

FACULTY GUIDE

SETON HALL UNIVERSITY



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TABLE OF CONTENTS

Article 1: Definitions	3
Article 2: University Policies	5
Article 3: Appointments	7
Article 4: Appointment, Promotion, and Tenure Standards	27
Article 5: Promotion and Tenure Procedures	35
Article 6: Leaves	45
Article 7: Faculty Rights and Responsibilities	55
Article 8: Faculty Personnel Files	66
Article 9: Faculty Research and Sponsored Activities	70
Article 10: Governance of Departments and Academic Programs	73
Article 11: College Governance	88
Article 12: University Governance	91
Article 13: General Governance	97
Article 14: Grievance Process	100
Article 15: Interpretation and Amendment	107

ARTICLE 1 DEFINITIONS

All provisions of this Faculty Guide (“Faculty Guide” or “Guide”) apply to the following major academic divisions of Seton Hall University: the College of Arts and Sciences, the College of Human Culture, Development & Media, the W. Paul Stillman School of Business, the School of Diplomacy and International Relations, the University Libraries (the “Library”) and the College of Nursing. The academic jurisdiction of this Faculty Guide shall extend to all educational programs of the University, except those of the School of Law. Only University Governance (Article 12) and General Governance (Article 13) apply to the School of Theology and to the School of Health and Medical Sciences. Faculty of any newly-established major academic divisions or credit-bearing educational programs shall come under the jurisdiction of this Faculty Guide, unless specifically excluded by agreement of the Faculty Senate and the Provost.

- 1.1 The terms “Faculty” or “Faculty member” denote a person or persons having instructional or research duties in one of the above-listed Colleges. This designation includes a person or persons having professional library duties.
- 1.2
 - a. “Full-time” Faculty members are those individuals, with principally instructional, research, or professional library duties, who have tenure or whose contracts stipulate that they are full-time employees of Seton Hall University.
 - b. “Adjunct” Faculty members and “Part-Time” Faculty members are those untenured individuals who have instructional duties but who are not on a full-time Faculty contract. These Faculty members enjoy academic freedom and such other rights and responsibilities as are specifically indicated in this document or are contained in their contracts.
- 1.3 The term “College” indicates either a college or school within the University academic structure and includes the University Libraries.
- 1.4 The term “Department” or “Academic Department” shall be defined as any academic instructional unit composed of at least three Tenured or Tenure-Track Faculty members and headed by a “Chairperson” (see Article 10).
- 1.5 An “Academic Program” consists of: (1) a credit-bearing course of study, including but not limited to majors, minors, concentrations, certificates, and other set curricula that do not bear degrees, and (2) the Faculty responsible for designing and teaching such curricula. An Academic Program may exist within or outside of a Department. Academic Programs outside of a Department are under the jurisdiction of the College to which they belong. Academic Programs may require a “Program Director” who shall serve as the head of this Academic Program. When a program has outside funding, the Program Director (or his or her appointee) shall be the principal investigator as approved by the funding agency conditional on satisfactory performance.

- 1.6 “Administration” includes the President, the Provost, Deans, and other administrative officers of the University, including those designated as “assistant” or “associate” or “vice” to any of the above.
- 1.7 The “Academic Year” is defined as the fall and spring semesters and those days preceding and following those semesters needed for the proper academic functioning of those semesters.
- 1.8 “Calendar Days” denotes the seven days of the week.
- 1.9 “Conflict of Interest” is a situation in which officers or employees of the University, their family members, or friends have existing or potential financial, personal, familial, or business interests that impair or might appear to impair the independence and objectivity of judgment of the officers and employees in the discharge of their responsibilities to the University.
- 1.10 “Conflict of Commitment” describes external activities or employment that substantially interferes with officers’ or employees’ employment responsibilities to the University. A conflict of commitment will be apparent in the failure of officers or employees to discharge fully the role or duties expected of them based upon other external commitments.

Faculty should refer to the University’s “Conflict of Interest and Commitment Policy.”

- 1.11 “Accredited Institution” is an academic institution of higher education accorded that status by an accrediting agency approved by the Council for Higher Education Accreditation or by the United States Department of Education or an equivalent foreign entity.
- 1.12 “Notification” is a written, non-electronic communication which shall be effective if delivered personally to the Faculty member or if sent by certified mail to the Faculty member’s residence as reported to Human Resources, postmarked by the date specified.
- 1.13 The “University” refers to Seton Hall University.
- 1.14 The “President” is the Chief Executive Officer of the University.
- 1.15 The “Provost” is the Chief Academic Officer of the University.
- 1.16 The “Dean” is the Chief Academic Officer of a College.
- 1.17 The “Faculty Senate” or “Senate” represents the University Faculty as identified above in matters of academic policies and procedures as well as matters of Faculty welfare. It has the right and duty to represent that Faculty on all matters which affect the Faculty as whole and to help inform Faculty opinion on matters of campus-wide importance. See Article 12.6.
- 1.19 “Departmental Guidelines” refers to Departmental Tenure and Promotion Guidelines, as defined in Article 5.2(a)(1) and elsewhere throughout this Guide.

ARTICLE 2 UNIVERSITY POLICIES

The University develops, maintains, and promulgates formal “Policies” (or “University Policies”) to regulate University business across units and in compliance with all applicable laws and accrediting bodies. Approval and publication of a Policy signals a commitment on the part of the University and all members of the University community to abide by its principles and procedures. Failure to adhere to a published Policy may be grounds for a grievance under Article 14 of the Faculty Guide.

2.1 Types of Policies. Policies may be divided for purposes of Faculty governance into the following categories:

- a. “Mandated Policies” are those Policies adopted by the University in recognition of its obligations under federal, state, or local law and/or accrediting bodies. Such Mandated Policies include, but are not limited to, the Non-Discrimination/Title IX Statement; the Equal Employment Opportunity/Affirmative Action Policy; the Disability Support Policy; the Policy on Discrimination, Harassment, and Retaliation; the Data Security Policy, and the Conflict of Interest and Commitment Policy.
- b. “Faculty Policies” apply specifically to University Faculty members as defined in Article 1 of the Faculty Guide and govern Faculty hiring, appointment, promotion, and conditions of employment; admissions, teaching, curriculum, assessment, and program development; scholarship, research, publication, and academic standards; and other matters of particular concern to the Faculty. Such Faculty Policies include, but are not limited to, the Copyright and Intellectual Property Policy; the Academic Integrity Policy; the Online and Hybrid Learning Policy; Policies regarding use of Technology and E-mail; Faculty Merit; Policies regarding Tenure, Promotion, and Sabbaticals; etc.
- c. “Other Policies” govern non-academic, regular operations of the University and apply in most cases to all members of the University community, including students and employees (administrators, Faculty, and staff). Faculty do not have a primary role in setting these Other Policies, which include, but are not limited to, safety, access to campus, vehicles and parking, facilities use, financial aid, enrollment, registration, bursar procedures, student conduct, housing, and student life.

2.2 Development and Adoption of University Policy

- a. Mandated Policies and Other Policies are developed and promulgated as stipulated in the University “Policy on Developing, Adopting and Promulgating University Policies.”

Faculty Policies may be developed, adopted, and promulgated on the level of the Academic Program, Department, College, or on the level of the Division of Academic Affairs. Policies on the Program, Department, or College level are

developed and adopted by the Faculty in the appropriate unit, according to relevant bylaws, and communicated as necessary to the appropriate administrator for review and confirmation.

- b. Faculty Policies applicable to multiple Colleges generally fall under the purview of the Division of Academic Affairs and must be reviewed and approved by the Faculty Senate and its appropriate Committees before being submitted to the Provost for final approval.
- c. Failure to adhere to Faculty Policies may be grounds for a Faculty Grievance as outlined in Article 14 of the Faculty Guide.

2.3 Promulgation of University Policy

- a. For a University Policy to be considered binding it must be made publicly available and directly communicated to all to whom it is applicable.
- b. Faculty Policies developed on the level of the Program, Department, College, or multiple units must either be posted on the website of the appropriate units or made available to the members of the unit in electronic or paper format. Faculty Policies applicable to multiple units need also be posted on the Faculty Senate website.

ARTICLE 3 APPOINTMENTS

3.1 Categories of Faculty

University Faculty may be appointed into the following categories: Tenure-track, Tenured, Contract, Faculty Associate, Lecturer, Clinical, and Adjunct. In addition, Tenured Faculty, after retirement, may be appointed to the rank of emeritus, as set forth in University Policy

a. Tenure-Track and Tenured Faculty

1. Tenure-Track Faculty are Full-time Faculty members engaged in teaching, research, and service, and who will be eligible to receive but have not yet been granted tenure under the provisions of Article 4. Tenure-Track Faculty are appointed for a period of one (1) year, unless otherwise stated in the Letter of Appointment, with an expectation of renewal for a tenure-track period which shall not exceed seven (7) years. Non-renewal requires written notification from the appropriate Dean as specified in Article 3.6(a)(1).
2. Tenured Faculty are Full-time Faculty members engaged in teaching, research, and service and who have tenure.
 - i. No individual may acquire tenure unless there is a specific affirmative action by the University Board of Regents.
 - ii. Tenured Faculty members have the right to University employment each and every Academic Year until retirement without reduction in rank and without termination except as provided in Article 3.10. Furthermore, a Tenured Faculty member shall not have her or his salary reduced unless there is a general reduction in salaries for all Faculty members that is necessitated by financial exigency. A Tenured Faculty member may not have her or his benefits reduced unless there is a general reduction in benefits for University employees.
 - iii. Tenured librarians are appointed by the University for twelve (12) months unless they exercise the option set forth in Article 7.2(d).

b. Term Faculty

“Term Faculty” refers to all Faculty members not eligible for tenure who are appointed for a fixed term stated in a contract that specifies obligations and compensation. There are four categories of Term Faculty: Contract Faculty, Lecturers, Faculty Associates, and Clinical Faculty.

1. Contract Faculty

- i. Contract Faculty are Full-time or part-time Faculty members employed on a contractual basis for a fixed term of no more than three years without expectation of renewal. Full-time Contract Faculty may have their terms renewed by the University in its sole discretion but such appointments and reappointments shall not exceed a total period of five years. Contract Faculty are not eligible for promotion.
- ii. Contract Faculty perform teaching without the expectation that they engage in research, scholarship, and service as a condition of their employment unless otherwise set forth in their contract.
- iii. Contract Faculty who have attained an appointment and academic rank at another (“home”) institution of higher education and who leave that institution for a stipulated period of time to engage in teaching, research, service, or clinical activity at the University may use the title “Visiting Professor,” “Visiting Associate Professor,” or “Visiting Assistant Professor,” commensurate with their title at their home institution. Faculty members who have not yet attained a tenure-track appointment elsewhere but who have received a terminal degree in the discipline within five years of the time of appointment may also use the title “Visiting Assistant Professor.” All other Contract Faculty shall use the title “Visiting Instructor.” “Visiting” Faculty are Contract Faculty appointed for a fixed term, which may be extended by the University in its sole discretion as set forth in this Article 3. Visiting Faculty are not on the tenure track and are not eligible for tenure.

2. Faculty Associates

- i. Faculty Associates are ordinarily qualified practitioners in a given field whose academic background and professional activity would not necessarily lead to the kind of scholarly activity that the University requires of its Tenure-Track and Tenured Faculty and who serve the University primarily as teachers in a field in which their practical experience contributes significantly to the University’s academic endeavors.
- ii. Faculty Associates are appointed as Full-time Faculty members for a fixed term which may be extended by the University in its sole discretion as specified in Article 3.6(d)(2). Faculty Associates are not eligible for tenure. They may be appointed at, or promoted to, the position of Senior Faculty Associate.

3. Lecturer

- i. Lecturers are ordinarily Full-time Faculty members who perform teaching, but who are not expected as a condition of their employment to conduct research and scholarship or to engage in service outside of their Department and College (unless otherwise specified by the contract).
- ii. Lecturers are initially appointed for a one-year term, which may be renewed and extended for a period of up to three years by the University in its sole discretion as specified in Article 3.6(d)(2).
- iii. Lecturers are not on the tenure-track and are not eligible for tenure. Lecturers may be appointed at, or promoted to, the rank of Senior Lecturer.

4. Clinical Faculty

- i. Clinical Faculty are ordinarily Full-time Faculty members who are engaged primarily in clinical teaching, professional practice, and service to the University and community; clinical scholarship is also a responsibility.
- ii. Clinical Faculty are appointed for a fixed term of one to three years, which may be extended by the University in its sole discretion as specified in Article 3.6(d)(3).
- iii. Clinical Faculty are not on the tenure-track and are not eligible for tenure.

c. Adjunct Faculty

Adjunct Faculty are Faculty members who are hired to teach a particular course or courses with no obligation on the part of the University to reemploy them. Adjunct Faculty are employed at will and may be reappointed. They are not on the tenure-track and are not eligible for tenure.

3.2 Ranks of Faculty

Ranks are the official positions Faculty members hold at the University for purposes of governance and administration. Titles are as set forth by University, College, and Department policy.

a. Tenure-Track and Tenured Faculty

For Tenured and Tenure-Track Faculty, the ranks shall be:

Professor
Associate Professor
Assistant Professor
Instructor

For Tenured and Tenure-Track Faculty in the Library only, the ranks shall be:

Librarian I (Professor)
Librarian II (Associate Professor)
Librarian III (Assistant Professor)
Librarian IV (Instructor)

b. Contract Faculty

For Contact Faculty, including “Visiting Professor,” “Visiting Associate Professor,” and “Visiting Assistant Professor,” the rank shall be:

Contract Faculty Member

c. Faculty Associate

For Faculty Associates, the ranks shall be:

Senior Faculty Associate
Faculty Associate

d. Lecturer

For Lecturer, the ranks shall be:

Senior Lecturer
Lecturer

e. Clinical Faculty

For Clinical Faculty, the ranks shall be:

Clinical Professor
Clinical Associate Professor
Clinical Assistant Professor
Clinical Instructor

f. Adjunct Faculty

Adjunct Faculty shall have the rank of Adjunct Faculty member.

3.3 Hiring of Faculty

a. Tenure-Track Faculty

1. Departments wishing to hire a Tenure-Track Faculty member shall submit hiring requests to their Deans for review and endorsement and for approval by the Provost. Requests must be accompanied by a rationale explaining the need for the position, describing the specific area of expertise sought, and stating whether the position is a replacement for a Faculty member in an existing position or a new Faculty line.
2. Tenure-Track positions require a national search and must be openly advertised in the regular and customary venues of the appropriate discipline. The job announcement should provide a clear description of the desired qualifications and job responsibilities and must include all standard language mandated by the University.
3. After receiving approval from the Provost's office, the Department shall convene a search committee made up of Tenure-Track and Tenured Department members chaired by a Department member nominated by the Department Chairperson and approved by a majority of Tenured and Tenure-Track Faculty in that Department. The search committee shall carry out the search in accordance with all applicable standards and norms of the discipline. Deans shall allocate sufficient funds to support the search. Ordinarily, no fewer than three (3) finalists shall be brought to campus to present their scholarship and teaching credentials and meet with the Department, Dean, and students.
4. Upon completion of the search, the Tenured and Tenure-Track Faculty of the Department will select by majority vote the top candidate. The Department shall report its recommendation with justification to the Dean. In its recommendation, the Department in the interest of expediency may, but is not required to, specify subsequent ranking of additional candidates to whom offers may be made in the event that the higher-ranking candidate turns down an offer. Only candidates specifically approved by majority vote of the Tenured and Tenure-Track members of the Department as acceptable to hire may be forwarded to the Dean.
5. Upon receiving the Department's request, the Dean shall review the candidate's qualifications and the conduct of the search. If the request is approved, the Dean shall forward it to the Provost with a written endorsement. Upon attaining the Provost's approval, the Dean shall make

an offer to the top-ranked candidate. If an offer is rejected and the Department has provided authorization, the Dean may make subsequent offers to additional candidates.

6. The Dean or Provost may not make an offer to a candidate without the prior approval of the Tenured and Tenure-track members of the Department as per Article 3.3(a)(4).

b. Term Faculty

1. The Full-time Faculty of the Department may make a recommendation to the Dean of the College for the creation of a Faculty Associate, Lecturer, Contract, or Clinical Faculty position. This recommendation is subject to approval by the Dean and then by the Provost. Such a recommendation must include a clear statement of the specific reasons for creating such a position within the Department. If an existing position has or is expected to become vacant, the Department may request permission to conduct a search to fill it.
2. In Departments with twelve (12) or more Full-time Faculty, the total number of Faculty Associate and Lecturer appointments may not exceed one third (1/3) of the total Full-time Faculty. In Departments with fewer than twelve (12) Full-time Faculty, the number of Faculty Associates and Lecturers shall not exceed the fewer of three (3) or one third (1/3) of the Full-time Faculty. For purposes of this section, counts of Full-time Faculty shall not include Contract, Visiting, Clinical, and Adjunct Faculty.
3. The hiring of Term Faculty shall typically follow the procedures for Tenure-Track Faculty. When positions need to be filled outside of the regular academic calendar, however, an expedited procedure may be employed to hire Contract Faculty members whereby a search committee is bypassed and the Department Chairperson recommends the finalist directly to the Dean without a Departmental vote. Any subsequent reappointment of the Faculty member must be approved by a majority vote of the Tenured and Tenure-Track Faculty.

3.4 Initial Appointment of Faculty

a. Letter of Appointment

1. New Faculty members are appointed at the recommendation of the Department into which the appointment is made after the completion of a search and review of candidates in accordance with applicable professional standards and norms under the procedures set forth in Article 3.3.
2. The Dean of the appropriate College, with the approval of the Provost and on the recommendation of the Department into which the hire is made, shall

appoint Faculty in accordance with the procedures for such an appointment under this Guide and the bylaws of the College.

3. The terms of the appointment, including any special conditions, shall be set forth in writing and signed by the Faculty member, the Dean, and the Provost (the “Letter of Appointment”). Copies of the Letter of Appointment will be sent by the Provost to all the signatories as well as to the Chairperson of the Department into which the appointment is made.
4. A maximum of six (6) semesters of Full-time service in other accredited institutions of higher education or under a Term contract at the University may count as part of the period of service preceding the required tenure review. The number of semesters counted toward tenure review shall be specified in the Letter of Appointment.
5. The Letter of Appointment shall list any work performed prior to coming to the University and/or under a Term contract at the University that shall be accepted for inclusion in an application for reappointment, promotion, and/or tenure (see Article 4.1(b)).
6. The Letter of Appointment shall specify the semester in which mandatory tenure review must take place (see Article 5.1(d)).
7. The Letter of Appointment shall also indicate the number of semesters of prior Faculty service at another Accredited Institution of higher education or under a Term contract at the University that is to be credited toward a Faculty member’s initial application for sabbatical leave; the amount to be credited shall not exceed two (2) years. In no case shall time be credited toward sabbatical leave without an equal and greater amount of time being credited toward tenure/promotion review (see Article 6.1).
8. In the case of Tenure-Track Instructors, the Letter of Appointment shall specify the requirements and procedure for promotion from Instructor to Assistant Professor.

b. Effective Date of Appointment

Unless otherwise stated in the Letter of Appointment, the effective date of the appointment is August 16 of the Academic Year.

c. Joint Appointments & Governance

1. Appointments are to a single Department (hereafter referred as the “home” Department) or, in the absence of a Department, to a College. Faculty members may only exercise their Departmental governance rights within a single Department and/or College. Faculty members are permitted to vote and participate in governance of Interdepartmental Academic Programs (see

Article 10) in addition to their governance rights in their home Departments as specified in the Interdepartmental Program bylaws.

2. Joint appointments in which new Faculty members are affiliated with additional Interdepartmental Academic Programs or Colleges are permitted, but in such cases the Letter of Appointment shall specify the primary Department or College to which the appointment is made.
 3. Joint appointments must be approved by a majority vote of the Tenured and Tenure-Track Faculty of the affected Departments and approved by the Dean and Provost. Joint appointments to Interdepartmental Academic Programs that are not housed in a Department shall follow procedures outlined in Article 10.
 4. The Letter of Appointment shall specify the expected contributions that a Faculty member will make to other Departments or Interdepartmental Academic Programs. A Faculty member on a joint appointment shall not ordinarily teach more than one half (1/2) of her or his normal teaching load outside the home Department or College.
 5. In an application for promotion, tenure, and/or reappointment, the Department Chairperson or Director of an affiliated Interdepartmental Academic Program may submit an evaluative report to the primary Department by October 1, which shall assess the candidate's contributions to the program as specified in the Letter of Appointment. The failure of the other Department or affiliated Interdepartmental Academic Program to submit timely evaluative reports shall not prevent the review process from continuing.
- d. Initial appointment to the rank of Associate Professor or Professor does not carry with it an automatic right to tenure. A Faculty member appointed at the rank of Associate Professor or Professor must meet all standards of eligibility established in Article 4 and make application for tenure following expedited procedures as stipulated in Article 5.2(c)(3).

