' educational and business use. Limited, occasional, or incidental use of electronic media (sending or receiving) for personal, non-business purposes is understandable. Personal use of CCS's electronic media and services cannot interfere with an employees' position responsibilities. Employees are expected to demonstrate a sense of responsibility and not abuse this privilege.

8.11.3 Access to Employee Communications

CCS does not routinely access or monitor employee communications directly. However, individual use patterns – telephone numbers called, sites accessed, call length, and time at which calls are made – are monitored for the following purposes:

- cost analysis;
- resource allocation;
- optimum technical management of information resources; and
- detecting patterns of use that indicate employees are violating CCS policies or engaging in illegal activity

CCS reserves the right to review any employee's electronic files and messages at any time to ensure electronic media and services are being used in compliance with the law, this policy, and other CCS policies. Employees should not assume that electronic communications are private.

8.11.4 Software Use

CCS licenses the use of various computer software for educational and business purposes and does not own the copyright to this software or its related documentation. The employees of CCS do not have the right to reproduce such software for use on more than one computer, or use the software for purposes other than those authorized by the license. In most cases, educational use only is allowed by the license and software licensed by the College may not be used for personal, professional, or profit making use.

Employees may only use software on local area networks or on multiple machines according to the software license agreement. CCS prohibits the illegal duplication of software and its related documentation.

8.11.5 Security / Appropriate Use

Employees must respect the confidentiality of other individuals' electronic communications. Except in cases in which authorization has been granted by CCS management, employees are prohibited from engaging in, or attempting to engage in:

- monitoring or intercepting the files or electronic communications of other employees or third parties;
- hacking or obtaining access to systems or accounts they are not authorized to use;
- using other people's log-ins or passwords; and
- breaching, testing, or monitoring computer or network security measures

No e-mail or other electronic communications can be sent using CCS equipment that attempt to hide the identity of the sender or represent the sender as someone else.

Electronic media and services should not be used in a manner that is likely to cause network congestion or significantly hamper the ability of other people to access and use the system.

Anyone obtaining electronic access to other organizations' or individuals' materials must respect all copyrights and cannot copy, retrieve, modify, or forward copyrighted materials, except as permitted by the copyright owner.

See also the College's Information Security Plan² which can be found on the CCS Policy Database.

8.11.6 Confidential Information

The confidentiality of student and employee records is protected by state and federal laws. No employee may access confidential information unless authorized to do so. CCS confidential information should never be transmitted or forwarded to outside individuals or organizations without authorization. Employees are required and expected to protect CCS confidential information.

Please also see the College's FERPA Policy³ which can be found on the CCS Policy Database.

8.11.7 Participation in On-Line Forums

Employees must be aware that any messages or information sent on CCS provided facilities to one or more individuals via an electronic network (i.e.: Internet mailing lists, bulletin boards, and other on-line services) are statements identifiable and attributable to CCS.

²Information Security Plan (

<https://campus.collegeforcreativestudies.edu/policy/information-security-plan/>)

³FERPA Policy (<https://campus.collegeforcreativestudies.edu/policy/family-educational-rights-and-privacy-act-ferpa/>)

CCS recognizes that participation in some forums might be important to the performance of certain employees' positions. Employees should include the following disclaimer in all of their postings to public forums:

- The views, opinions, and judgments expressed in this message are solely those of the author. The message contents have not been reviewed or approved by CCS.

Employees should note that, even with a disclaimer, connection with CCS exists and a statement could be imputed legally to CCS. Therefore, employees should not rely on disclaimers as a way of insulating CCS from the comments and opinions they contribute to forums. Instead, employees must limit their discussion to matters of fact and avoid expressing opinions while using CCS systems or a CCS provided account. Communications must not reveal information about CCS's business or confidential information and must not otherwise conflict with this or other CCS policies.

8.11.8 Policy Violations

Employees who abuse or violate the privilege of CCS-facilitated access to electronic media or services are subject to corrective action, up to and including termination.

Complete technology-related policies⁴ can be found on the CCS policy database.

8.12 Social Media Policy

Policies related to the development, design, maintenance, and use of CCS Social media sites⁵ can be found on the Policy database.

8.13 Field Trips

From time to time, a faculty member will want to take a group of students on a field trip. Faculty should follow the Student Domestic Travel Policy and Procedures for all field trips and ensure that students complete the field trip waiver of liability form⁶.

⁴Complete technology-related policies (<https://campus.collegeforcreativestudies.edu/policy/category/facilities-technology/>)

⁵CCS Social media sites (<https://campus.collegeforcreativestudies.edu/policy/ccs-social-media-policy/>)

⁶field trip waiver of liability form (https://campus.collegeforcreativestudies.edu/policy/wp-content/uploads/sites/7/form_field_trip_waivers.pdf)

8.14 International Travel Policy

The College for Creative Studies (CCS) is committed to developing global partnerships, increasing international diversity on campus, and providing international study opportunities for students.

The College and the individual travelers have a responsibility for promoting health, safety, and security while traveling abroad. This policy defines institutional requirements that promote safety during international travel.

Individual travelers are responsible for compliance with this international travel policy. Academic departments and College offices sponsoring CCS Related Travel are responsible for informing travelers of this international travel policy and for facilitating compliance for individuals where appropriate.

The International Travel Policy⁷ outlines the College's requirements for CCS related travel abroad.

⁷International Travel Policy (<https://campus.collegeforcreativestudies.edu/policy/international-travel/>)