3.5. Modifications of Appointments

- a. Any subsequent extensions or modifications of an appointment and/or any new special understandings or conditions shall be approved in writing by the Faculty member, the Dean, and the Provost. Copies of this Supplemental Letter of Appointment must be provided to all signatories as well as the Faculty member's Department Chairperson and kept in the Faculty member's academic personnel file (see Article 8).
- b. Time spent on leave of absence shall not count as tenure-track period service, unless the individual and the Provost agree to the contrary in writing at the time leave is granted (see Article 6). Any change in the tenure review date resulting from leaves,

service as an administrator, or other causes shall be enumerated above in the Supplemental Letter of Appointment as specified in Article 3.5(a).

- c. Other causes for delaying the mandatory tenure-review date may include the occasion of childbirth, adoption, or new foster placement. Said delay will be granted upon documented application to the appropriate Dean, though no affected Faculty member is required to request such a delay nor to accept one for which the Faculty member has not applied. The initial tenure review date and any changes thereto shall be endorsed by the dated signatures of the Faculty member and the Provost.
- d. If a Faculty member's appointment changes from one Department or College to another, he or she shall maintain rank and status, commensurate with applicable standards, in the new Department. However, no Faculty member shall suffer a reduction in rank, status, or salary due to a change in appointment and in no case shall a Tenure-Track Faculty member lose the right to apply for tenure.
- e. Full-time Faculty members may choose to accept an appointment to serve in a full-time administrative position at the University. During their period of service, Tenured Faculty members retain their status and Tenure-Track Faculty members retain their right to apply for tenure. Faculty members serve in administrative positions at the will of the University; Faculty tenure rights do not apply to administrative appointments. Since Faculty members serving in administration are not expected to engage in scholarship and teaching, time served in an administrative position does not count toward the length of service required for tenure. Likewise, the contracts of Faculty members on multi-year term appointments are suspended if they accept an administrative position. Such Faculty members may resume and complete their term appointments when they leave their administrative positions, unless otherwise agreed upon at the time of their appointment.
- f. Administrators who hold or apply for appointments to the Faculty are subject to the same appointment, tenure, and promotion review procedures required of all Faculty members, unless otherwise specified at the time of appointment (or soon thereafter) by the Board of Regents.

3.6 Renewal of Appointment

- a. Annual Reviews
 - 1. Tenure-Track Faculty
 - i. Each Department (or in the Library, a committee of Tenured Faculty members) shall annually review and prepare a written evaluation of a Faculty member's progress during tenure-track service. In the first year of tenure-track service, this evaluation shall be completed prior to February 15 and provided by the Chairperson to the Faculty member and the Dean. Further, the Faculty member shall be advised

by the Chairperson of the upcoming evaluation in sufficient time (i.e., not less than two weeks) to submit material relevant to an adequate consideration of his/her status.

- ii. In the second year on the tenure track, a Departmental review shall take place by November 15. If a Department decides to recommend non-renewal of a Tenure- Track Faculty member in the second year, that recommendation with justification must be sent to the Dean no later than December 1.
- iii. In the third through the fifth years of a tenure-track appointment, the written evaluation shall be completed prior to May 15, and provided by the Chairperson to the Faculty member and to the Dean.
- iv. Each Department shall specify in its Departmental Guidelines how annual review shall be carried out; however, at a minimum, each Department shall conduct a full review in the third year of the candidate's appointment in which all the Tenured Faculty members vote on the candidate's renewal.

2. Term Faculty

i. Contract Faculty

In the case of Contract Faculty members, a review and vote of the Tenure-Track and Tenured Faculty members in the Department, or College in the absence of Departments, is necessary to approve renewal of contracts.

ii. Faculty Associates and Lecturers

All Faculty Associates and Lecturers shall be evaluated annually no later than March 1. In an annual evaluation of the performance of a Faculty member in a Faculty Associate or Lecturer position, the following considerations are of primary importance: the academic needs of the Department and the College; the Faculty member's teaching excellence; the Faculty member's continuing growth as a practitioner of the appropriate discipline; and the Faculty member's service to the Department and College.

The Department will establish criteria for reappointment in the areas of teaching and service and add these to its Departmental Guidelines before any Lecturer or Faculty Associate position for that Department is approved.

iii. Clinical Faculty

- a. All Clinical Faculty on one- and two-year contracts shall be evaluated annually no later than March 1.
- b. In the fall semester of the Clinical Faculty member's third year, the Department will undertake a rigorous review of the Faculty member's teaching, scholarship, and service. Criteria guiding the review process must be specified in the Departmental Guidelines.
- c. A similar review process guided by the same criteria shall be undertaken in the fall semester of the third year of any subsequent three-year contract.
- d. Approval of the Department based on the successful conclusion of a third year is necessary for reappointment to an additional three-year contract.

b. Notice of Non-Renewal

In the event of a decision not to renew a tenure-track appointment, the Faculty member shall be informed by the Dean of the decision in writing and shall be advised of the reasons which contributed to that decision. If the Faculty member requests, the reasons given for the nonrenewal of an appointment shall be confirmed in writing. A Faculty member has the right to appeal a decision not to renew a tenure-track appointment from the Dean to the Provost. In cases of denial of an application for tenure, see Article 5.6(d).

c. Tenure-Track Faculty Procedures for Renewal and Non-Renewal

Regardless of the stated term or other provisions of any appointments, written notice that a tenure-track appointment is not to be renewed shall be given to the Faculty member in advance of the expiration of his/her appointment, as follows:

1. **First Year Appointment.** Tenure-Track Faculty members are appointed for an initial term of one year, renewable at the University's sole discretion, ordinarily commencing on August 15 of the Academic Year and ending on May 15 of the Academic Year.
2. **Second Year Renewal.** Unless the University has given the Tenure-Track Faculty member written notice of nonrenewal no later than March 15 of her or his first Academic Year, the Tenure-Track Faculty member shall be appointed to a second Academic Year. This appointment is renewable at the University's sole discretion.

3. Third Year Renewal. Unless the University has given the Tenure-Track Faculty member written notice of nonrenewal no later than December 15 of her or his second Academic Year, the Tenure-Track Faculty member shall be appointed to a third Academic Year. This appointment is renewable at the University's sole discretion.
4. Fourth through Seventh Year Renewals. Unless the University has given the Tenure-Track Faculty member written notice of nonrenewal no later than September 1 of her or his third or subsequent Academic Year, the Tenure-Track Faculty member shall be appointed to an additional year. This appointment is renewable at the University's sole discretion. Notwithstanding the foregoing, unless otherwise agreed as provided in Article 3.4, no Tenure-Track Faculty member may serve for more than seven years, unless she or he has been granted tenure. Agreement to allow a person to remain as a Tenure-Track Faculty member beyond seven years shall not give rise to a claim for tenure by that person.
5. Tenure-Track Appointments Beginning in the Middle of an Academic Year.
 - i. Appointments prior to October 1. In the event that a Tenure-Track Faculty member's initial appointment begins after August 15 but before October 1 of the Academic Year, the initial one-year appointment shall ordinarily run from the date of appointment to May 15 of the Academic Year. All the other provisions of Article 3.6(a). shall apply to the Faculty member.
 - ii. Appointments Prior to March 1 but on or After October 1. In the event that a Tenure-Track Faculty member's initial appointment begins on or after October 1 but before March 1, the initial one-year appointment shall ordinarily extend to December 31 of the following Academic Year. The appointment will be renewable at the University's sole discretion.
 - iii. Unless the University has given the Tenure-Track Faculty member written notice of nonrenewal, no later than three months prior to the expiration of the initial appointment, the Tenure-Track Faculty member shall be appointed to a second year, extending from January 1 to May 15 of the same Academic Year. This appointment is renewable at the University's sole discretion. For all purposes, this year shall be the Tenure-Track Faculty Member's second year. This appointment is renewable at the University's sole discretion. Appointment to a third and subsequent years shall be made in accordance with Articles 3.6(a)(1)(iii) & (iv).
 - iv. Decisions on tenure and promotion for such Faculty members shall follow the procedure stipulated in Article 5.1(d).

d. Term Faculty Procedures for Renewal

1. Contract Faculty

Contract Faculty are appointed for one-year renewable terms for up to a total of five years. Reappointment of Contract Faculty requires the approval of the Department, the Dean, and the Provost. The University shall provide Contract Faculty written notice no later than April 15 of the Academic Year as to whether they will be reappointed. In the absence of such written notice, the contract shall automatically expire.

2. Faculty Associates and Lecturers

- i. First Year Appointment. Faculty Associates and Lecturers are appointed for an initial one-year term, renewable on the recommendation of the Department and with the approval of the Dean. Ordinarily appointments commence on August 15 of the Academic Year and end on May 15 of the Academic Year.
- ii. Second Year Renewal. No later than March 1 of the first year, the Department must review the Faculty Associate or Lecturer and make a recommendation as to reappointment for a second one-year term. Written notification of reappointment must be given by the Dean no later than March 15.
- iii. Third through Fifth Years Renewal. No later than March 1 of the second academic year, the Department shall review the Faculty Associate or Lecturer and may recommend appointment for an additional term of three years. In special circumstances, Lecturers may be renewed for one or two years. Written notice of reappointment must be given by the Dean no later than March 15.
- iv. Subsequent Terms. No later than October 1st of the year in which the contract or a Faculty Associate or Lecturer expires, the Department shall review and by majority vote of all Tenure-track and tenured Faculty members recommend renewal of the contract. For Faculty Associates, the term of renewal shall ordinarily be five years; for Lecturers, the terms shall ordinarily be three years. The Dean must approve the reappointment and notify the Faculty Associate or Lecturer no later than December 15th. This process may be continued indefinitely
- v. Appointments Made in the Middle of an Academic Year. In the event that the appointment of a Faculty Associate occurs after September 1, the Letter of Appointment shall set forth whether (a) the current Academic Year shall serve as the initial term of the

appointment; or (b) the current and subsequent Academic Year shall serve as the initial term of the appointment; or (c) the Faculty Associate, Dean, and Provost have agreed that some other time period shall serve as the initial term.

In the event that the Faculty Associate, Dean, and Provost utilize the third option (c), the Letter of Appointment shall state by what date the University must give the Faculty Associate notice of nonrenewal. If the Letter of Appointment is silent, then the dates in Article 3.6(d)(2)(i)-(iii) shall control.

- vi. In the event that a Faculty Associate or Lecturer serving under a multi-year contract is not renewed under Article 3.6(d)(2)(iv), the Faculty Associate or Lecturer shall be offered a terminal one-year nonrenewable appointment. The latter shall not apply if Article 3.9 is invoked for dismissal with cause.

3. Clinical Faculty

- i. First Year. Clinical Faculty are appointed for an initial one-year term, renewable at the sole discretion of the University, ordinarily commencing on August 15 of the Academic Year and ending on May 15 of the Academic Year.
- ii. Second and Third Year. The University must give the Clinical Faculty member written notice of nonrenewal by no later than March 15 of her or his first Academic Year; if notice is not given, the Clinical Faculty member shall be appointed to a two-year term. This appointment is renewable at the University's sole discretion. Clinical Faculty members are reviewed in the fall semester of their third year of service and upon the recommendation of the Department and the Dean, the Clinical Faculty members are reappointed for an additional three-year term. If the Department and Dean do not recommend a reappointment, the University must give the Clinical Faculty member written notice nonrenewal no later than March 15th of her or his third year.
- iii. Subsequent Three-Year Terms. No later than October 1 of the final year of a subsequent three-year term, the Department will complete a review of the Clinical Faculty member's teaching, scholarship, and service. Upon the recommendation of the Department and the Dean, the Faculty member will be reappointed for an additional three-year term. If the Department and Dean do not recommend a reappointment, the University must give the Clinical Faculty member written notice of nonrenewal by no later than December 15 of her or his final Academic Year of any three-year appointment.

iv. There is no limit to the number of times that a Clinical Faculty member's three-year contract may be renewed.

e. Adjunct Faculty

Adjunct Faculty are appointed on an at-will basis to teach specific courses in a given semester.

3.7 Summer/May Intersession Appointments

a. Appointments to the Faculty do not normally include the various summer and May intersession sessions offered at the University. The University is not obligated to offer the Faculty member summer/winter session assignments nor is the Faculty member obligated to accept summer/winter session assignments. In offering such session assignments, the University shall give preference to Full-time Faculty members.

3.8 Resignations

- a. A Faculty member may terminate his/her appointment effective at the end of an Academic Year, provided notice is given in writing at the earliest possible opportunity, but no later than thirty (30) days after receiving notification of the terms of his/her appointment for the coming year.
- b. The Faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he/she would otherwise be denied substantial professional advancement or other opportunity. Notification of resignation or of a waiver request shall be submitted in writing to the appropriate Dean.

3.9 Disciplinary Procedures and Dismissals

- a. Termination of a Term or Tenure-Track appointment before its specified end, or termination of an appointment with tenure, shall be effected by the University only for adequate cause.
- b. Adequate cause for a dismissal shall be related directly and substantially to the fitness of the Faculty member in his/her professional capacity. The burden of proof that adequate cause exists rests with the University. Such a termination shall not be used to restrain a Faculty member in the exercise of academic freedom or other legal rights.

c. Disciplinary and Dismissal proceedings under this article may be instituted only for one or more of the following reasons:

1. teaching incompetence;
2. continued neglect of scheduled academic duties in spite of written warnings;
3. serious violation of the rights and freedoms of fellow Faculty members, administrators, or students;
4. conviction of a crime directly related to the Faculty member's ability to fulfill his/her professional responsibilities to the University;
5. falsification of credentials or academic experience;
6. loss of required professional licensure;
7. serious act or acts of academic dishonesty as defined in Article 7.1(e).

This Article does not pertain to disciplinary proceedings under other University Policies.

d. Before procedures for the dismissal of a Faculty member with tenure or for the termination of a Term or Tenure-Track appointment are initiated, the following must take place:

1. Discussion must occur between the Faculty member and appropriate administrative officers in which the Faculty member is informed of the reasons for the disciplinary procedure and is provided the opportunity to respond. Ordinarily, the Department Chairperson and/or Dean initiate this discussion; however, the Provost must be informed if further action is to be taken. The Faculty member may be suspended with pay, or assigned other duties in lieu of suspension, if immediate harm to the Faculty member or others is threatened by continuance.
2. A Faculty member accused of misconduct may use the grievance procedure under Article 14 to initiate an investigation into alleged violations of the Faculty Guide and/or University Policy and may also be subject to a grievance.
3. A detailed statement of charges explaining the specific grounds for potential dismissal and the nature of the evidence supporting those charges must be presented by the Provost or his/her designated representative.
4. The Faculty member shall have thirty (30) Calendar Days after receipt of a certified letter to respond to the statement of charges. In this response, the Faculty member may elect to have the University's statement of charges

reviewed by a committee of Tenured Faculty members elected by the Senate. This committee shall consist of five Full-time Tenured Faculty members. Members deeming themselves ineligible for reasons of bias or Conflict of Interest may remove themselves from the case (see Article 1.9). The charged Faculty member and the Provost each shall have two peremptory challenges. The committee shall adopt by-laws which are consistent with the current version of the 1958 “Statement on Procedural Standards in Faculty Dismissal Proceedings” approved by the AAUP. Should the temporary by-laws adopted by this ad hoc committee conflict with this Guide, the Guide shall prevail. In the conduct of its investigation, the committee shall enjoy the full cooperation of the University administration and of the Faculty member under review, with access to all documentation relevant to the issues relating to the dismissal proceedings, consistent with rights of privacy and other legal rights. If the University deems it inappropriate to provide certain documentation, a detailed explanation must be provided and all information specifically relevant to the dismissal procedure must be extracted and made available. This committee shall have thirty (30) Calendar Days to make its report and recommendations to the Provost.

- e. After considering the Faculty member’s response or, if applicable, the committee report, the Provost shall inform the Faculty member and the committee in writing within a period of thirty (30) Calendar Days of his/her decision. If the Provost’s decision is counter to the committee’s recommendation, the Provost shall state in writing his or her reasons for so doing and shall provide opportunity for response.
- f. A decision by the Provost to dismiss a Faculty member with a Term or Tenure-Track appointment before the end of a specified term, or to impose a less severe sanction (except for suspension with pay or written reprimand), may be appealed to the President. Such an appeal must be filed with the President within thirty (30) Calendar Days after the Faculty member has received effective notice of said decision.
- g. A decision by the Provost to dismiss a Faculty member with tenure, or to impose a less severe sanction (except for suspension with pay or written reprimand), may be appealed to the Board of Regents.

3.10 Terminations of Tenured Appointments by the University

- a. Termination of tenured appointments by the University, other than dismissal for cause, shall occur only from either or both of the following two circumstances:
 - 1. A decision by the Dean, ratified by the College Faculty, to reduce or terminate a Program following program review undertaken by the University. The program review process may be invoked out of cycle either

by the Provost, Dean, or Chairperson, and/or Program Director if substantive questions have been raised about the viability of the Program.

2. A decision by the Board of Regents, upon the recommendation of the Provost, to reduce or terminate a Program or a Faculty position because of a severe, drastic, and emergency University-wide situation.
- b. It is understood that any reduction in force shall first take place from among non-tenured Faculty using existing procedures for nonrenewal, including notification dates.
 - c. With the consent of the Faculty member, early retirement may be arranged as an alternative to any of the steps described in Article 3.10(d) below.
 - d. If it is determined that no alternative to further reduction in force is possible, the steps below shall be followed in order, as applicable, before termination of the appointment of a Tenured Faculty member.
 1. Shared load between Programs, Departments, and Colleges. Whenever possible, an affected Full-time Faculty member shall be given the opportunity to complete a full teaching load by teaching in his or her area of demonstrated competence in another Department or College. The procedures for a joint appointment shall be applied in this instance (see Article 3.4(c)).
 2. Reappointment to another Department or College. Prior to actual termination of any Tenured Faculty member, a good-faith effort shall be made to place that Faculty member in another Department or College of the University, provided that the Faculty member can be assigned courses which he or she is demonstrably qualified to teach and provided that the reappointment of the Faculty member is acceptable to the receiving Department or College. The procedures for a joint appointment shall be applied in this instance (see Article 3.4(c)).
 3. Supplementation of teaching with non-teaching duties. Whenever possible, an affected Full-time Faculty member shall be offered suitable, useful, and available non-instructional duties to complete a full load. In no case shall such non-instructional load be greater than the established teaching norm for that Faculty member.
 4. Shared teaching with other institutions. The University shall cooperate with affected Faculty members in their seeking either shared or full-time appointments in other Accredited Institutions.
 5. Reduced load with proportionate reduction of compensation. Where available, the affected Tenured Faculty member shall have the opportunity to

accept a reduced load without loss of tenure or fringe benefits but with a proportionate reduction of salary and University contributions to retirement.

6. Transfer to a non-teaching position. If it is not possible to retain a Tenured Faculty member in a teaching position, the University shall attempt to place the Faculty member in a University non-teaching position for which he or she is qualified with an appropriate adjustment in salary, provided that such placement does not adversely affect existing administrative or professional staff. While in this position, the Faculty member shall retain tenure as a Faculty member.
- e. When termination becomes necessary, the procedures below shall be followed:
1. The Department shall initiate recommendations for termination based on criteria of seniority (as defined by the date of hire to Full-time Faculty membership) giving due regard to the academic necessity of providing specialists in the relevant sub-disciplines.
 2. Primary consideration shall be given to the responsibility to offer an appropriate range of courses and services despite reduction. Term and Adjunct Faculty may not be used to replace the instructional services provided by the terminated Tenured Faculty members.
 3. When individuals fulfill the same disciplinary needs in a Department, seniority shall prevail. Seniority shall be based on the date of the initial appointment to Full-time with the University if subsequent service has been continuous (including authorized leaves of absence but specifically excluding those leaves taken to assume administrative positions). Those who resign from the University and are reappointed later shall count seniority from the time of reappointment.
- f. A terminated Tenured Faculty member shall continue to be employed by the University for one Academic Year following the Academic Year in which written notice is given.

3.11 Rights of Terminated Tenured Faculty Members

- a. Tenured Faculty who are terminated, other than dismissal for cause, shall have recall rights for an available Departmental position for a period of four (4) years from the date of written notice of termination. No new Full-time Faculty member, or the equivalent in Adjunct Faculty, shall be hired for a teaching position in the same area of competence in the Department as long as the terminated Faculty member retains recall rights. If more than one Faculty member is found to have recall rights within the same area of competence, seniority shall prevail. Recalled Faculty members shall have tenure and rank reinstated and shall have the time of termination counted in total years of service for purposes of seniority.

- b. If a Faculty member is recalled and fails to respond in writing within sixty (60) Calendar Days after receipt of written recall, the Faculty member is deemed to have forfeited recall rights.
- c. In all cases of termination under Article 3.10, the facilities of the University may continue to be utilized free of charge by the Faculty member in seeking employment elsewhere.

ARTICLE 4
APPOINTMENT, PROMOTION, AND TENURE STANDARDS

4.1 General Conditions

- a. In considering an applicant for appointment, promotion, and tenure, all parties involved shall evaluate the application with reference to the criteria for the appointment, promotion, and tenure status for which application is made.
- b. In general, teaching and service performed and scholarly or creative works published before coming to the University are the basis for appointment; teaching and service performed and scholarly or creative works published after the appointment are the basis for the first promotion and/or tenure; and teaching and service performed and scholarly or creative works published after submission of an application for a previous successful promotion are the basis for the next promotion. "Published" in this context is understood to mean official public dissemination of a scholarly work or public performance or presentation of creative work. Exceptions permitting previously published works and/or teaching at previous institution to be considered for tenure or promotion must be specifically noted in writing and signed by the Faculty member and Dean and approved by Provost at the time of appointment (see Article 3.4(a)(3) and 3.4(a)(5)).
- c. Each Department, and in the case of the Library, the College, that evaluates an application for promotion or tenure shall have on file in the Dean and Provost's office a clear set of Departmental Guidelines stating the procedures and criteria for tenure and promotion as mandated in Article 5.2(a).
- d. Evaluations of candidates for tenure and promotion on all levels shall be based on evidence presented as part of the candidate's application viewed in light of Departmental Guidelines and Faculty Guide standards for tenure and promotion. Such evidence may include external reviews of scholarship as well as internal recommendations from colleagues and students documenting teaching effectiveness and service contributions where the dept has set up processes for these. External reviews and internal recommendations are added to the candidate's application by the Department Chairperson at the time of its submission for departmental review.

4.2 Teaching Effectiveness (applicable to all except Library Faculty members).

Evidence of teaching effectiveness that may be submitted with the application includes but is not limited to the following items. Department Guidelines may determine which of these items are mandatory:

- a. Applicant's statement of teaching objectives and significant teaching activities.
- b. Samples of instructional materials such as syllabi, lab manuals, or other materials developed by the instructor for use by students in courses. Applicants do not need

to include all instructional materials, but effective documentation requires a good sampling of materials from lower and upper division courses and, where appropriate, graduate courses.

- c. Evaluation and grading methods: a statement on the use of examinations and papers and other instruments as a means of determining student success in handling the materials in the course. The relationship between testing and the objectives of the course should be emphasized.
- d. Records of supervision of independent study courses, honors theses, graduate theses and dissertations, field trips, internships, clinical supervision, and practica.
- e. Development of new courses or labs, or new approaches to teaching.
- f. Formal student evaluations of teaching, in accordance with Departmental Guidelines.
- g. Teaching observation by the Chairperson and/or by senior Faculty members delegated to that task by the Chairperson. Each Department will approve and make available written guidelines for the implementation of regular teaching observation of Tenure-Track and Clinical Faculty members.
- h. Publication of books or articles, or conference presentations and invited lectures on teaching methods.
- i. Enrollment in courses or programs designed to improve teaching or to broaden one's expertise.
- j. Evidence of revision and improvement of teaching practices incorporating input from evaluations, classroom observation, experience, and mentoring.

4.3 Professional Effectiveness (applicable only to Library Faculty members).

Evidence of professional effectiveness which may be submitted with the application includes but is not limited to:

- a. Evidence of effectiveness in the development and use of Library resources for undergraduate, graduate, and research programs:
 - 1. Developing and building the Library collection.
 - 2. Skillful interpretation of the users' needs and the retrieval of bibliographic information to meet those needs.
 - 3. Teaching activity, broadly defined, of groups or individuals, e.g., teaching formal classes, orientation lectures, aiding students in finding and using

information sources, aiding Faculty colleagues in using Library resources effectively to supplement and enrich the classroom experience.

4. Continuing education (additional degrees, diplomas, certificates, or a substantial number of credit hours at the graduate level beyond the required two master's degrees).
 5. Internships, consultancies, mentoring student theses, or evaluating Library or Academic Programs.
- b. Evidence of effectiveness in the performance of Library or technical operations enabling the creation and/or development of, access to, preservation of, or organization of important intellectual resources in support of the Libraries' mission.
 - c. Evidence of the initiation, development and implementation of policies, programs, or services within the Libraries' mission.
 - d. Evidence of responsibilities for Departments or Programs where applicable.
 - e. Evidence of contributions to relationships with other areas of the University.
 - f. Evaluation of performance by a committee of Tenured Faculty members as per Article 3.6(a)(1)(i).

4.4 Scholarship, including Research or other Creative Work

- a. In evaluating the merits of research or other creative work, primary consideration shall be given to the norms and standards of the applicable discipline as articulated in Departmental Guidelines. Greater weight shall be given to original authorship than to editorial work, to refereed books, articles in referred journals and law review articles than to non-refereed publications; to non-refereed publications than to self-published or unpublished materials; for creative works, greater weight shall be given to public performance and display open to review than to performance in private closed venues. In cases of multiple authorship, the extent of the applicant's role must be described.
- b. Department Guidelines must specify the weight assigned to various forms of scholarship in assessing applications. Evidence of scholarly achievement and potential for future scholarship may include, but is not limited to: lectures and papers presented to professional organizations and educational institutions, articles, chapters in edited volumes, books, translations, significant editorial work, reviews, research grants, commissions, applied research, bibliographic research, unpublished manuscripts, scripts, manuals, works of art, public performances, professional work performed as a practitioner, media appearances, films, computer software, multimedia presentation, blogs and other online presentation of scholarship, and emerging forms of information technology. Applicants may also

submit evidence of recognition of scholarship including but not limited to reviews of published works, awards, nominations, commendations, citations and/or citation metrics, and other indicators.

- c. The applicant shall document scholarship in full bibliographic detail using generally accepted standards for attribution. A copy of each publication or other research or creative material shall be submitted along with any evaluations by colleagues, reviews, citations, awards, and other forms of scholarly recognition. Completed manuscripts accepted for publication must be accompanied by a written affirmation of a final decision to publish from the editor and/or publisher. Such publications must be identified as “in press” and shall count toward tenure and/or promotion as publications. Completed research that is not yet accepted, including manuscripts under review, may not be listed under publications. The applicant shall clearly distinguish research in progress from publications.

4.5 Service to the University, the Profession, and the Community

Service, whether compensated or not, includes but is not limited to the following. In all cases, specific documentation of the activities performed and contributions should be provided. In documenting service, applicants should endeavor to show how it advances the mission of the University.

- a. Service to the University
 - 1. Service to students such as serving as Faculty advisor to a student organization, honor society, or engaging in extra-academic activities with students.
 - 2. Service to the Faculty such as serving on Department, College, or Faculty Senate committees, Faculty governance bodies, and major curricular development projects.
 - 3. Service to the University such as serving as Department Chairperson or Program Director, or serving on University-wide task forces or committees.
- b. Service to the profession. Offices, leadership positions, and committee work in professional organizations; contributing consultative, advisory, peer-review or editorial service in a professional capacity.
- c. Service to the community. Lectures, performances, panel discussions, membership on advisory boards or civic committees; involvement in community, political, or charitable organizations; services to religious bodies or to government. To have weight toward tenure and promotion, service to the community must be connected to the candidate’s areas of professional competence and/or the mission of the University.

4.6 General Criteria for Academic Ranks — Tenure-Track Faculty

- a. Instructor. A master's degree or its equivalent in an appropriate field from an Accredited Institution. Evidence of teaching effectiveness or potential to teach effectively; evidence of or potential for scholarly publication, research, or other creative work in the appropriate discipline or field.
- b. Assistant Professor. A doctoral degree or the commonly accepted terminal degree for that discipline or field from an Accredited Institution as specified in the applicable Departmental Guidelines; evidence of teaching effectiveness or potential to teach effectively; evidence of, or potential for, scholarly publication, research, or other creative work in the appropriate discipline or field. In exceptional cases, outstanding professional or scholarly achievements may serve as a substitute for the terminal degree. Such exceptions must be explained in the applicant's letter of appointment.
- c. Associate Professor. In addition to the credentials for Assistant Professor: four (4) years of full-time teaching experience at an Accredited Institution, evidence of teaching excellence, scholarly publication, research, or other creative work in the appropriate discipline or field as defined in Departmental Guidelines; service to the University, the profession, or the community. For promotion to Associate Professor, the four (4) years of full-time teaching experience must take place at the University at the rank of Instructor or Assistant Professor unless specifically waived in writing by the Provost. Unlike the two lower ranks, promotion to this rank rests on proven ability and accomplishments. In exceptional cases, the University may waive teaching experience for an initial appointment at this rank.
- d. Professor. In addition to the credentials for Associate Professor: four (4) years of full-time teaching experience at an Accredited Institution; demonstrated professional recognition of meritorious publications, research, or other creative work in the form of peer-review, citations, scholarly reviews, awards, grants, or press or venue prestige as appropriate to the discipline and as defined in Departmental Guidelines; continued and consistent excellence in teaching; substantial service and leadership in the university, the profession, or the community. For promotion to Professor, the four years of full-time teaching must take place at the University unless specifically waived in writing by the Provost prior to submission of the application. To hold the rank of Professor, Faculty members must have previously attained tenure or be awarded tenure concurrently with promotion or appointment. In exceptional cases, the University may waive teaching experience for an initial appointment at this rank.
- e. The criteria for Associate Professor are applicable to the granting of tenure except that an additional consideration for tenure must be the needs of the Program, Department or College. If the initial appointment is at the level of Associate Professor, the granting of tenure requires ongoing teaching, scholarship and service commensurate with that rank. Granting of tenure to an Associate Professor or

Professor requires fulfillment of the requirement of four years teaching at the University unless tenure is recommended at the time of appointment and subsequently granted by the Board of Regents in accordance with Article 3.1(a)(2)(i).

- f. Any additional criteria for rank specific to particular disciplines shall be enumerated by Departments in their Departmental Guidelines as specified in Article 5.2(a).

4.7. Criteria for Academic Ranks — Clinical Nursing Faculty

- a. Clinical Instructor Qualifications for appointment:

1. Licensed (unrestricted) to practice nursing in the State of New Jersey.
2. Master's degree in field of nursing specialty.
3. Experience of at least 4 years in clinical specialty area.

- b. Clinical Assistant Professor Qualifications for appointment:

1. Licensed (unrestricted) to practice nursing in the State of New Jersey.
2. Master's degree in nursing specialty, and an earned terminal doctoral degree in Nursing; either PhD, EdD or DNP.
3. Certification in a nursing specialty.
4. Publications in peer-reviewed journals. Those publications can be in clinical, professional, and/or research journals.
5. A minimum of two years teaching experience.

- c. Clinical Associate Professor Qualifications for Appointment:

1. Licensed (unrestricted) to practice nursing in the State of New Jersey.
2. A master's degree in nursing specialty and an earned terminal degree in Nursing; either PhD, EdD or DNP.
3. Certification in a nursing specialty.
4. Evidence of professional leadership.
5. Progressive record of publications in peer-reviewed journals. A minimum of four years teaching experience.

- d. Clinical Professor Qualification for Appointment:
 - 1. Licensed (unrestricted) to practice nursing in the State of New Jersey.
 - 2. A master's degree in nursing specialty, and an earned terminal doctoral degree in Nursing; either PhD, EdD or DNP.
 - 3. Certification in a nursing specialty.
 - 4. National and/or international leadership in clinical specialty area.
 - 5. Progressive record of publications in peer-reviewed journals.
 - 6. A minimum of six years of teaching experience.
- e. Promotion to Clinical Ranks
 - 1. Promotion to a higher clinical rank requires ongoing teaching, scholarship, and service commensurate with that rank. Promotion to the ranks of Associate Professor or Professor requires fulfillment of the requirement of four years teaching at the University unless waived in writing by the Provost.
 - 2. Promotion from the rank of Clinical Instructor to the rank of Clinical Assistant Professor takes place upon the completion the necessary terminal degree as specified in article 4.7(b).

4.8 Criteria for Academic Ranks — University Libraries

Standards of professional effectiveness applicable to criteria for Library academic ranks are understood as defined in Article 4.3.

- a. Librarian IV (Instructor). An M.L.S. from an Accredited Institution and evidence of potential for professional effectiveness.
- b. Librarian III (Assistant Professor). In addition to the credentials for Librarian IV: a master's degree in a subject or disciplinary field from an Accredited Institution; evidence of professional effectiveness or the potential for same; evidence of scholarship or the potential for same.
- c. Librarian II (Associate Professor). In addition to the credentials for Librarian III: four (4) years of full-time Library service at the College or University level; a documented record of professional effectiveness and of scholarly activity; a documented record of service to the University, the profession, and/or the community. Unlike the two lower ranks, promotion or appointment to this rank rests on proven ability and accomplishments.

- d. Librarian I (Professor). In addition to the credentials for Librarian II: four (4) years of full-time Library service at the College or University level; a continuing and consistent record of excellence in professional effectiveness and of leadership in the University, the profession, or the community; demonstrated professional recognition of meritorious publications, research, or other creative work.
- e. The criteria for tenure are identical to the criteria for Librarian II except that an additional consideration for tenure must be the needs of the Library. If the initial appointment is at the rank of Librarian II (Associate Professor) the granting of tenure requires ongoing teaching, scholarship, and service commensurate with that rank. For promotion to the rank of Librarian II (Associate Professor) the four (4) years of full-time service must take place at the University at the rank of Librarian I or Librarian II unless specifically waived in writing by the Provost.

4.9 General Criteria for Academic Ranks — Senior Faculty Associate and Senior Lecturer

- a. Five (5) years teaching at the University. Demonstration of teaching excellence as defined in Article 4.2.
- b. Service on the College and Departmental level.
- c. Fulfillment of contractual responsibilities as specified in the applicant's Letter of Appointment.

ARTICLE 5
PROMOTION AND TENURE PROCEDURES

5.1 General Requirements

- a. Each applicant for promotion or tenure shall submit an application with documentation. Faculty members who do not submit an application by the deadline before mandatory tenure review shall be terminated at the end of that Academic Year.
- b. All applications for promotion and tenure must be submitted on appropriate forms provided by the University. The application must include a table of contents listing every item submitted by the applicant.
- c. Applications for promotion to the rank of Assistant Professor may be submitted at any time and such promotion, if approved, shall be effective immediately upon approval. Such applications shall be submitted to the Department (or, in Colleges without Departments, to the Dean). The Department shall submit its recommendation to the Dean whose decision, if favorable, is final. An applicant may appeal an unfavorable decision to the Provost.
- d. Tenure review must begin no later than the eleventh (11th) semester of full-time service on a Tenure-Track appointment at the University unless otherwise specified in a Letter of Appointment or Supplement thereto as specified in Articles 3.4 and 3.5. Faculty members whose eleventh semester begins in January, shall adhere to the deadlines for that Academic Year and submit their application to their Department by October 1 of the previous semester. Faculty members are expected to complete the maximum allowable period before applying for tenure. Departments may accept and recommend for further consideration applications from Tenure-Track Faculty members for tenure (and Associate Professor) who have demonstrated exceptional performance before they have completed the maximum allowable period provided they have met the minimum requirements for applying for tenure, as specified in Article 4.6(e), including four years of teaching at the University. Acceptance of such an application does not constitute a vote for approval of the application.
- e. All promotion and tenure committees shall keep records of their proceedings, which shall include a tabulation of all formal votes taken. Any recusals must be entered into the record of the committee's proceedings. These records are strictly confidential and shall be kept by the responsible administrator at each level (Department Chairperson, Dean, and Provost) for a period of at least six (6) years following the date fixed for notification by the Board of Regents.
- f. The applicant has the right to make a personal appearance and presentation to the Dean, and to the Department, College, and University Rank and Tenure Committees. This right may be waived by the applicant, but such waiver must be in writing.

- g. At each level, voting shall be by secret written ballot. All eligible committee members shall vote either positively or negatively on each application, except for a clear Conflict of Interest as defined in Article 1.9. Members with such a conflict must declare their recusal with stated justification prior to the start of deliberation on an application. Notification of the recusal must be included in the committee chair's letter stating the committee's vote. All eligible committee members shall also include on their ballots a simple statement of reasons for their votes. The ballots shall be included in the record kept by the committee of its proceedings. All records of the committee including the ballots shall be provided to the Office of the Provost at the conclusion of the committee's activity.
- h. Faculty members who intend to submit an application for promotion and/or tenure must ordinarily submit a notice to this effect to their Department Chairperson not later than May 15th of the Academic Year prior to submission of the application.
- i. Written documents shall be the primary evidence considered at all levels in the promotion/tenure process. College Rank and Tenure Committees and the University Rank and Tenure Committee may, during the course of their deliberations, invite the responsible official(s) at each level (Department Chairperson, committee chairperson/Dean/Provost) to present evaluative statements and/or respond to questions. The record shall summarize these statements/responses, and the Chairperson shall notify the candidate of who was invited.
- j. Procedures specifically applicable to the promotion of non-Tenure-Track Faculty members such as Nursing Clinical Faculty, Faculty Associates, and Lecturers are specified in article 5.10.
- k. Notwithstanding the above, the University reserves the right to conduct reviews and investigations of Faculty as elsewhere specified in the Faculty Guide and other University Policies.

5.2 Departmental Review

- a. Departmental Tenure and Promotion Guidelines
 - 1. All Departments shall create written guidelines for promotion and tenure that include a statement of expectations for tenure, promotion to Associate Professor, and promotion to Professor in the areas of scholarship, teaching, and service ("Departmental Guidelines"). The Departmental Guidelines should also specify procedures for pre-tenure Departmental review.
 - 2. Departmental Guidelines must be consistent with all standards and procedures established in the Faculty Guide, including Articles 3.6(a)(4), and 5.

3. Departmental Guidelines must specify voting procedures for promotion to the rank of Professor in the event that no Faculty members are serving at that rank in the Department.
 4. Guidelines must be formally approved by a majority vote of all Tenured and Tenure-Track Department members and provided to the Dean for formal review. Once approved by the Dean, Department Guidelines apply at all stages of the tenure and promotion process and must be provided to the Office of the Provost.
 5. All Tenure-Track and Tenured Faculty members must receive these Departmental Guidelines at the time of appointment.
 6. Review for tenure is governed by the Departmental Guidelines in effect at the time of an applicant's appointment. Review for promotion is governed by the Departmental Guidelines in effect at the time of the more recent promotion or the Departmental Guidelines in effect six (6) years prior to the application, whichever is the lesser interval of time. Changes introduced to Departmental Guidelines shall not be otherwise retroactive unless explicitly agreed upon by a unanimous vote of all Tenure-Track and Tenured members of the Department and the approval of the Dean and the Provost.
- b. External Review
1. Departments may solicit and submit external reviews of their applicants' scholarship from scholars in their fields. Departments conducting external review shall state their policies and procedures in accordance with the provisions below in their Departmental Guidelines.
 2. External reviewers shall be chosen by the Department Chairperson after consultation with the applicant. External reviewers should have made significant contributions to scholarship within the applicant's field and should hold an academic rank equal to or above the rank to which the applicant is applying.
 3. When soliciting evaluations from reviewers, the Department Chairperson shall compose a letter to be sent to all reviewers stating the points to which the reviewers shall respond and providing whatever contextual information is considered necessary. In the letter, reviewers shall be instructed to explain the nature of their relationship with the applicant. Chairpersons shall share this letter with the applicant before it is sent. The letter shall be added to the applicant's portfolio along with the external reviews.
 4. Reviewers shall be provided with copies (paper or electronic) of all publications included in the applicant's portfolio along with the Departmental Guidelines and must be provided with ample time to review the materials and produce a written evaluation before the application is

submitted for Departmental review. External reviews may not be added to the applicant's portfolio any later than the start of Departmental review on October 1st.

5. External reviews are added to the application by the Department Chairperson and must be taken into consideration at every stage of the review for tenure or promotion.
6. External reviews are strictly confidential with regard to the identity of their individual authors. Applicants are not to see the full review letters submitted by external reviewers. At the request of the candidate, the Department Chairperson may reveal to the applicant information from the external letters without revealing the identities of the authors.

c. Submission of Applications

1. All applications for promotion to the ranks of Associate Professor, Professor, and for tenure are initially submitted to the Department and, after Departmental review and recommendation, to the Dean. In Colleges without Departments, a committee of Tenured Faculty members performs the function of Departmental review.
2. Applications shall be submitted to the Department or its equivalent by October 1st and become available to the Dean and to the College Rank and Tenure Committee on November 1st.
3. In the case of a recommendation for initial appointment of a Faculty member with tenure, the deadlines for submission of an application and for review by committees and administrators may be extended and/or expedited. In such instances, the Provost in consultation with the appropriate committee chairs and administrators, shall determine the applicable deadlines for their respective determinations and/or actions. In such cases a Departmental vote of Tenured Faculty is required for the granting of tenure.
4. Once submitted to the Department, the application may not be modified, amended, or abridged, except with the explicit written consent of the applicant and the Provost.

d. Departmental Procedures

1. The Department Tenure and Promotion Committee for a given application shall be comprised of all full-time members of the Department holding an academic rank and tenure status equivalent to or higher than the rank for which the application was submitted. An exception may be made for applications for promotion to Professor in Departments with no Faculty

members at that rank. In such cases the Department shall follow the procedures stipulated in its Departmental Guidelines.

2. Departments shall conduct a review of the application, which must include a personal interview scheduled by the Department Chairperson unless waived in writing by the applicant.
3. Departmental votes are to be submitted on uniform ballot forms prepared in advance by the Chairperson and must be accompanied by a statement explaining the reasons for the vote.
4. Upon receipt of the ballots, the Department Chairperson shall prepare a letter stating the results of the Departmental vote. The letter shall also include the Chairperson's review of the application, pursuant to the applicable provision of this Guide and the Departmental Guidelines. Both the Chairperson's letter and the ballots are made available to the applicant and subsequent reviewers of the application after the Chairperson's letter has been added to the application and submitted to the Dean for College level review. The failure of the Department or Chairperson to submit timely evaluations regarding tenure or promotion shall not prevent the review process from continuing.

5.3 College Review

- a. Composition of a College Rank and Tenure Committee is determined by the Faculty of the College, but in no case shall any member of a College Rank and Tenure Committee hold an untenured appointment, vote on a promotion to a rank higher than his/her own rank, vote on his/her own promotion, or have a Conflict of Interest.
- b. The Faculty of each College shall adopt by-laws governing the conduct of the College Rank and Tenure Committee; a copy of the by-laws shall be on file in the Office of the Provost and shall be made available to the University Rank and Tenure Committee.
- c. The Dean shall convene the Rank and Tenure Committee of the College, provide pertinent information, and answer any questions from committee members. Thereafter, the Dean shall be excused from the deliberations and the committee shall proceed to its review and recommendations of individual applicants.
- d. Each College Rank and Tenure Committee shall elect a chairperson who shall be responsible for ensuring that proper records are kept of committee proceedings, and that deliberations are carried out in accordance with the provisions of the committee's Bylaws and the Faculty Guide. All communication with applicants for tenure and promotion on behalf of the committee shall take place through the chairperson.

- e. All applicants for tenure and promotion shall meet with the College Rank and Tenure Committee in fulfillment of their rights under article 5.1(f) prior to any vote on their applications. Applicants shall be allocated reasonable time both to give a presentation on their applications and to respond to questions. The committee chairperson is responsible for scheduling meetings with applicants unless the applicant specifically waives the right to a meeting in writing.
- f. Review of applications shall be based on the materials included in the applicant's portfolio viewed in light of the standards established by this Guide and the Departmental Guidelines. In exceptional cases, the committee may address questions either in person or in writing to responsible officials (Department Chairpersons, Deans, Provost) with knowledge of the applicant's qualifications. The making of such inquiries shall be entered into the committee's record and shared with the applicant.
- g. Voting shall take place as specified in Article 5.1(g). Ballots and the accompanying statements shall become part of the record of the committee's proceedings and shall be made available to the applicant upon completion of the committee's work.
- h. The committee chairperson shall compile the committee's ballots and report the number of positive and negative votes and any recusals. Each College Rank and Tenure Committee shall submit its report to the Provost on or before December 15th. A copy of the report shall be forwarded to the applicant at the same time.

5.4 Dean's Review

- a. All applicants for tenure and promotion shall meet with their Dean in fulfillment of their rights under Article 5.1(f) prior to the submission of the Dean's recommendation to the Provost. The Dean is responsible for scheduling this meeting unless the applicant waives the right to a meeting in writing.
- b. Each Dean shall submit a separate recommendation for each applicant addressing the applicant's portfolio viewed in light of the standards established by this Guide, the Departmental Guidelines and any other applicable University Policies (as well as any other relevant information) on or before December 15th. The Dean's recommendation shall be added to the application and made available to the Provost and the University Rank and Tenure Committee. A copy of the recommendation shall be forwarded to the applicant at the same time.

5.5 University Review

- a. Composition of the University Rank and Tenure Committee
 - 1. The University Rank and Tenure Committee shall consist of eleven (11) Tenured Faculty members holding the rank of Professor.

2. Each of the constituent schools of the University in which tenure is granted must be represented on the committee and three (3) of its members shall hold tenured rank in the College of Arts and Sciences, two (2) of its members shall hold tenured rank in the W. Paul Stillman School of Business, and two (2) of its members shall hold tenured rank in the College of Education and Human Services. The College of Nursing, the School of Diplomacy, the College of Communication and the Arts, and the Library will be represented on the committee by one member each. If a College has fewer than five (5) Faculty holding Professorial rank, then a Tenured Faculty member with the next highest rank shall be eligible to serve on the University Rank and Tenure Committee and have rights equal to those of the other members.
 3. Members shall be recommended by the Deans and appointed by the Provost of the University for staggered two-year terms. Once appointed, Faculty members are obliged to serve. No Faculty member shall serve more than once on the committee until all other eligible Faculty members at the same rank from the appropriate College have served on this committee
 4. No Faculty member shall serve on this committee while serving on a College Rank and Tenure Committee during a single Academic Year.
 5. The committee shall elect one of its members as chairperson. The Provost shall appoint a secretary to this committee, who shall have no vote and who shall not hold Faculty rank.
- b. The Provost shall convene the University Rank and Tenure Committee no later than December 20th and answer any questions from committee members. Thereafter, the Provost shall be excused from the deliberations and the committee shall proceed to its review of individual applicants.
 - c. The University Rank and Tenure Committee shall adopt Bylaws which shall be made available to members of the Faculty and to the Provost. The Provost shall keep such Bylaws on file and provide the most recent version of such Bylaws to the committee at the time that the committee is convened under subsection b.
 - d. The committee shall keep a record of its proceedings, including all votes taken.
 - e. All applicants for tenure and promotion shall meet with the University Rank and Tenure Committee in fulfillment of their rights under Article 5.1(f) prior to any vote on their application unless the applicant specifically waives the right to a meeting in writing. The chairperson of the committee is responsible for scheduling meetings with applicants unless the applicant has waived the right to a meeting.
 - f. Review of applications shall be on the materials included in the applicant's portfolio viewed in light of the standards established by this Guide and the Departmental Guidelines. In exceptional cases, the committee may address questions either in person or in writing to responsible officials (Department Chairpersons, Deans,

Provost) with knowledge of the applicant's qualifications. The making of such inquires shall be entered into the Committee's record and shared with the applicant.

- g. Voting shall take place as specified in Article 5.1(g). Ballots and the accompanying statements shall become part of the record of the committee's proceedings and shall be made available to the applicant upon completion of the committee's work.
- h. The chairperson shall compile the committee's positive and negative votes accounting for any recusals due to Conflict of Interest as per Article 5.1(g). The committee shall submit its report of votes to the Provost on or before March 1st. Applicants shall be informed of the report at the same time that it is communicated to the Provost.

5.6 Provost Review

- a. The Provost will review applications for tenure and promotion concurrently with the University Rank and Tenure Committee. A meeting between the Provost and applicant is not required but may be arranged at the discretion of the Provost.
- b. The applicant may submit to the Provost a supplementary statement, but not additional documentation, no later than March 15th.
- c. Each applicant shall be notified of the Provost's action on the application by April 1st.
- d. Should an application for tenure or promotion be denied by the Provost on its merits, the decision of the Provost may be appealed to the President provided that the application had been positively recommended by majority vote of the University Rank and Tenure Committee. The appeal must be made by letter addressed to the president within 15 days of effective notice of denial.
- e. Should a decision favorable to the candidate be reached on appeal to the president and subsequently approved by the Board of Regents, the effective date of promotion or appointment with tenure is August 16th of the Academic Year following that in which the application was filed, regardless of the date on which the decision is reached.

5.7 Board of Regents Review

- a. Applications positively endorsed by the Provost are forwarded to the Board of Regents for final review. Applications denied by the Provost are not so forwarded unless the applicant successfully appeals to the President to reverse the recommendation of the Provost. As per Article 3.1(a)(2)(i), tenure may be only be granted by a positive action of the Board of Regents.
- b. Each applicant shall be notified of the action of the Board of Regents by April 30th.

- c. If the decision of the Board of Regents on promotion or tenure is favorable, the effective date of such promotion or appointment with tenure is August 16th of the following Academic Year.

5.8 Notification

- a. At each step of the process the appropriate chairperson of the Department, College, and University Rank and Tenure Committee and the Dean shall inform the applicant and the applicant's Department Chairperson in writing of his or her recommendation, or that of the Committee.
- b. Notification shall be effective if personally delivered to the Faculty member or if sent by certified mail postmarked by the date specified. The certified letter shall be sent to the Faculty member's residence as reported to Human Resources.

5.9 Withdrawal

- a. An applicant has the right to withdraw an application for promotion at any stage of the process.
- b. An applicant who withdraws from a mandatory tenure review must submit a written letter of resignation from the University to be effective no later than the end of the current Academic Year.
- c. An applicant who requests or agrees to a tenure review prior to the year of mandatory tenure review may withdraw the application at any stage of the process.
- d. All notifications of withdrawal shall be submitted in writing to the Provost with copies sent to the Department Chairperson and Dean. A record of the stages of the process which were enjoined, the results of these stages, and the fact of withdrawal shall be kept in the Faculty member's official personnel file.

5.10 Promotion of Term Faculty

- a. Faculty Associates and Lecturers who have served the University at that rank for a period of at least five full Academic Years may apply in their sixth year or later for promotion to Senior Faculty Associate/Senior Lecturer according to the Department's criteria for that position in its Departmental Guidelines. Clinical Nursing Faculty members may apply for promotion to a higher rank when they have served the times required by Article 4.7.
- b. Promotion of Term Faculty members requires review by, and a majority vote of, the Tenured members of the Department and the College Rank and Tenure Committee as well as review and approval by the Dean and the Provost.

- c. Consistent with Article 6.2(d), a leave of absence shall not count as a part of the pre-promotion period for promotion to a higher Clinical Faculty rank, Senior Faculty Associate or Senior Lecturer, unless this provision is waived in writing by the applicant and the Provost.
- d. Appointments and reappointments as Senior Faculty Associate and Senior Lecturer follow the same rules as Faculty Associate or Lecturer appointments. Clinical Faculty who have been promoted continue to follow the rules for appointment and reappointment as set forth in Article 3.6(d)(3).
- e. Procedures for the promotion of Faculty Associates, Lecturers, and Clinical Faculty are identical to those described above except that these applications are not reviewed by the University Rank and Tenure Committee.

ARTICLE 6 LEAVES

6.1 Sabbatical Leaves

a. Definition; Purpose

A Sabbatical is a paid leave from the University for either one semester or one year, during which the Faculty member does not have teaching or service obligations to the University. The purpose of a Sabbatical leave is to provide the opportunity for continued professional growth and new or renewed intellectual achievement through study, research, or writing related to their scholarly or professional role at the University. The number of Sabbatical leaves awarded each year shall depend upon the University's financial ability to meet its continuing obligation to provide a balanced, quality academic program to its student body. Sabbaticals are granted to Faculty members by the Provost on the recommendation of the Department and Dean after review of a formal application.

b. Eligibility

1. All Full-time Tenured Faculty members have the right to apply for Sabbatical leave after each period of six (6) years of full-time service with the University, exclusive of time on leave(s) as defined in the current article (including Sabbatical leave). Because the award of a Sabbatical applies to the full academic year, if a Faculty member takes a half-year Sabbatical, the other half of that year does not count toward full-time service with the University for purposes of eligibility for future Sabbaticals. Ordinarily, Faculty members take Sabbatical leaves in the seventh, fourteenth, twenty-first, etc. year with the University.
2. A Tenure-Track Faculty member may apply for a Sabbatical in the year that he or she applies for tenure, provided that he or she meets the other requirements of Article 6.1(b)(1).
3. If a Sabbatical is taken with more than six years of credited full-time service (as defined under Article 6.1(b)(1)), those years in excess of six years are credited toward the eligibility requirement for the subsequent Sabbatical. Tenured Faculty members serving in administrative roles continue to accrue years of service under this Article 6.1.
4. Notwithstanding Article 6.1(b)(3), there must be a minimum of four (4) years, exclusive of time on Sabbatical leave between the taking of Sabbatical leaves.

5. Up to two (2) years of faculty service at another accredited institution of higher education may be credited in the Letter of Appointment (see Article 3.4(a)(7)) toward a Faculty member's application for Sabbatical leave.
6. A Faculty member whose Sabbatical application is denied in one year may reapply in the next or any future year.

c. Criteria for Selection

1. Applications for Sabbatical leave shall be primarily judged upon the academic potential of the Faculty member's proposal in terms of its contribution to the discipline, or to the strengthening of the Department or the University.
2. In evaluating Sabbatical applications, all relevant parties may take into consideration continuing scholarly productivity and contributions to teaching and service in accordance with the norms of the applicant's Department as well as the fulfillment of prior Sabbatical goals as documented in the previous Sabbatical application and final report mandated in article 6.1(f). Faculty members who expect to fall short in either of these areas should address the relevant circumstances and submit supporting evidence as part of their applications.
3. The Department (or in the case of the Library, the committee), the Dean, and the Provost may reject the Sabbatical application on the ground that the work of the Department, College, or Library in which the applicant serves cannot be so arranged as to be carried forward effectively during the period of the leave. If the Sabbatical is rejected under this Article 6.1(c)(3), such an application shall not be rejected in a succeeding year for the same reason under this Article 6.1(c)(3), nor shall this rejection prejudice the Faculty member's eligibility under 6.1(b)(1), and in the ordinary case such a renewed application will be approved (so long as the proposal met the criteria of Article 6.1(c)(1) and (2) when initially submitted).
4. A Faculty member's choice of a one-semester or one-year Sabbatical is not a criterion for selection.
5. Sabbaticals are taken in the academic year for which they are approved unless the Provost agrees, in writing, to another arrangement.
6. A Faculty member may withdraw an application for a Sabbatical without prejudice at any time prior to January 15th. After that time, a Faculty member may withdraw or cancel a Sabbatical only with the approval of the Provost.

d. Procedure

1. Every applicant must apply for Sabbatical leave on forms and/or digital platforms provided by the Office of the Provost.
2. Every applicant must state the purpose, as specifically as possible, in applying for Sabbatical leave. The Department, committee, Dean, and/or Provost, in evaluating the proposal under the criteria of Article 6.1(c), may require that the applicant provide additional information.
3. Every applicant must agree in the application to serve for at least one (1) year after expiration of the term of the Sabbatical Leave. The requirement to return for one year may only be waived in writing by the Provost.
4. Applications must be submitted by October 1st of the year preceding the Academic Year in which the leave is to be taken (i) to the Department Chairperson in the College of Arts and Sciences, the College of Human Development, Culture & Media, the College of Nursing, the School of Diplomacy and International Relations, and the W. Paul Stillman School of Business; (ii) to the elected chair of the standing committee in the Library.
5. Recommendations based upon a majority vote of the Tenured and Tenure-Track faculty members in the Department and/or committee are submitted to the Dean of the respective College no later than November 1st.
6. Deans shall submit their recommendations to the Provost by December 1st. The Provost shall take action on applications before January 15th. However, the Provost shall not take action on any application by a Faculty member who has also applied for tenure until a final tenure decision is rendered by the Board of Regents; the Provost shall have fifteen (15) days after such decision to make a decision on the application.
7. At each step of the process, the respective body or individual shall inform the applicant and all appropriate parties (Department Chairpersons, committee chairpersons, Dean, Provost), in writing, of the recommendation made and the basis for the recommendation, including the requirements of Article 6.1(c)(3).
8. The applicant has the right to appeal from the Department, or, in the Library, from the standing committee, to the Dean of the College. In addition, the applicant has the right to appeal from the Dean to the Provost.
9. Denial of an application by the Provost is final, except that should an application for Sabbatical leave be denied by the Provost on its merits, after approval by the Department (or in the Library, the committee) and the Dean,

the decision of the Provost is appealable to the President. There is no appeal from the decision of the President.

e. Compensation, Expenses, and Obligations

1. Salary payments during Sabbatical leave shall be three-quarters (3/4) pay if the sabbatical leave is for one (1) year, and full pay if the leave is for one (1) semester. Salary payments are calculated only on the Faculty member's base salary.
2. The granting of Sabbatical leave shall not affect the applicant's tenure or any salary increment for which the applicant may be otherwise qualified.
3. A Faculty member on Sabbatical leave shall be entitled to the continuation of pension and other fringe benefits provided by the University on the same terms as such benefits are provided to other Tenured Faculty members of the University. A Faculty Member on Sabbatical leave shall be subject to any change in the University's salary and benefits program, including the requirements of any 403(b) plan, as applicable to other Tenured Faculty members of the University.
4. A Faculty member on Sabbatical leave may accept remunerated employment only with the written approval of the Provost on the recommendation of the Dean.
5. A Faculty member whose Sabbatical application has been approved may compete for University-funded travel and research money in conjunction with her or his Sabbatical project.

f. Report

No later than three months after the completion of the Sabbatical leave, the Faculty member shall forward to the Departmental Chairperson, the Dean, and the Provost a report of his/her activities during the period of the leave. The absence of a report from a previous Sabbatical shall be considered by the Department, Library Committee, Dean, and/or Provost in their review of a new application under Article 6.1(c)(2).

6.2 Professional Leaves of Absence

a. General

All Tenure-Track and Tenured faculty members, as well as Lecturers, Faculty Associates, and Clinical Faculty who have contracts of three years or more in

length, may apply for a leave of absence for professional development (“Professional Leave of Absence”).

b. Procedure

1. By October 1st of the year preceding the Academic Year in which the Professional Leave of Absence is to be taken, applications for a Professional Leave of Absence must be submitted in writing to the Department Chairperson in the applicable College; or, in the Library, to the elected Faculty standing committee.
2. Recommendations on the granting or denial of a Professional Leave of Absence are based upon a majority vote in the Department and/or committee of the eligible Full-time Tenured and Tenure-Track Faculty members as well as Lecturers and Faculty associates who have contracts of three years or more in length. Such recommendations must be submitted to the Dean of the respective College no later than November 1st. In making this determination, the Department or committee shall consider the merit of the academic or professional development opportunity as well as the criteria set forth in Article 6.1(c)(3).
3. Deans shall submit their recommendations to the Provost by December 1st. The Provost shall take action on applications before January 15th.
4. These required deadlines may be waived when notification of a grant or fellowship award or offer of employment is given later than the ordinary deadline of October 1st.
5. At each step of the process the respective body or individual shall inform the applicant and all appropriate parties (Department Chairpersons, committee chairpersons, Dean, Provost), in writing, of the recommendation made and the basis for the recommendation.
6. The applicant has the right to appeal from the Department, or, in the Library, from the standing committee, to the Dean of the College. In addition, the applicant has the right to appeal from the Dean to the Provost. Appeals to the Dean and Provost must be submitted within 15 days of receipt of the decision.
7. Denial of an application by the Provost is final, except that should an application for a Professional Leave of Absence be denied by the Provost on its merits, after approval by the Department (or in the Library, the committee) and the Dean, the decision of the Provost may be appealed to the President within 15 days of receipt of the decision. The decision of the President may not be appealed.

c. Compensation

1. A Professional Leave of Absence is ordinarily without compensation. In special circumstances Professional Leaves of Absence may be granted by the Provost in consultation with the Dean with partial or full compensation.
2. The continuation of the University's contribution to fringe benefits during the Professional Leave of Absence shall depend upon the circumstances of the Professional Leave of Absence, and the precise status of the Faculty member's benefits shall be stated in writing by the Provost in the letter approving the leave of absence. If the University does not continue its contribution, eligible Faculty members have the option to maintain any or all of their fringe benefits at their expense during the Professional Leave of Absence.
3. A faculty member on a Professional Leave of Absence to participate in a fellowship or a professional program (except when pursuing an advanced degree) shall have fringe benefits paid by the University during such Professional Leave of Absence.

d. Professional Leaves During Tenure-Track and Tenured Appointments

1. For Tenure-Track and Tenured faculty members, a Professional Leave of Absence shall not count as a part of the required period of service to establish eligibility for promotion and/or tenure, (see Article 4.6(c) & (d); and Article 5.1(d)) unless this provision is waived in writing by the individual Faculty member and the Provost.
2. Time spent on a Professional Leave of Absence shall not count as toward the full-time service requirement for a Sabbatical leave under article 6.1(b) unless specifically agreed upon in writing by the Faculty member and the Provost.

e. Other Employment

Where it enhances the professional development of the faculty member, a Professional Leave of Absence may be granted for the purpose of taking up temporary employment elsewhere.

f. Length of Professional Leave of Absence

The maximum period that may be spent on any single Professional Leave of Absence is two (2) calendar years. The failure of any Tenured or Tenure-Track faculty member to return to his or her full-time appointment after the agreed upon leave shall result in termination of the appointment. The Dean shall notify the Faculty member in writing of the requirement to return, at least one-hundred and

twenty (120) days before the scheduled termination of the Professional Leave of Absence.

g. Subsequent Leaves

Any faculty member granted a Professional Leave of Absence under this Article 6.2 shall not be eligible for any additional leave under this Article 6 until she or he has served a minimum of four additional years without a leave, except as required by law or other University Policy. Other exceptions to this requirement must be approved by the Dean and Provost.

6.3 Medical Leaves

a. Academic Procedures

1. Temporary Disability (Medical) Leave (“Medical Leave”) is provided to eligible Faculty members as set out in approved University Policy in accordance with all applicable state and federal laws.
2. A Faculty member who is unable to fulfill professional responsibilities because of illness or disablement must notify the Department Chairperson (or, where applicable, the Dean) of the expected absence and its estimated duration. Specific medical information need not be (and ordinarily should not be) disclosed to any parties other than the appropriate Human Resources officials of the University. It is expected that, as a matter of professional courtesy, Faculty colleagues shall substitute for absent members in teaching and other assignments for absences of up to but no longer than two (2) weeks without receiving additional compensation.
3. If a disability extends or is expected to extend for a period greater than seven (7) calendar days, the Faculty member must inform Human Resources in accordance with University Policy.
4. Faculty members who substitute for a colleague on Medical leave for a period of more than two weeks shall receive overload compensation proportional to the period of instruction. Where a substitution is not possible, Faculty members shall be expected to make up any missed classes as soon as possible upon returning to work.

b. Temporary Medical Leave

1. A Faculty member who is unable to work for more than seven (7) calendar days because of medical condition or disablement shall be granted temporary disability benefits in accordance with University Policy.

2. When a Faculty member knows in advance of an expected absence due to medical condition or disablement, the Faculty member shall notify the Department Chairperson (or equivalent officer) at once. If the anticipated absence is greater than seven days, the Faculty member or her or his representative must inform the Dean and Human Resources.
3. A Faculty member who is absent from teaching duties for more than four (4) weeks (twenty-eight (28) calendar days) may, but shall not be obliged to, resume teaching duties, with the agreement of the Department Chairperson and Dean, for the remainder of the semester in which the condition or disability occurred. If teaching duties are not resumed, the Faculty member shall be assigned alternate duties. Full salary shall be resumed upon return to University service.

c. Disability compensation

1. Faculty members are required to use up to 70 hours of earned sick leave before receiving disability benefits as set forth in the University Temporary Disability Benefits Leave policy. However, Faculty members are not required to have the full 70 hours of sick leave available in order to receive the full disability benefits under that Policy.
2. In the event a Faculty member continues to be disabled after being on Medical Leave for twenty-six (26) weeks, the member, if declared eligible by the University's insurance carrier, shall be entitled to benefits under the University's long-term disability plan ("Long-Term Disability Leave"). In addition, the University shall pay a Tenured Faculty member's health program premiums for the duration of the disability up to five years or until the faculty member becomes eligible for Medicare benefits, whichever is shorter. For Faculty members on a Term or Tenure-Track appointment, the University shall pay health program premiums until the expiration of the contract.
3. In the event that a Faculty member goes on Long-Term Disability Leave, a decision will be made on continuation of employment in accordance with University Policy and state and federal law.

d. Return to Service

1. Upon return from a Medical Leave, the faculty member shall submit to Human Resources a health care provider's statement certifying that the Faculty member has recovered and can resume work. The University may, at its option, refer the Faculty member to a health care provider mutually agreeable to the University and the Faculty member for an examination prior to the Faculty member's resumption of duties. The findings of such a

provider with regard to the Faculty member's ability to return to work shall be conclusive.

2. The decision on whether and when a Faculty member who has been on Medical Leave will resume teaching shall be made by the Deans and Department Chairperson in consultation with the Faculty member. If teaching duties are not resumed, equivalent non-teaching duties in research or service shall be assigned.

e. Effect on Probationary Period

Medical Leaves in excess of six (6) months shall not be counted toward the periods for eligibility for tenure, promotion, and Sabbatical leave. The delay in the probationary period shall be in the number of months of the Medical Leave rounded off to the nearest full year. For instance, a Medical Leave of seven or seventeen months would delay the probationary period by one Academic Year. A Medical Leave of eighteen months would delay the probationary period by two Academic Years. This provision may be waived by written agreement of the Faculty member and the Provost. Requirements for the minimum number of semesters of full-time teaching shall remain in effect unless otherwise specified.

6.4 Family Leave

Leaves related to pregnancy, childbirth, and paternity and other forms of family-related medical leave are granted in full accord with all applicable state and federal laws as well as University Policy on Family Medical Leave.

6.5 Leaves for Political Activity and Non-Military Governmental or Other Public Service

Faculty members, as citizens, are free to engage in political activities. Leaves may be granted for political activity and or non-military governmental or other public service in accord with procedures established in Article 6.2. Where appropriate, such requests shall be expedited. The terms of each leave of absence shall be written, and any leave shall not affect unfavorably the tenure status of a faculty member except that such leave shall not count as service toward acquisition of tenure, promotion, and sabbaticals. Upon the request of the Faculty member, a leave for political activity or governmental or other public service may be extended for more than two years. Such a request must follow the procedures for an initial leave (as established in Article 6.2) and such extension shall be for no more than two additional years. At the conclusion of any leave under this Article 6.5, a Faculty member shall not be eligible for an additional leave under Article 6.2 or Article 6.5 until she or he has served a minimum of four additional years without a leave. Exceptions to the requirement of four years additional service require the approval of the Dean and Provost.

6.6 Leaves for Jury Duty

Faculty members should request a delay in jury service to a time that shall not interfere with the Faculty member's class or academic schedule. If the delay is not granted, the University shall provide substitutes and continue the Faculty member with full salary and fringe benefits during the term of jury duty. A Faculty member notified of jury duty is obligated immediately to inform his/her Department Chairperson and, where appropriate, Dean.

6.7 Leaves for Military Service

If a Faculty member is called to active duty in the armed forces of the United States, the leave shall not affect the member's Faculty status except that such a leave shall not count as time in rank for eligible to apply for tenure, promotion, or a sabbatical, unless a waiver allowing time on active duty to count toward tenure and promotion and/or sabbatical is specifically agreed upon in writing by the Faculty Member and the Provost.

6.8 Emergency Personal Leave

Faculty members facing extraordinary personal circumstances, not encompassed by the forms of leave enumerated above, making impossible the fulfillment of professional responsibilities may apply to the Provost for emergency personal leave for a period of no more than one year.

ARTICLE 7
FACULTY RIGHTS AND RESPONSIBILITIES

7.1 Academic Freedom

a. General

1. All members of the Faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 “Statement of Principles on Academic Freedom and Tenure” formulated by the Association of American Colleges and the American Association of University Professors.
2. Academic freedom is essential to the purposes of the University and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in teaching is fundamental for the protection of the rights of the teacher and of the student.
3. While Faculty members are entitled to freedom in discussing their subjects, they should be careful not to introduce in the classroom matter not relevant to the content of the course for which the Faculty member has responsibility.

b. Affiliation with University

When Faculty members speak or write they are free from censorship by the University, but their special position in the community imposes special obligations. As scholars and members of the University, they should remember that the public may judge their profession and the University by their remarks. Therefore, they should at all times endeavor to be accurate, to exercise appropriate restraint, and to show respect for the opinions of others. While Faculty members may properly identify themselves to outside audiences, they should not purport to function as institutional spokespersons (or to otherwise speak on behalf of the University) unless specifically commissioned to serve in such a capacity.

c. Academic Honesty in Scholarship

Faculty members’ primary responsibility to their subject(s) is to seek and state the truth as they see it. They are expected to devote their energy to developing and improving their scholarly competence. They are obligated to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice academic honesty. The definition of (1) what constitutes academic dishonesty, (2) its levels of severity, and (3) the procedure for determining its existence and possible consequences in individual cases are to be adjudicated in accordance with the Academic Integrity Policy passed by the Faculty Senate, approved by the Provost, and posted on the Provost’s policy website.

d. Honesty in Teaching

As teachers, Faculty members encourage the free pursuit of learning in their students and protect student academic freedom. They foster honest academic conduct and, on their part, provide equitable evaluations of student performance. They respect the confidential nature of the relationship between Faculty members and students and all federal, state, and local laws concerning student privacy. They abide by the University's intellectual property policies, acknowledge significant assistance from students, and avoid any exploitation of students for their own private advantage.

7.2 General Faculty Responsibilities

a. Period of Professional Responsibilities

1. Full-time Faculty members holding Academic Year appointments have professional responsibilities to the University for the period of the Academic Year.
2. Faculty members holding other appointments have professional responsibilities for the University for the period set forth in their appointment letter.
3. Full-time Faculty members, regardless of the terms of their appointment, may on a voluntary basis agree to complete ongoing limited tasks related to teaching and service and/or participation in University events that extend beyond the Academic Year.
4. Full-time Faculty members holding twelve (12) -month appointments for the fiscal year have professional responsibilities to the University for the period commencing July 1st and ending June 30th with the understanding that such Faculty members are entitled to one (1) month of vacation during that period but to be taken at times consistent with assigned responsibilities and scheduled classes.

b. Library Responsibilities

1. All Full-time librarians shall be employed on twelve (12) -month contracts consisting of thirty-five (35) hours per week with twenty (20) working days of vacation per year.
2. Librarians who desire to be employed on a ten (10) -month basis shall work thirty-five (35) hours per week for thirty-nine (39) weeks with a corresponding adjustment to compensation at the rate of 5/6th of their full-year salary. They shall be eligible for sixteen (16) working days of paid vacation per year.

3. Application for this ten (10) month arrangement should be made in writing with the Dean of the University Libraries by October 15th of the preceding Academic Year. The Dean, in consultation with the applicant's immediate supervisor and/or the Rank and Tenure Committee of the University Libraries, shall render a decision by December 1st.
 4. In the event that the request cannot be granted to all librarians submitting such a request, the Dean, in making a determination, shall do so on the basis of the operating needs of the Library and the relative seniority of the librarians involved. Where there is a conflict and one or more librarians has been refused a prior request, then preference shall be granted to such librarian(s) notwithstanding relative seniority. Nor shall a librarian who is the sole professional in a given area and who has had a prior refusal because of the operating needs of the Library be denied a second consecutive request for this reason.
- c. Faculty members are obliged to follow the University and Academic calendars.
- d. The primary professional responsibility of each member of the Full-time Faculty is to the University and to the University community. In so far as faculty members are expected to maintain a high standard of professionalism, they shall:
1. Aspire to excellence in teaching, promote the learning process, and stimulate the intellectual development of their students;
 2. Keep informed of contemporary developments in pedagogy and in their fields of specialization;
 3. Accept a reasonable number of assigned, elected, and voluntary committee responsibilities and conscientiously serve on those committees of which they are members (see Article 7.8 below);
 4. Serve as a resource to University, College, or Department student organizations, where consistent with other commitments;
 5. Recognize their obligations to University graduates and their families by attending commencement exercises. The administration shall make every effort to promote a meaningful ceremony with an appropriate recognition of the faculty's role in the University;
 6. Adhere to reasonable deadlines and schedules established for the timely reporting of grades and for other matters related to student registration and record keeping;

7. Assume a fair share of responsibility in student academic advisement, in the student academic review process, and in curriculum review and development;
8. Assume a fair share of responsibility in student recruitment and orientation activities and events.
9. Accurately report as requested all items of scholarship, teaching, and service. necessary for inclusion in University reports.

7.3 Instructional Duties – Teaching Load

- a. Faculty teaching load is comprised of instructional and non-instructional (“released”) duty.
- b. Basic Teaching Load
 1. For Tenure-track and Tenured Faculty members engaging in service and scholarship, the ordinary teaching load shall be eighteen (18) credits per academic year, generally divided into nine (9) credits per semester.
 2. For a faculty member not required to engage in scholarship, including Clinical Faculty, Contract Faculty, and Lecturers, the ordinary teaching load shall be twelve (12) credits per semester. For Faculty Associates, the ordinary teaching load shall be fifteen (15) credits per semester.
 3. Courses are assigned to faculty members by the Department Chairperson after consultation with each faculty member and subject to the Dean’s review.
- c. Credit hours are described in hours per week of formal class meetings. Normally one- hundred and fifty (150) minutes of class meetings per week for 15 weeks per semester equal three (3) undergraduate credit hours.
- d. Off-load teaching

Credit-generating teaching responsibilities borne by faculty members above and beyond their required teaching load as outlined in article 7.3.b including, but not limited to, independent studies, internships, honors and graduate theses and dissertations, continuing education, etc., shall be recorded as a component of overall faculty teaching activity. Compensation for such teaching duties shall be awarded in the amount and form decided upon by the Department and Dean and approved by the Provost.

e. Laboratory Instruction

1. Faculty members responsible for a laboratory to which a teaching assistant (laboratory instructor) is assigned for the relevant contact hours, shall receive a reduction of one (1) credit hour per laboratory block. A laboratory block consists of one (1) laboratory meeting time of one hundred fifty (150) or more minutes.
2. Faculty supervising laboratory sections to which a teaching assistant (laboratory instructor) is not assigned shall receive two-thirds (2/3) of one (1) credit hour of teaching load for each laboratory contact hour of fifty (50) minutes per week per semester.

f. Faculty members supervising senior student teachers shall receive one (1) credit of teaching load for each four (4) students supervised. Faculty supervising sophomore or junior student teachers shall receive one (1) credit of teaching load for each nine (9) students supervised. No credits shall be received for fractional loads.

g. The formula for determining the credit hour equivalent of clinical contact hours for nursing faculty shall be determined in accordance with applicable accreditation standards.

h. Team teaching

In courses to which two or more instructors are assigned, the instructors shall receive credit toward the required teaching load proportional to their responsibility for the classroom or contact hours. Any exceptions to this policy must be approved by the Dean and Provost.

7.4 Instructional Duties – Course Preparation and Implementation

a. Course Preparations

1. The number of separate course preparations in any given semester shall not ordinarily exceed three (3) except in cases where multiple sections are not available within the Department or discipline, where the faculty member voluntarily accepts or requests more in writing, or where the faculty member accepts and receives an overload assignment.
2. The number of new course preparations for a Tenured Faculty member shall not ordinarily exceed two (2) per year.
3. Independent study courses, internship mentoring assignments that are not credit-bearing, honors program mentoring, graduate thesis advisement, and similar courses of individual instruction shall not be counted as separate course preparations.

4. All course preparations for different sections of the same course during a semester are considered a single course preparation.

b. Course Descriptions

Each faculty member shall adhere as much as possible to course descriptions published in the University catalog and other media.

c. Schedules

Faculty members shall meet each class as scheduled.

d. Instructional Duties - Syllabi

At the beginning of each course, faculty members shall provide each enrolled student with a course syllabus that includes all language mandated by the Program, Department, College, or University for purposes of compliance and standardization. The syllabus shall list clear course objectives and explain the evaluative techniques and standards to be used. Copies of the syllabus shall be given to the Department Chairperson or Program Directors for courses offered by Interdepartmental Programs within one week of the start of each course.

e. Instructional Duties - Timely Feedback

Faculty members shall provide feedback throughout the semester so that students can improve their performance. Faculty members shall evaluate assignments and examinations in a timely and effective manner, thereby promoting student development.

7.5 Instructional Duties – Student Complaints

a. When a student has a complaint, a faculty member shall be reasonably available, such as during office hours or by appointment, to consult with the student. If the matter cannot be resolved to their mutual satisfaction, either party may carry the matter further in accordance with established University, College, and/or Department procedures. Faculty members are obligated to participate in established procedures regardless of whether they extend beyond the Academic Year.

b. In accordance with Article 10, Department Chairpersons and Directors of Interdepartmental Programs are responsible for adjudicating grade complaints in accordance with University Policy and following appropriate Department policies when applicable.

7.6 Instructional Duties – Student Advising

Faculty members may be expected to advise a reasonable and proportionate number of students in their Department and College. Assignments are made as equitably as possible by the Department Chairperson, in accordance with Departmental policies, or, with respect to undecided students, the Dean. Faculty members shall not be unduly burdened with advising duties, and the responsibility shall circulate in a reasonable manner. The policy regarding assignment of responsibilities for advisement of undecided majors shall be a matter for faculty determination within each College.

7.7 Instructional Duties – Office Hours

- a. All Full-time faculty members shall hold office hours at least three (3) hours per week during the fall and spring semesters. These office hours are to be posted in advance and made available to the Department Chairperson.
- b. Deans and Departments, to the extent possible, shall endeavor to make space available to their part-time instructors to allow them to hold similar office hours for their students.

7.8 Limitation on Advising and Committee Work

Faculty members shall not normally be required to exceed a maximum of nine (9) working hours per week, exclusive of the office hours indicated in Article 7.7, in the performance of professional duties such as student advisement and committee work.

7.9 Research Expectations

- a. Tenure-track and Tenured Faculty members are expected to have an active research program during their tenure at the University. Faculty members will regularly report their research and publication to the Department Chairperson in accordance with University policy.
- b. Department Chairpersons, in consultation with Deans, may assign additional teaching or other duties for non-research active tenured faculty members in accordance with the provision of article 7.3(b)(3).

7.10 Overload

- a. “Overload” describes when a faculty member teaches more than his or her contracted credit hours during a semester. Overload assignments shall be made by the Department Chairperson, in consultation with the Dean, but only with the permission of the affected faculty member. The overload assignment shall be recorded as required by University policy. Overload assignments must be compensated either by a stipend or by an adjusted course-load within the same academic year.

- b. Overload shall not exceed three (3) contact hours or one (1) course, whichever is greater, per academic year without the prior written approval of the Dean and the Provost. In no case shall a faculty member teach more than one (1) overload course per semester.
- c. No faculty member who has received a release from his or her teaching load (see Article 7.11 below) for research and administrative duties shall receive an overload teaching assignment during the Academic Year. Any exception to this rule shall require the written approval of the Provost.
- d. Compensation for the preparation and/or teaching of noncredit courses or for other extraordinary services shall be by agreement between the faculty member and the University.
- e. There is no guarantee of the assignment of overload.

7.11 Non-Instructional Load/Released Time

- a. Released time for a set amount of credit hours may be granted to a faculty member by his or her Department Chairperson with the approval of Dean and Provost.
- b. Released time shall ordinarily not exceed three (3) credit hours per semester. Among the exceptions are Chair of the Faculty Senate, who is ordinarily awarded release time of six (6) credits per semester, and Chairpersons of some Departments and certain grants but only with the approval of the Provost.
- c. Department Chairpersons shall be granted a proportionate course-release based on enrollments, majors, employees, and other appropriate factors.
- d. Released time may be granted for the following activities:
 - (1) Grant-funded projects.
 - (2) Directing academic programs or other significant administrative duties
 - (3) Preparation of new programs of substantial scope
 - (4) Special academic or research projects
 - (5) Special service assignments as approved by the Dean and Provost
- e. Faculty members whose courses are cancelled due to low-enrollment shall be assigned alternative teaching responsibilities or duties. Reassignment of teaching responsibilities may take place during the semester in which the course is cancelled or in a subsequent semester. Faculty members may agree to teach a summer course in lieu of a cancelled class. All such reassignments require the approval of the Department Chairperson and Dean.

- f. Load reductions supported by sponsored research shall be made pursuant to the terms of the contract or grant award. All proposals for grants and contracts must be approved in accordance with current University practices and policies.

7.12 Academic Program Planning

- a. A quality academic program requires effective planning and a judicious selection of courses consistent with enrollment patterns and program needs. Moreover, the University's commitment to students mandates that required courses and electives fulfilling program requirements be offered in a consistent sequence and with sufficient frequency to assure completion of graduation requirements within the expected program cycle. Accordingly, each Department and Interdepartmental Program at the request of the Dean and/or Provost shall prepare both a four-year and one-year course plan.
- b. Each Department shall perform self-evaluation on a regular basis and in accordance with the established procedures for Program Review. This self-evaluation shall include:
 - 1. Annual reports summarizing the teaching, scholarship, and service performed by the department; reporting and discussing progress made by programs toward their stated goals for the year; and projecting new goals for programs to work upon during the following year;
 - 2. Regular collection and analysis of the data required for formal program review self-evaluation on the seven-year cycle (or such other cycle as is required by Article 10.9).
- c. To assist the Department in the evaluation referenced in Article 7.12(b), the Provost's Office shall provide the Department all relevant and available information pertinent to the fulfillment of planning and reporting tasks as outlined in 7.12(b).
- d. In producing the course plans referenced in Article 7.12(a), each Department shall periodically review its offerings in the course catalog and remove those which are no longer being taught. Departments may be asked to justify keeping courses that have not run in the past four years in the catalog.
- e. The Provost shall publish a timetable for the submission of the evaluation materials referenced in Article 7.12(b).

- f. Each semester, the Department Chairperson and faculty shall:
 - 1. Submit to the Dean a schedule of course offerings for the coming semester. The schedule shall be based on the four-year plan.
 - 2. Recommend to the Dean maximum course enrollments for each of these course offerings.
- g. In recommending maximum enrollments, the Department shall consider:
 - 1. The optimal educational format or mode of delivery for each course;
 - 2. The possibility of altering that format to accommodate student demand (e.g., from a seminar to a lecture course);
 - 3. Maintaining a reasonable relationship between the total student enrollment in the Department and the number of courses/sections offered by it;
 - 4. Standards required by accrediting agencies.
- g. Expectations for minimum enrollments will be decided between the Department Chairperson and Dean. Minimum enrollments may be lowered only with the express permission of the Dean.
- h. The Office of the Provost shall establish a timeline for the submission of semester schedules.
- i. During the registration process, a Department Chairperson may exceed the maximum enrollment in a specific course with the consent of the faculty member assigned to said course. If registration demand exceeds the established maximum significantly, the Department Chairperson may divide the course or section with the approval of the Dean.

7.13 Unpaid Professional Activities

The University encourages faculty participation in other unpaid professional activities that add to the Faculty member's knowledge, qualifications, and reputation, and to the reputation of the University, so long as these activities do not interfere with his or her primary responsibility to the University. The Faculty member shall cooperate with the University in striving to inform both the University community and the outside community of such achievements.

7.14 Outside Employment of Faculty

A Faculty member may engage in professional consulting and/or outside employment provided that such activity is not inconsistent with and does not interfere with the faculty

member's responsibilities and obligations to the University. Faculty members should consult the Conflict of Interest and Commitment Policy. Teaching assignments at other institutions of higher education and/or other substantial forms of outside employment that take place during the Academic Year require prior approval from the Department Chairperson and the Dean.

ARTICLE 8
FACULTY PERSONNEL FILES

8.1 General

- a. Files related to the teaching, scholarship and service of individual Faculty members are maintained by the Office of the Provost, the Faculty member's Dean and the Chairperson of the Faculty member's Department(s). The totality of material contained in these files comprises and shall be referred to as the Faculty member's "Official Academic Personnel File."
- b. Official Academic Personnel Files are confidential and must be kept in secure locations where they may not be accessed other than by individuals authorized by the Provost, Dean, or Department Chairperson.
- c. Materials in the Official Academic Personnel Files shall ordinarily be kept in paper form. However, the Office of the Provost may designate electronic repositories where materials related to teaching, scholarship, service and their evaluation may be kept in electronic form. Such materials shall be considered part of the Official Academic Personnel Files. All limitations and restrictions applying to Official Academic Personnel Files as delineated in this Article shall also apply to these electronic records.

8.2 Official Academic Personnel Files

- a. Official Academic Personnel Files of each Faculty member may include, but are not limited to, the following:
 1. Materials related to the initial hire including, but not limited to, application, curriculum vitae, sample materials, and letters of recommendation;
 2. The Letter of Appointment, initial and any subsequent contracts, and other such agreements between the Faculty member and the University;
 3. A current curriculum vitae, which the Faculty member is responsible for updating;
 4. All recommendations and decisions pertaining to the Faculty member's status, rank, and responsibilities;
 5. All nonstudent evaluations of teaching (generally kept in the Department Chairperson's files);
 6. Agreements between the Faculty member and University officials;

7. All materials related to annual review and contract renewal including, but not limited to, recommendations from the Department Chairperson and Dean, and materials submitted by the Faculty member in support of renewal;
 8. All materials submitted in connection with an application for tenure and/or promotion;
 9. All materials submitted in connection with an application for a sabbatical or professional leave as well as the faculty member's report to the Provost on the sabbatical or other leave, if applicable;
 10. All materials related to the awarding of merit pay or other awards and incentives;
 11. Materials related to changes in teaching load, including course releases; and
 12. Correspondence to the Faculty member regarding any findings resulting from reviews or investigations in which violations of University policy were alleged.
- e. The following materials should not be kept in Official Academic Personnel Files:
1. Records of the content of views expressed or actions taken by faculty members whether in support of or in opposition to administration policies arising out of the legitimate exercise of faculty rights of shared governance as set forth in the Faculty Guide.
 2. Materials gathered or created in connection with allegations of violation of University policy, including but not limited to, confidential reports, findings, decisions, and communications, except as permitted under Article 8.2(a)(12).
 3. Faculty members may not review material the confidentiality of which is required under federal, state, or local law, University policy or by the requirements of accrediting or other regulatory bodies. Generally, such materials should not be included in Official Academic Personnel Files and should be removed if present.
- f. Materials solicited by the University under assurances of confidentiality including, but not limited to, letters of recommendation in support of an application for employment and external review letters gathered in connection with an application for tenure and promotion may be retained in an Official Academic Personnel File, but must be clearly identified as confidential.

8.3 Examination by Faculty Member

- a. Faculty members may review their Official Academic Personnel File by appointment with the Office of the Provost or with the individual Faculty member's Dean or Department Chairperson as applicable.
- b. The Official Academic Personnel File must be made available for review during regular business hours by the Faculty member within five University business days of the receipt of a written request from the Faculty member. A Faculty member shall be permitted to make copies of materials in the faculty member's Official Academic Personnel File.
- c. Notwithstanding the foregoing, the Faculty member shall not be entitled to review material deemed confidential in accordance with this Article or by any University policy. The Department Chairperson, may, however, in accordance with Article 5.2(b), communicate to the Faculty member information regarding the content of a confidential review letter provided that the identity of the author is not revealed.

8.4 Review by Others

The Official Academic Personnel Files shall be available to the Department Chairperson(s), the Dean, and the Provost. Access to Official Academic Personnel Files may be delegated to individuals authorized by the individual faculty member's Dean or the Provost only in connection with the conducting of official business. All individuals having access to Official Academic Personnel Files are to maintain the contents of such files in confidence.

8.5 Rebuttal and Removal

- a. If a Faculty member alleges that some of the contents of his or her Official Academic Personnel File are demonstrably false, malicious and/or unjustifiably injurious to reputation and professional advancement, the following opportunities shall be available:
 1. The Faculty member may include in the Official Academic Personnel File any rebuttal material and evidence she or he may chose;
 2. The Faculty member may make a request to the Department Chairperson, Dean, and/or Provost to have such material removed from the Official Academic Personnel File and destroyed.

8.6 Other Files

- a. Nothing in this Article shall limit the University in the maintenance and retention of records dealing with ministerial matters, such as, payroll, benefits, compliance, and training, in files outside of the Official Academic Personnel File. Upon adequate notice, and subject to the requirements of federal, state, or local law, or by the requirements of

accrediting or other regulatory bodies, faculty members may be provided with appropriate information about themselves from such records to meet their stated needs.

- b. This Article shall not limit the University in the maintenance of records required by federal, state, or local law, or by the requirements of accrediting or other regulatory bodies. For example, matters related to charges of discrimination and/or whistleblowing.

ARTICLE 9
FACULTY RESEARCH AND SPONSORED ACTIVITIES

9.1 Research

Teaching and research are complementary activities. A faculty member's professional development requires a continuing commitment to scholarly research and publication. The university expects faculty members to engage actively in research and other professional activities for the advancement and dissemination of knowledge. Such expectation includes the promulgation of policies and procedures necessary to foster a climate for research, the provision for internally funded research, and the endorsement and support of acceptable proposals to external sources for sponsorship.

The above shall be consistent with the goals and objectives of the university as adopted by the Board of Regents and the provisions of the Faculty Guide.

9.2 General Principles

The following are general principles established by university policy:

- a. The university imposes no limitation on the freedom of the faculty in the choice of fields of inquiry or the dissemination of the results obtained.
- b. The university shall accept or administer only those research grants and contracts that clearly retain for the faculty investigators unrestricted control with regard to the manner in which research is carried out and conclusions are reached.

9.3 Obligations of Sponsored Activities

The responsibilities of the university in accepting grants and contracts and the responsibilities of Departments, faculty, and staff are as follows:

Seton Hall University encourages the development and implementation of projects involving fundamental and applied research, training, and community-service activities by faculty, administrators, and students.

To further these activities, the university, through its Office of Research Services, shall provide all necessary assistance that may be required by individuals and groups seeking to attract extramural funds to support such endeavors. The solicitation, acceptance, execution, and administration of grants and contracts, however, imposes legal, fiscal, and moral obligations by sponsoring groups and agencies upon the university. It is therefore important and necessary that requests for extramural funding for projects be reviewed and approved prior to submission of proposals to potential sponsors. In accepting a grant or contract, Seton Hall University must provide the appropriate share of the time and effort of its personnel to perform work mutually agreed upon with a sponsor. Charges for the work shall be based on the

employee's regular compensation which, in accordance with university practice, constitutes the basis of his/her salary. Grant or contract funds should not be used to increase the total salary or rate of salary of an employee, nor may these funds be used for overload compensation. All personnel costs must be substantiated by payroll distribution records.

9.4 Administration and Procedures

The Provost is responsible for the formulation of policies and procedures relating to extramurally sponsored projects. This responsibility is carried out with the advice of the University Research Council.

The director of the Office of Research Services is responsible for certifying that university and sponsor policies and procedures have been met. All official documents pertaining to grants and contracts are maintained by the Office of Research Services.

The review criteria and procedures for submitting proposals are outlined in administrative announcements and the "Seton Hall University Manual for Sponsored Activities" available from the director of the Office of Research Services.

Proposals for research support in the form of grants from or contracts with outside agencies must be approved in accordance with current procedures and practices. Use of campus facilities and equipment for these purposes requires the prior written permission of the Department Chairperson, the College Dean, and the Provost. The Department Chairperson and the Dean shall be advised periodically in writing of the progress of such programs.

No faculty member is empowered to enter into any grant or contract in the name of the university.

Faculty interested in applying for a sponsored project should contact the director of the Office of Research Services, who shall assist them in identifying appropriate sources and in preparing proposals.

9.5 University Research Council

The University Research Council was established to foster faculty research and to promote faculty development activities, including the identification of priorities and programs which shall provide opportunities for faculty growth and renewal.

The University Research Council conducts an annual awards competition for research-expense grants and summer stipends in accord with guidelines approved by the university. The provost appoints faculty members to the University Research Council for two-year terms from a list provided by the College assemblies. The University Research Council determines its own operating procedures. It is assisted by the director of the Office of Research Services, who serves as an ex-officio member.

The annual competition for research grants and summer stipends is announced to the faculty during the fall semester by the provost. Applications and guidelines are available through the Office of Research Services. Awards are made in the early spring.

Program guidelines and operating procedures shall be reviewed annually by the council and are available from the Office of Research Services.

9.6 Faculty Incentives

In addition to its sabbatical and released-time policies, the university implements a University Research Incentive Award Program. Research incentive awards are a sharing of indirect costs recovered for sponsored research to encourage additional research activities. Additional information is available through the Office of the Provost and the Office of Research Services.

9.7 Travel to Pursue Funding

Faculty in need of travel funds to pursue a funding possibility for a specific project with a sponsor may request same through their Department Chairperson.

9.8 Patent, Copyright and Intellectual Property Rights Policies

The respective rights of individual faculty members with respect to patents, copyrights and intellectual property rights are outlined in periodic administrative announcements, fashioned in consultation with a standing faculty committee selected by the Faculty Senate for this purpose. In such announcements the university's willingness to share in some of the costs and potential royalties or income is outlined. Since this is a highly specialized area, guidance should be sought through the university offices responsible for implementation.

ARTICLE 10
GOVERNANCE OF DEPARTMENTS AND ACADEMIC PROGRAMS

10.1 Definitions – Academic Departments

- a. An Academic Department (“Academic Department” or “Department”) is an administrative unit ordinarily composed of no fewer than three (3) Tenured or Tenure-Track Faculty members engaged in common or related fields of scholarship. (See Article 1.4)
- b. Academic Departments recommend the hiring, tenuring, and promotion of Faculty members and are the core unit of Faculty governance. All Full-time Faculty members must be appointed into an Academic Department.
- c. Academic Departments administer and deliver Academic Programs. Every Department, with the exception of the Library, generally has primary responsibility for one or more Academic Programs leading to the granting of an academic degree.
- d. Academic Departments support, facilitate, and evaluate faculty research.

10.2 Definitions – Academic Programs

- a. An Academic Program is a set curriculum of credit-bearing courses leading to the awarding of an academic degree, credential, or the fulfillment of a curricular requirement, along with the faculty body that delivers and administers this curriculum (See Article 1.5).
- b. Academic Programs generally come in two varieties: 1) Programs contained within an Academic Department; 2) Interdepartmental Programs drawing on the resources of two or more Departments from one or more Colleges (See Article 1.5).
- c. An “Interdepartmental Academic Program” is housed within a specific College and falls under the jurisdiction of the Dean of the College. Such programs may draw on Faculty members from across the University provided that the Dean and Department Chair to whom the Faculty member reports agree to the affiliation.

10.3 Selection of Chairpersons

- a. Department Chairpersons are elected by majority vote of Tenured and Tenure-Track Faculty members, Clinical Faculty members, Lecturers, Faculty Associates, and Contract Faculty members who will be continuing employment at the University in the subsequent year. Since eligibility is based on continuance in the following year, it may need to be clarified with the Dean. Eligible Departmental Faculty members may vote in person or by electronic means while on Sabbatical leave; eligible Departmental Faculty members may vote in person or by electronic means during the first year of a non-Sabbatical leave, but not thereafter. Departmental Faculty members serving in a full-

time administrative position may not vote. The appointment of the elected Department member to serve as Chairperson requires the approval of the Dean.

- b. The Chairperson shall be a Full-time Faculty member holding a tenured appointment in the Department. The Department may petition the Provost to waive this requirement to allow a Tenure-Track Faculty member to serve as Chairperson. In extraordinary circumstances in which a Chairperson cannot be appointed through the regular processes, the Dean may appoint, with the Provost's approval, a Tenured Faculty member from another Department or College to serve as interim Chairperson for a period of up to one year.
- c. All elections under this Article shall be conducted under the supervision of the College Nominations and Elections Committee (See Article 11). Elections shall be held in April; voting is by secret ballot. The results of each election shall be certified by the Nominations and Election Committee to the Dean of the College. The Dean shall transmit the results to the Provost.
- d. Administrative officers who hold Faculty rank (see Article 1.6) do not have the right to be present during discussion or voting with respect to personnel decisions (e.g., appointments, rank and tenure recommendations, and Chairperson elections at the Department level). Such individuals may participate in other Department decisions by Department invitation.

10.4 Term of Office; Absences; Removal

- a. The term of office of Department Chairpersons is three (3) years. The term shall commence on July 1 following election and shall end three (3) years later on June 30.
- b. A Department Chairperson shall hold a 12-month appointment. A Department Chairperson shall have administrative responsibilities for over the entire Calendar Year and not limited to the Academic Year.
- c. Compensation for Department Chairpersons whether in the form of stipends, course release, or both shall be determined by Deans in consultation with the Provost, taking into consideration size of Department, the nature of responsibilities, and equity across Departments.
- d. In case of the death, disability, prolonged absence, resignation, or removal of a Department Chairperson, or of a vacancy in the office occurring for any other reason (other than those set forth in Article 10.4(e), below), the Dean of the College shall designate an acting Chairperson. The acting Chairperson shall serve no longer than thirty (30) calendar days following this appointment or to the start of the next academic year if the absence occurs outside the Academic Year. An election shall be conducted during this thirty (30) Calendar Day period or, in the case of an absence that occurs outside the Academic Year, as soon as possible after the start of the next Academic Year

to choose a Chairperson for the remainder of the original term of office or the specified length of the absence or leave, but not to exceed the original term of office.

- e. In the event that a Chairperson goes on Sabbatical leave or Professional Leave of Absence, the Department shall elect an acting Chairperson to serve until the end of the leave or the end of the term of office whichever is shorter. Exceptions must be approved by the Provost.
- f. In case of absences of fewer than thirty (30) Calendar Days, in which a Chairperson is unable to perform essential duties as enumerated in Article 10.5, the Chairperson (or, in case of illness, the Department) shall so advise the Dean, who shall appoint an acting Chairperson to serve for the length of the absence or thirty (30) days whichever is shorter.
- g. A Department Chairperson may be removed by the Provost after consultation with the Dean and Full-time Faculty of the Department. Proceedings to remove a Department Chairperson may also be initiated by the Dean of the College or by the Departmental Faculty. The Department Chairperson shall be notified of such removal in writing by the Provost. The Provost's decision on removal is appealable to the President of the University by the Chairperson or by the Departmental Faculty.

10.5 Responsibilities and Duties

- a. A Chairperson is responsible for the direction of all Faculty members in the Department.
- b. In carrying out the duties enumerated below, it is expected that Chairpersons shall be on campus each week during the fall and spring semesters no fewer than two (2) hours for each hour of released time granted to the Chairperson for the performance of the duties specified below. In addition, the Chairperson shall be available on days of all formal registration periods as listed in the academic calendar. At all other times, Chairpersons are expected to maintain a campus presence commensurate with their departmental needs.
- c. The Chairperson shall perform the following duties either personally or by delegation:
 - 1. Assign Faculty schedules, subject to final approval by the Dean, as required under Article 7.12.
 - 2. Communicate recommendations concerning the promotion, tenure, and leaves of the Department Faculty, in accordance with Article 5.2(d)(4).
 - 3. Advise full-time non-tenured Faculty members of upcoming evaluations in a timely manner, and present a written evaluation of each Full-time non-tenured Faculty member as mandated in Article 3.6 to that Faculty member and to the Dean.

4. Evaluate the quality of examinations and the accuracy of grading within the Department as needed (see Article 7.5).
5. Address student complaints related to Faculty members and inform students and Faculty members of appropriate processes.
6. Recruit Term Faculty as per the conditions of Article 3.3(b)(3).
7. Maintain a roster of qualified Adjunct Faculty members including curriculum vitae and evidence of expertise. Recruit and recommend to the Dean the hiring of Adjunct Faculty members. Perform all necessary inquiries to verify the qualifications and competence of prospective Adjunct Faculty members.
8. Receive, evaluate, and maintain a Department file of course syllabi.
9. Coordinate with designated Library faculty members to establish Departmental priorities in acquisition and allocation of resources.
10. Call at least two (2) regular meetings of the Department during each semester.
11. Prepare the agenda for and preside at Department meetings or appoint a representative to preside in his or her absence.
12. Arrange for Faculty advisers for preregistration, registration, and orientation counseling, in consultation with the Dean.
13. Arrange for Faculty representation at recruitment and admission events as requested by the Dean.
14. Submit an annual report to the Dean on the work of the Department and make such other reports as are requested by appropriate entities.
15. Maintain a current inventory of the capital equipment assigned to the Department and make requests for additional capital equipment as directed by the Dean.
16. Forward minutes of all Department meetings, following Department approval, to the Dean and each Faculty member of the Department.
17. Monitor and assess Faculty scholarly activity. Assist Faculty members in attaining resources needed to implement scholarly agendas.
18. Monitor and assess Faculty teaching effectiveness. Facilitate opportunities for enhancement of teaching effectiveness.
19. Encourage and facilitate Faculty service on all levels.

20. Manage administrative assistants, graduate assistants, and other personnel as directed by the Dean.
 21. Perform such other duties as are necessary for the efficient operation of the Department, College, or University.
- d. The Chairperson shall, together with all Full-time Faculty members of the Department, meeting as a committee of the whole, be responsible for the following:
1. Ensure that the Department maintains up-to-date bylaws specifying procedures of internal governance in compliance with the Faculty Guide. All changes to the Department bylaws must be approved by majority vote of the Full-time Faculty members of the Department and submitted to the College Bylaw Committee for review and approval by the College Faculty Assembly.
 2. Ensure that the Department maintains and periodically review Departmental Tenure and Promotion Guidelines as stipulated in Article 5.2(a).
 3. Fulfill all obligations relevant to hiring and Faculty review as specified in Article 3, tenure and promotion as specified in Article 5, and leaves as specified in Article 6.
 4. Fulfill all obligations related to academic planning and scheduling as specified in Article 7.
 5. Manage Department expenditures within the budgetary framework established by the University. Communicate Departmental needs to the Dean for purposes of budget allocations.
 6. Recruit Full-time Faculty as mandated in Article 3.3. Prepare, in consultation with the Department, requests for Faculty hires. Convene and monitor the work of Department search committees. Prepare and submit to the Dean all required material in support of a recommendation to hire. Communicate with candidates as needed.
 7. As per Article 3.6, monitor the schedule of Faculty renewals and reappointments. Arrange for the completion of all necessary reviews and inquiries as mandated in applicable sections of the Faculty Guide and in other University policies.
 8. Perform oversight and maintenance of the curriculum of Departmental programs. Such oversight may include, but is not limited to, developing and recommending modifications of course prerequisites, course requirements, and course sequences.

9. Coordinate the development of proposals for new and modified courses and for changes in Department Academic Program(s) for submission to the College Educational Policy Committee.
10. Monitor the implementation of approved curriculum and Academic Program changes. Communicate as needed to the proper administrative bodies to ensure that changes are put into effect consistent with the academic approval process.
11. Prepare changes to the course catalogue and other official publications.
12. Establish procedures for Departmental advising. Maintain up-to-date materials in coordination with appropriate offices specifying Department requirements and curricular sequencing for use in advising. (See Article 7.3)
13. Implement Academic Program planning as specified in Article 7.7.
14. Determine the Department's internal administrative structure including standing committees, task forces, and liaisons. Delegate responsibilities equitably among Department Faculty members to perform necessary Departmental service.
15. Implement evaluation of teaching and learning within the Department as mandated by the College and University.

10.6 Governance of Academic Programs within Departments

- a. Department Chairpersons have ultimate responsibility for Academic Programs within Departments. In the event that a Program Director is not assigned for an Academic Program contained within a Department, the Department Chairperson shall fulfill the functions of the Program Director ("Program Director within the Department" or "Program Directors within Departments").
- b. Program Directors within Departments for undergraduate or graduate programs shall be appointed by the Department Chairperson on the recommendation of a majority of the Full-time Faculty members in the Department, unless otherwise specified in College or Department bylaws. The appointment of the recommended Faculty member to serve as Program Director within the Department requires the approval of the Dean.
- c. Program Directors within Departments shall serve for a term of three (3) years at the expiration of which term a new Program Director within the Department must be appointed or the existing Programs Director within the Department reappointed in accordance with the procedures of Article 10.6(b).
- d. A Program Director within the Department may be removed by the Chairperson in consultation with the Full-time Faculty and with the approval of the Dean by written notification. Proceedings to remove a Program Director within the Department may also

be initiated by the Dean or by the Department Faculty. In the event that a Program Director within the Department is removed or resigns prior to the expiration of the three-year term, the Chairperson shall appoint an interim Program Director within the Department, and a new Director shall be appointed within thirty (30) days following the procedures of Article 10.6(b).

- e. Directors of Programs within Departments shall ordinarily be Full-time Faculty members serving in the Department in which the Program is housed with expertise in the subject area encompassed by the Academic Program. In exceptional cases, when an appropriate Faculty member cannot be found, Chairpersons may request permission of Deans to appoint a Program Director within the Department from outside the Department.
- f. Supplementary compensation for Directors of Programs within the Department shall be determined by Deans in consultation with Department Chairpersons and the Provost, taking into consideration program size, responsibilities, and equity.
- g. Department Chairpersons may request Program Directors within Departments to assist with duties specified in Articles 10.5(c)(1) (preparing Faculty schedules), 10.5(c)(11) (preparing an agenda for Department meetings), and 10.5(d)(8) (provide oversight and maintenance of Departmental programs) and other duties as needed related to the governance of the Academic Program. Department Chairpersons shall coordinate with Program Directors within Departments regarding the awarding of release time under Article 7.11.
- h. Departments shall list in their bylaws the Academic Programs within the Department, define the responsibilities of Program Directors within the Department serving under the leadership of Department Chairpersons, and specify procedures as needed for the affiliation of Faculty members with particular Academic Programs.

10.7 Governance of Interdepartmental Academic Programs

- a. General Description
 - 1. Interdepartmental Academic Programs are governed by a program director (“Interdepartmental Program Director”) working in cooperation with Full-time Affiliated Faculty members (as defined in Article 10.7(b)). Ordinarily, Interdepartmental Academic Programs are expected to have no fewer than three (3) Affiliated Faculty members. Affiliated Faculty members are expected to teach on a regular basis in the Interdepartmental Academic Program and/or engage in related scholarship in the Interdepartmental Academic Program’s academic fields of study.
 - 2. Programs are not considered Interdepartmental Academic Programs and are governed by the provisions of their College Bylaws when the entire Faculty of the College shares responsibility for their administration and curriculum.

b. Affiliated Faculty

1. Faculty members may become Affiliated with Interdepartmental Academic Programs (“Affiliated Faculty members”) either at the time of hiring (as per Articles 3.4(c)(1)-(2)) or by appointment of the Dean with jurisdiction over the Interdepartmental Academic Program at a later date. An affiliation requires the endorsement of the Affiliated Faculty members of the Interdepartmental Academic Program and the approval in writing of the Faculty member’s Department Chair and Dean.
2. Such affiliation must be granted in writing by the Dean with jurisdiction over the Interdepartmental Academic Program either in the initial letter of appointment or in a supplemental letter. The letter must specify the nature and amount of the Faculty member’s contribution to the Interdepartmental Academic Program.
3. Affiliation with an Interdepartmental Academic Program shall not impact the Faculty member’s status within the primary Department except as specified in the Dean’s notice of affiliation.
4. Interdepartmental Academic Programs must specify in their bylaws how Affiliated Faculty members are to maintain their affiliation with the Program in accordance with Article 10.7(a)(1).

c. Appointment of Directors of Interdepartmental Academic Programs

1. Program Directors of Interdepartmental Academic Programs are appointed by the Dean on the recommendation of a majority of Full-time Faculty members formally affiliated with the Interdepartmental Academic Program.
2. If fewer than three Full-time Faculty members are affiliated with an Interdepartmental Academic Program, or if the Affiliated Faculty members cannot or will not hold a vote to determine their recommendation, the Interdepartmental Program Director is directly appointed by the Dean.
3. Elections for Interdepartmental Program Directors shall follow the procedures for Department Chairperson elections described in Article 10.3.
4. Interdepartmental Program Directors should ordinarily be Full-time Faculty members with teaching responsibilities and a record of scholarship in the content area of the Interdepartmental Academic Program.
5. Interdepartmental Program Directors serve for a term of three (3) years, at the expiration of which they may be reappointed by the Dean on the recommendation of a majority of the full-time Affiliated Faculty members, or a

new Interdepartmental Program Director may be appointed. In either case the procedures mandated above under Article 10.3 shall be followed.

6. Interdepartmental Program Directors shall hold a 12-month appointment.
- d. Compensation of Interdepartmental Program Directors
1. Compensation, and/or course release, for Interdepartmental Program Directors shall be determined by Deans in consultation with the Provost, taking into consideration program size, responsibilities and equity.
- e. Responsibilities of Interdepartmental Academic Program Directors
1. Interdepartmental Program Directors shall ensure that their Interdepartmental Academic Programs have written bylaws governing their operations. These bylaws should be approved by majority vote of the Affiliated Faculty and submitted to the College Faculty Assembly for approval. Interdepartmental Academic Program bylaws shall be periodically reviewed and updated as necessary.
 2. Interdepartmental Program Directors are responsible for arranging the schedule of classes for each semester and recommending Faculty members to teach those classes. Interdepartmental Program Directors shall coordinate their actions with the Chairpersons of the Departments from which their Faculty members are drawn. Department Chairpersons are expected to uphold commitments made to Interdepartmental Academic Programs regarding the contributions of Affiliated Faculty. In the event that Departments fail to uphold these commitments, Interdepartmental Program Directors may appeal to the Dean to adjust the schedule accordingly. The Dean's decision shall be final.
 3. At the end of each Academic Year, Interdepartmental Program Directors shall produce an annual report in accordance with instructions provided by the Dean and Provost. The annual report shall be made available to Affiliated Faculty members.
 4. The Interdepartmental Program Director shall maintain an up-to-date roster of Affiliated Faculty members.
 5. At least once every semester, the Interdepartmental Program Director shall convene and prepare the agenda for a meeting of Affiliated Faculty to decide issues related to curriculum and programming and to report on the status of the Interdepartmental Academic Program. The Interdepartmental Program Director shall ensure minutes are taken and shared with the Affiliate Faculty members and the Dean.

6. In the event that Adjunct Faculty members are needed to teach courses essential to the Interdepartmental Academic Program's curriculum, the Interdepartmental Program Director may undertake to recruit, interview, and hire qualified candidates with the approval of the Dean.
7. Interdepartmental Program Directors oversee and approve all programming and events taking place under the sponsorship of the program, following all applicable policies.
8. Interdepartmental Program Directors shall manage program expenditures within the budgetary framework established by the University. Interdepartmental Program Directors shall communicate Interdepartmental Academic Program needs to their Dean for purposes of budget allocations.
9. The Interdepartmental Program Director shall ensure that students receive proper academic advising regarding curriculum and course offerings in the Interdepartmental Academic Program. The Interdepartmental Program Director shall maintain up-to-date materials in coordination with appropriate offices specifying Interdepartmental Academic Program requirements and curricular sequencing for use in advising.
10. For courses taught solely under the auspices of the Interdepartmental Academic Program, the Interdepartmental Program Director shall monitor and assess the quality of instruction as needed through classroom observations, review of student evaluations, review of course materials including exams and assignments, and implementation of other methods of assessment. For cross-listed courses, Interdepartmental Program Directors shall coordinate such measures with the Chairperson of the associated Departments.
11. Interdepartmental Program Directors shall receive, evaluate, and maintain a file of course syllabi for all courses taught within the Interdepartmental Academic Program including courses cross listed with Departments.
12. For courses taught solely under the auspices of the Interdepartmental Academic Program and/or taught by Adjunct Faculty members hired by the Interdepartmental Academic Program, Interdepartmental Program Directors shall address student complaints regarding the quality of teaching and accuracy of grading and inform students of appropriate procedures. Interdepartmental Program Directors must inform the Faculty member in question as well as his or her Department Chairperson of any teaching-related complaints brought by students.
13. Interdepartmental Program Directors, together with the Affiliated Faculty, have sole responsibility for the oversight and maintenance of curriculum for their programs. Interdepartmental Programs Directors and Affiliated Faculty shall periodically review the Interdepartmental Academic Program curriculum and

make recommendations on matters such as degree requirements, new courses, course prerequisites, and course sequences. Interdepartmental Program Directors shall oversee the preparation of proposals for changes to curriculum and ensure that all proposed changes are approved by the Affiliated Faculty.

14. Interdepartmental Program Directors shall monitor the implementation of approved program changes and prepare changes as needed for the University Course Catalogue and other official print and electronic publications.
 15. Interdepartmental Program Directors shall work with Department Chairpersons and Deans to communicate the needs of the Program to ensure that adequate Faculty staffing is available to support curricula. Deans shall give appropriate weight to the needs of Interdepartmental Academic Programs in making decisions on Faculty hiring.
 16. Interdepartmental Program Directors may submit requests for Faculty hiring in conjunction with the Chairperson of the Department into which the new Faculty member will be appointed in accordance with the provisions of Article 3.3.
 17. When searches are undertaken for new Affiliated Faculty Members, Interdepartmental Program Directors shall arrange for representation of the Interdepartmental Academic Program on the appropriate search committees. Voting rights shall be determined by agreement of the Interdepartmental Academic Program, Department, and Dean.
 18. Interdepartmental Program Directors shall submit to the appropriate Department Chairperson letters of evaluation for Affiliated Faculty Members applying for tenure and/or promotion as per Article 3.4(c)(5). Such letters must be submitted no later than October 1 and must also be provided to the applicant.
- f. Absences, Leaves and Removal of Interdepartmental Program Directors.
1. In the event of death, disability, prolonged absence, resignation, removal of an Interdepartmental Program Director, or of a vacancy in the office for any other reason other than a Sabbatical or Professional Leave of Absence, Interdepartmental Academic Programs shall follow the procedures provided for Departments in Article 10.4(d).
 2. If an Interdepartmental Program Director is approved to go on Sabbatical leave or Professional Leave of Absence, the Affiliated Faculty shall elect an acting Interdepartmental Program Director who shall serve until the end of the leave or the end of the term of office whichever is shorter.
 3. In case of absences of fewer than thirty (30) calendar days, in which an Interdepartmental Program Director is unable to perform essential duties as enumerated in Article 10.7, the Interdepartmental Program Director (or, in case

of illness, the Affiliated Faculty) shall so advise the Dean, who shall appoint an acting Interdepartmental Program Director to serve for the length of the absence or thirty days whichever is shorter.

4. An Interdepartmental Program Director may be removed by the Dean after consultation with the Affiliated Faculty of the program. The Interdepartmental Program Director shall be notified of such removal in writing by the Dean. The Interdepartmental Program Director may appeal the Dean's decision to the Provost.

g. Creation of Interdepartmental Academic Programs

1. A group of three or more Tenured or Tenure-Track Faculty members willing to become affiliated with a new Interdepartmental Academic Program may develop and submit a proposal for the creation of such a program. The proposal may concern an existing Academic Program functioning within a Department that seeks to become Interdepartmental or an entirely new Interdepartmental Academic Program.
2. The proposal, after consultation between the faculty members seeking to become affiliated with a new Interdepartmental Academic Program and the Dean, shall be submitted to the College Educational Policy Committee ("EPC") following established procedures and forms.
3. Proposals for the new Interdepartmental Academic Program, if approved by the EPC, shall be submitted following all established procedures to the College Faculty, the Dean, the Faculty Senate, and the Provost for final approval, subject to approval by the Board of Regents, if necessary.

10.8 Departmental Receivership (Probationary Status)

- a. A Department enters a state of receivership ("Receivership") when one of the following events takes place:
 1. The Department ceases to have at least three Full-time Tenured or Tenure-Track members for a period of more than two semesters.
 2. The Department is unable to elect a Department Chairperson after repeated attempts.
 3. Sustained inability due to low enrollments to run sufficient courses for Faculty members to fulfill teaching obligations.
 4. The Faculty Assembly of the College confirms by majority vote the recommendation of the Dean that the Department be placed in Receivership. Such a recommendation shall only be made in the event of a severe financial

emergency or repeated manifestations of dysfunctional relations in the Department including, but not limited to inability to hire new Faculty, inability to tenure and promote Faculty, repeated resignations, or inability to maintain and deliver an Academic Program.

- b. Upon entry into Receivership, the Department will begin an initial probationary period of no longer than three (3) years starting the first day of the following semester. During this time the following must occur:
1. The Dean shall officially notify all Faculty members of the Department of its status in Receivership. This notification shall include the dates at which the probationary period will begin and end.
 2. Upon notification of Receivership, the Dean shall convene a Joint Review Committee consisting of the Dean or his/her appointed representative, a representative appointed by the Provost, two members elected from the College in which the Department is housed, and the Department Chairperson or, in the absence of a Chairperson, a Tenured or Tenure-track Department Faculty member designated by the Dean.
 3. If an Academic Program within the Department has undergone a self-study for a Program Review (see Article 10.9) within the previous two years, the Joint Review Committee shall review the document and update as needed, drawing on the most recent available data.
 4. If any of the Academic Programs located in the Department have not undergone Program Review in the previous two years, the Joint Review Committee will undertake a study detailing the status and activities of those programs addressing criteria analogous to a Program Review self-study.
 5. In addition to its own study, the Joint Review Committee shall recruit an external reviewer with expertise in the Department's area of study and arrange for an on-campus visit, following which, the reviewer will produce a detailed report outlining the strengths and weaknesses of the Department and making suggestions for improvement.
 6. By the end of the first year of the Receivership, the Joint Review Committee shall prepare recommendations clearly indicating the expectations and goals that must be fulfilled in order for the Department to end its probationary status. The Joint Review Committee shall develop a timeline for the fulfillment of specific goals and indicate the date of a final review of Receivership.
 7. During the second year of the Receivership, Department Faculty members shall implement the recommendations of the Joint Review Committee. The Joint Review Committee shall monitor the progress of the Department and report to the College and to the Provost regarding its status.

8. At the conclusion of the initial probationary period, the Joint Review Committee will recommend to the Dean actions to be taken with regard to the Department, including, but not limited to: a) removal of Receivership, b) a one-time extension of probationary status for a set period with indication of specific benchmarks and goals to be attained during that interval; c) transfer of designated Academic Programs administered by the Department and reassignment of specific Faculty into one or more outside Departments; d) recommendation that the College vote for elimination of the Department as stipulated under Article 3.10 and Article 11.4. In accordance with Article 3.10, every effort shall be made to reassign Faculty members impacted by the elimination of a Department. Recommendations should be implemented within one Academic Year.
9. This Article 10.8 applies to the operations of Academic Departments and does not constrain the rights of the Faculty, the Provost, the Board of Regents, or any other University official or body with respect to the oversight (including decisions about the curriculum or continuance) of Academic Programs.

10.9 Academic Program Review

- a. Academic Program Review (“Academic Program Review” or “Program Review”) is the primary means for assessing the continuing health and viability of all Academic Programs.
- b. Academic Program Review is carried out in accordance with the Guidelines on Program Review developed by the Program Review Committee of the Faculty Senate in conjunction with the Office of the Provost.
- c. The Provost shall identify Academic Programs due for review and provide notification to the Academic Program and to the Program Review Committee that a self-study should be undertaken.
- d. Program Review is undertaken by Academic Programs on a seven-year cycle. Generally all Academic Programs within a given Department shall undertake Program Review at the same time, although the reviews shall be separate. The Provost may require more frequent reviews based on academic, financial, and other criteria. Departments and Academic Programs may also request permission from the Dean and Provost to undertake a Program Review out of sequence due to accreditation or other reasons.
- e. The Dean and Provost shall provide all relevant data on enrollments, teaching loads, credit generation, and other topics necessary to complete Program Review.
- f. The Provost shall provide funding to enable an external reviewer to review the Academic Program in accordance with the Program Review guidelines.

- g. At the conclusion of Program Review, the Program Review Committee shall issue specific recommendations as to how the program might be improved for review and approval by the Faculty Senate. The Provost shall respond to the recommendations, as approved by the Faculty Senate in writing indicating the measures to be taken to address issues and problems identified in the Program Review. The Provost's response must be issued within the timeline in Article 12.6(h) on responses by administration to actions of the Faculty Senate. In cases in which the Provost concurs with the recommendations of the Program Review Committee, resources to implement these recommendations shall be allocated as needed and available.
- h. Any decisions regarding the continuing operation of Academic Programs must take into consideration the results of the most recent academic program review. However, this Article 10.9 does not constrain the rights of the Faculty, the Provost, the Board of Regents, or any other University official or body with respect to the oversight (including decisions about the curriculum or continuance) of Academic Programs.

ARTICLE 11
COLLEGE GOVERNANCE

11.1 Bylaws

- a. The entire full-time faculty of a College must, by majority vote, establish bylaws for their own governance groups. Such bylaws are the preserve of the Faculty, except that they shall not be in conflict with the statutes or bylaws of Seton Hall University, or with the provisions of the Faculty Guide.
- b. The College Bylaws must specify procedures by which bylaws are to be amended and approved by the Faculty Assembly.
- c. Each of the standing committees below shall function by written bylaws, approved by the general Faculty of the College.

11.2 Faculty Assembly

- a. The Faculty of each College shall meet as a body no fewer than twice a semester to conduct ongoing business and hear the reports of its standing committees. College bylaws must specify faculty participation and voting rights in the Faculty Assembly.
- b. In cases where a College is made up of a single department, the Faculty of the Department meeting as a whole may function as the College Faculty Assembly.
- c. All actions taken by the Faculty Assembly shall be promptly communicated to the Dean. The Faculty Assembly shall keep regular minutes of its meetings which shall be communicated to the Dean after approval.
- d. The College Dean shall be given the opportunity to appear before the regular meetings of the Faculty Assembly, to report on matters of concern and to provide information and answer questions on matters before the Faculty Assembly.
- e. Resolutions passed by the Faculty Assembly concerning general University-wide matters shall be sent to the Executive Committee of the Faculty Senate to be communicated to the Provost and other appropriate administrators, at the discretion of the Faculty Senate.
- f. Resolutions passed by the Faculty Assembly on matters of special concern to only one College, may be communicated directly to the Provost and other appropriate administrators as well as to the Faculty Senate.

11.3 Faculty Officers and Agents

- a. The Faculty of each College shall elect a chair and secretary to preside over meetings of the Faculty Assembly and conduct other necessary affairs of the Faculty as mandated in the College bylaws.
- b. The Faculty of each College may elect additional officers and create such committees and other bodies (task forces, etc.) as it deems appropriate to pursue its interests. The officers and committees shall function in accordance with the bylaws stipulated in Article 11.1.
- c. These officers and committees shall be selected in accordance with procedures in the College bylaws as stipulated in Article 11.1.

11.4 Required Standing Committees

- a. The following elected standing committees shall be established in the College of Arts and Sciences; the College of Human Development, Culture, and Media; the College of Nursing; the W. Paul Stillman School of Business; the School of Diplomacy and International Relations; and the Library:

1. Nominations and Elections Committee.

The Nominations and Elections Committee shall function for purposes of elections of Faculty members to appropriate University committees, institutions, or agencies, as well as to any offices and committees that the College creates by its own bylaws.

2. Educational Policy Committee.

The Educational Policy Committee shall be responsible, consistent with established University academic policies, for recommending academic policy to the Faculty of its College, and for reviewing proposed changes or additions to academic programs, and making corresponding recommendations to the Faculty of its respective College. The Educational Policy Committee of each College shall consider the impact of its policy decisions on ongoing or proposed programs in other units of the university. The Library Educational Policy Committee shall be responsible for recommending to its Faculty policies affecting services to the students, Faculty, community, and administration. Where appropriate, a College Faculty may create separate graduate and undergraduate Educational Policy Committees. Likewise a Faculty, if it deems appropriate, may create a separate standing committee to handle matters dealing with the College core curriculum.

3. Rank and Tenure Committee.

The Rank and Tenure Committee shall consider all Faculty applications for promotion and tenure within the College as set forth in Article 5.3, as well as Faculty status matters.

4. Bylaws Committee

The Bylaws Committee shall receive and review proposed changes to the College bylaws and to the bylaws of all College standing committees and make recommendations to the Faculty Assembly regarding the approval of such changes. The Faculty Assembly may fulfill the function of the Bylaws Committee if it deems it appropriate.

11.5 College Organization

Changes in the internal academic organization of a College, including the addition and subtractions of departments/divisions therein, are determined by majority vote of the Full-time College Faculty holding tenured or tenure-track appointments, and approved by the Dean and Provost.

ARTICLE 12
UNIVERSITY GOVERNANCE

12.1 General Governance

The Faculty of the University's Colleges falling under the authority of the Faculty Guide, as designated in Article 1, participate in the general governance of the University through the Faculty Senate, College governance organizations, and other bodies, including but not limited to task forces, working groups, and special committees, convened by the University on matters related to the University's academic mission.

12.2 Faculty Responsibilities

The entire Full-time Faculty of the University shall have primary responsibility for recommending academic policy to the Board of Regents, through the Provost and the President, as regards the Colleges governed by this Faculty Guide. This includes the following:

- a. Academic standards for admission, recruitment, retention, and graduation of students.
- b. The academic calendar as to its educational parameters (accepting the right of all sections of the University relative to its implementation).
- c. Revisions to the undergraduate core curriculum of the University.
- d. Review and coordination of all College curricula and Academic Programs.
- e. Review and approval of all new Academic Programs.
- f. Periodic review of all Academic Programs (Program Review).
- g. Faculty policies (as defined in Article 2.1(b)) and matters concerning research support, educational programs, and Faculty development.
- h. Consultation in the preparation of the University's budgets.
- i. Consultation in the planning and maintenance of academic facilities and resources.
- j. Participation in Strategic Planning and discussion over the future direction of the University.

12.3 Faculty Governance Agencies

The Faculty exercises its role in academic governance through the following agencies:

- a. Academic Departments and Interdepartmental Academic Programs as defined in Article 10.2(c).
- b. College Faculty governance organizations as delineated in Article 11.
- c. The Faculty Senate, whose Charter is Article 12.5 below and whose duties include monitoring matters listed in Article 12.2. In its operations, the Faculty Senate shall not replace, modify or assume any of the internal governance prerogatives of the Colleges as defined in Article 1.3.
 1. Every year at the start of its official session the Faculty Senate shall elect an Executive Committee consisting of a Chairperson, Vice-Chairperson, Secretary, and two at-large members.
 2. The Faculty Senate Executive Committee shall be the sole body authorized to communicate with the Administration on behalf of the Senate.

12.4 Faculty Governance

- a. Although its members are elected by Faculty governance units, the Faculty Senate's purpose is to represent all the Faculty of the Colleges listed in Article 1 and is the sole campus-wide vehicle for the representation and governance of the Faculty of all Colleges listed in Article 1.
- b. Campus-wide Committees and Task Forces
 1. The University Faculty shall have representation on all University-wide committees, task forces and working groups deliberating on matters related to curriculum, instruction, research, strategic planning, and conditions of Faculty employment. When such bodies are convened, the Faculty Senate shall send to the President and to the Provost a slate of twice the number of Full-time Faculty members needed to serve. The administration will give due consideration to these nominees. If none are deemed appropriate, the administration may request additional names from the Faculty Senate.
 2. The Chair of the Faculty Senate shall sit on the University Budget Committee along with a second representative of the Senate designated by the Executive Committee. Additional Faculty members may be added to this committee by mutual agreement of the Faculty Senate and the Provost.

12.5 Charter of the Faculty Senate

- a. The Faculty Senate represents the Faculty in matters of academic policies and procedures as well as in matters of Faculty welfare. It has the right and duty to represent the Faculty of the Colleges falling under the authority of the Faculty Guide, as designated in Article 1 on all matters which affect those Faculty members and to help inform the opinion of those Faculty members on matters of University-wide importance.
- b. The Faculty Senate and its committees shall maintain and regularly update bylaws specifying their operating procedures.
- c. The Faculty Senate's responsibilities include the monitoring of compliance with decisions reached and agreements entered into with the Faculty by the University administration including this Faculty Guide. This responsibility includes the obligation to inform the University administration in a timely manner when such agreements appear to have been breached.
- d. **Plenary Meetings.** An official plenary meeting of the Faculties of the Colleges falling under the authority of the Faculty Guide, as designated in Article 1, may be convened by the Faculty Senate whenever it believes that such a meeting will be advantageous in discussing matters of great importance, helping to inform and ascertain Faculty opinion, or communicating with the Faculty. The plenary meeting may formulate a consensus which the Faculty Senate shall consider.
- e. **Eligibility for Election.** All Full-time Faculty members at the time of an election are eligible to be elected by their Faculty governance unit to be a Senator or an Alternate in the Faculty Senate.
- f. **Membership.** The number of Senators from each College shall be apportioned according to the number of its full-time faculty members as specified in the Senate Bylaws, with a minimum of two Senators for each College. Sufficient Alternates shall be elected from each unit to replace temporarily Senators who are unavoidably absent from Faculty Senate meetings.

The Faculty Senate Bylaws shall specify the number of senators and the apportionment of seats among the Colleges. The Bylaws shall mandate a procedure to regularly review and update the apportionment of seats.

In electing Senators and Alternates, each College shall use procedures specified in that College's bylaws. Results of these elections, including information on the number of votes received by each candidate, will be reported in writing to the Executive Secretary of the Faculty Senate no later than May 1st.

- g. Actions Taken by the Faculty Senate.
 - 1.. Any resolution passed by the Faculty Senate that requires University action, as well as information on all administration-sponsored resolutions submitted to the Faculty Senate, whether accepted, modified or rejected by the Faculty Senate, shall be communicated by the Executive Secretary of the Faculty Senate in writing directly to the Provost and other concerned parties as soon as possible after Senate action occurs.
 - 2. At scheduled meetings of the Executive Committee with the Provost held as soon as possible after each Faculty Senate meeting, the Committee shall discuss and report on matters of concern to the Faculty Senate, including both resolutions under consideration and resolutions passed and rejected. It shall also report to the Provost and the President faculty opinion on matters of general concern.
- h. Response by Administration to Actions Taken by the Faculty Senate.
 - 1. Resolutions passed by the Faculty Senate on behalf of the Faculty shall be communicated in writing to the Provost.
 - 2. Within a reasonable time after receiving these resolutions, the Provost shall reply in writing to the Faculty Senate concerning each resolution, indicating (1) acceptance of the resolution and giving a timetable for its implementation, (2) a statement of the reasons for its non-acceptability, or (3) a request that it be modified in stated ways.
 - 3. A “reasonable time” for administrative responses to actions by the Faculty Senate shall be defined as forty-five (45) calendar days. In the event that this deadline cannot be met, the Provost shall inform the Faculty Senate of the reasons and request an alternative deadline.
- i. Appeals.
 - 1. If the Provost chooses not to approve a resolution forwarded by the Executive Committee or if the timetable proposed by the Provost for its implementation is unacceptable to the Faculty Senate, the Faculty Senate Executive Committee shall meet with the Provost. Failing to come to an agreement, the Faculty Senate may appeal the Provost’s decision or failure to respond in timely fashion directly to the President.
 - 2. Upon submission of an appeal to the President the Faculty Senate Executive Committee may request a meeting with the President to discuss the substance of the appeal. The President is under no obligation to agree to said meeting.

3. If within a reasonable period of time after receiving from the Faculty Senate an appeal of a Provost's decision on a resolution passed by the Faculty Senate, the President chooses not to act or rejects the appeal, the Faculty Senate by two-thirds vote may exercise its right of appeal to an appropriate committee or committees of the University's Board of Regents.
4. For purposes of this section, a reasonable time for action (approval, request for reconsideration in whole or in part, or disapproval) is defined as thirty (30) Calendar Days after receipt, except for cases in which the Executive Committee and the administrator concerned both agree in advance and in writing that a longer or shorter specified amount of time is acceptable.

j. Review and Approval of Academic Policy

1. The authority of the Faculty Senate as to University Policies is set forth in Article 2.
2. If the Provost or the President submits to the Faculty Senate for review and approval a proposed academic policy or procedure, the Faculty Senate shall act within a reasonable time. Otherwise, such policies and procedures may become effective as proposed after forty (40) calendar days, within the Academic Year, except for cases in which the Executive Committee and the administrator concerned both agree in advance and in writing that a longer or shorter specified amount of time is acceptable.
3. Faculty Policies introduced outside the Academic Year shall be handled by the Executive Committee as stipulated in Article 12.5(1).

k. Delegation of Authority.

Except as specifically provided in given cases, the Faculty Senate does not authorize any member, officer, committee, or other agency to reach final agreement for it in negotiations and/or discussions, including those with University administrators. Final decisions in actions taken on behalf of the Faculty are reserved to the Faculty Senate itself; only in exceptional cases and for valid cause may these responsibilities be delegated.

- l. The Executive Committee of the Faculty Senate, consisting of its three major officers and two at-large members, is authorized to act for the Faculty Senate between meetings, subject to the requirement that any actions it takes must be submitted to the Faculty Senate at its next regular meeting for confirmation.
- m. Support for Faculty Senate. To enable the Faculty Senate and its major officers to carry out their responsibilities, the Provost will provide the Senate with an operating budget sufficient for its needs, administrative assistance for the Executive Committee and for other standing committees as specified by the Executive

Committee, and appropriate office space as needed. Twelve (12) credit hours of release time per semester will be available for the Senate officers, apportioned by the Senate Executive Committee. For Library Faculty, the released time shall be equivalent to the six (6) or three (3) credits of release time provided to other Faculty.

ARTICLE 13
GENERAL GOVERNANCE

13.1 Selection of Academic Administrators

- a. Authority for appointing administrators resides with the Board of Regents, the President, or their delegates. The University endorses the participation of the Faculty in the selection process for administrators with responsibility in the academic area.
- b. The chain of academic responsibility proceeds from the President to the Provost to the Deans. Positions such as “associate,” “assistant,” or “assistant to” obtain their academic authority, if any, from one of the positions indicated above, and do not possess the right of independent action. Persons holding such titles are administrators.
- c. There shall be faculty participation, as specified below, in the search for the Provost.
- d. There shall be faculty participation in the selection of the President as set forth in the University By-Laws.
- e. There shall be search and screen committees, as specified below, for the positions of Dean as defined in Article 1.

13.2 Search and Screen Committees – Composition

- a. For the selection of the Provost, five (5) faculty members elected by the full-time Faculty from Colleges governed by the Faculty Guide as defined in Article 1, and one (1) faculty member chosen by the faculty of the Law School. The election shall be carried out by the Faculty Senate and the results communicated to the Office of the Provost. Faculty representatives elected by the Senate and chosen by the Law School shall constitute no fewer than fifty (50) percent of the voting members of the search and screen committee. Of the five elected Faculty representatives, two shall be members of the College of Arts and Sciences; the remaining three members shall be elected at-large from different Colleges with no more than one additional member from the College of Arts and Sciences. Faculty representatives shall be nominated from the list of Full-time Faculty members eligible to vote in their respective Colleges.
- b. Search and screen committees for the position of Dean shall be composed as follows:
 1. For Deans other than of the University Library: four (4) Faculty members elected by the Faculty of the particular College; two (2) students from that College, one undergraduate and one graduate where applicable, selected by the current University student governance bodies; one (1) alumnus/alumna; one (1) nonvoting administrator appointed by the Provost; one (1) Faculty

member appointed by the Provost to represent the Faculty-at-large. This individual cannot come from the College for which the search is being held.

2. For Dean of the University Libraries: three (3) members of the Library Faculty elected by the full-time members of that body; two (2) Faculty members, from Colleges other than the library, appointed by the Provost; one (1) nonvoting administrator appointed by the Provost; two (2) students, one undergraduate and one graduate, selected by the current University Student governance bodies; one (1) alumnus/alumna.

13.3 Search and Screen Committees – Process

- a. The search and screen process for any of the offices specified in Article 13.2 should generally be initiated by the University either sixty (60) calendar days after a vacancy occurs or, for the Provost or Deans, no later than the start of the next academic year.
- b. The charge to search and screen committees under article 13.2(a) shall be given by the President or his designee after consultation with the Faculty Senate.
- c. The charge to a search and screen committee under article 13.2(b) shall be given by the Provost after consultation with the chairpersons of the appropriate college faculty.
- d. The charge to any search and screen committee must include, but need not be limited to, the following:
 1. position description and responsibilities;
 2. experience and educational requirements;
 3. requirements set by federal or state regulations;
 4. advertising procedures, and internal posting;
 5. desired date for start of the appointment.
- e. The first meeting of a search and screen committee shall be convened by the person delivering the charge. The committee shall then proceed to elect its own officers.
- f. The following steps shall constitute the basic operating procedures for a search and screen committee:
 1. Determine the wording of advertisements and job announcements; make recommendations regarding the advertising venues and the placement of advertisements and announcements; and receive application packets for evaluation;

2. screen applications and choose a list of candidates to be interviewed;
3. interview chosen candidates and select a list of finalists;
4. arrange additional on-campus interviews with selected finalists. Such interviews must include meetings with Faculty, students, administration, staff and other interested members of the University community. The Committee shall solicit and compile responses from attendees at these meetings and convey them to the appropriate administrator;
5. recommend a slate of approved candidates to the appropriate administrator. The slate should include no fewer than three (3) candidates. At the request of the appropriate administrator, the committee may convey its views on the merits of the finalists to the appropriate administrator;
6. the appropriate administrator (or the Board of Regents) shall interview the candidates on the recommended slate;
7. the appropriate administrator (or the Board of Regents) shall proceed to make an appointment from the candidates on the recommended slate. If an appointment is not made, the administrator (or the Board of Regents) shall notify the committee via a conference meeting at which the reasons for nonappointment shall be given;
8. If the particular office is not filled, the committee may be requested to provide a new slate; otherwise the convening authority shall dissolve the committee.

ARTICLE 14
GRIEVANCE PROCESS

14.1 Introduction and Definitions

- a. A “Grievance” is a formal allegation that a violation of the Faculty Guide or other applicable University Policy has taken place. If based upon a violation of a University Policy other than the Faculty Guide, such Policy must have been adopted in written form through Faculty governance procedures and made available to all to whom it applies.
- b. Allegations of discrimination, harassment, retaliation (including against whistleblowing), sexual misconduct, or violation of other federal and state laws are handled through the Office of Compliance and Risk Management, or other appropriate University offices, and are not the subject of the Grievance Process under this Article (See Article 14.1(g)). Alleged violations of University Policies outside the Faculty Guide may be addressed through the Grievance Process only if the alleged violations concern failure to follow applicable procedures under that policy.
- c. Grievances may be filed by Faculty members in academic units governed by the Faculty Guide as specified in the preamble to Article 1. A person filing a Grievance shall be referred to herein as the “Grievant.” Grievances may be filed only against other Faculty members, Department Chairpersons, committee chairs, Deans, the Provost and the President. Such a person when the subject of a Grievance shall be referred to herein as the “Respondent.” Grievances against subordinate administrators shall be filed against the chief administrator of the immediate unit in which they serve. For purposes of this Grievance Process, in cases where the entire committee is being grieved, the Respondent shall be the committee chair or, if there is no chair, the person who convened the committee.
- d. The authority of this Grievance Process and the Faculty Grievance Committee is limited to whether a violation of the Faculty Guide or applicable University Policy has occurred. This includes Grievances concerning the process for the following: appointments, reappointments, tenure, contract renewal, promotion, dismissal, sabbaticals, leaves, reductions in rank or force, job evaluations, assignments and reassignments. Nothing in this provision precludes other means of appeal listed in the Faculty Guide (e.g., Articles 6.1(b)(6) and 5.1(n)).
- e. The Grievance Process protects the rights of all parties involved. Any form of retaliation against, or coercion of, an individual who files or is a Respondent in a Grievance, provides evidence in a Grievance investigation or serves on the Faculty Grievance Committee, is strictly prohibited. Such forms of retaliation or coercion can lead to further disciplinary sanctions, independent of the Grievance itself.

- f. All time intervals listed below for the fulfillment of specific steps in this Article refer to Calendar Days excluding University holidays. If a time limit for acting under this Article falls on a weekend or University holiday, the time limit shall be extended to the next University business day.
- g. The procedures set forth in this Article 14.1 and Articles 14.2 through 14.7 shall be known collectively as the “Grievance Process.” The term “Informal Conciliation Process” refers to the procedures set forth in Article 14.2 and 14.3. The term “Grievance Procedure” refers to the procedures set forth in Article 14.4 through 14.7.
- h. The Grievance Process is intended to facilitate the resolution of disputes at the lowest possible level, with the parties acting in good faith.

14.2 Informal Conciliation Process – The Panel of Conciliators

- a. Before a formal Grievance may be filed, the Informal Conciliation Process, aimed at reconciling the opposing sides, must be undertaken.
- b. For the purpose of conducting the Informal Conciliation Process a panel of conciliators shall be convened. The panel shall consist of five (5) Tenured Full-time Faculty members serving in the Colleges covered by this Article. No College covered by this Article should ordinarily have more than one (1) person serving as a conciliator. Conciliators shall serve for the full year on a volunteer basis without compensation and may be reappointed for subsequent terms.
- c. No later than June 1st, the Chair of the Faculty Senate shall submit to the Provost for confirmation a roster of proposed conciliators, which the Provost shall review and return to the Chair of the Faculty Senate within thirty (30) days after receipt. If the Provost deems a proposed conciliator unacceptable for any reason, the Senate Chair shall nominate a replacement and resubmit the revised roster to the Provost for review and confirmation in accordance with this Article 14.2(c)
- d. Before engaging in the Informal Conciliation Process, conciliators shall receive no less than two (2) hours of training in mediation practices to be arranged and funded through the Provost’s office.
- e. Once the panel of conciliators is confirmed by the Provost in writing, the Chair of the Faculty Senate will convene the panel to review procedures. The panel will elect a lead conciliator who will coordinate the work of the panel. The name of the lead conciliator will be made public by the Faculty Senate along with instructions for initiating the Informal Conciliation Process.
- f. All materials associated with the Informal Conciliation Process are considered confidential and conciliators and the Faculty Grievance Committee have a duty to

keep such material confidential; however, a violation of confidentiality in and of itself shall not serve as grounds to invalidate a grievance.

14.3 Informal Conciliation Process – Procedures

- a. The Informal Conciliation Process must be invoked within forty-five (45) days of the occurrence or discovery (whichever is later) of the events giving rise to the grievance.
- b. A Faculty member wishing to initiate the Informal Conciliation Process must submit to the lead conciliator a “Request for Informal Conciliation” (“Request”) on a form provided for this purpose by the Faculty Senate and available on its website. If a group of Faculty members has been adversely impacted in an identical manner by an alleged violation of the Faculty Guide or University Policy, they may constitute themselves as a group and submit a single request.
- c. Upon receipt of a Request for Informal Conciliation the lead conciliator will, within three (3) days, assign the Request to a member of the panel of conciliators and provide a copy of the Request to the respondent. Whenever possible conciliators are to be assigned from outside the College in which the dispute has arisen.
- d. Within seven (7) days of the lead conciliator receiving the Request, the assigned conciliator shall meet with the parties directly involved in the dispute, specifically the individual or group initiating the process and the person against whom the process is directed. The conciliator should ordinarily arrange a meeting of the two sides in which both shall have the opportunity to express their positions and seek a resolution. The assigned conciliator may conduct additional meetings in an effort to resolve the dispute. In the extraordinary event that either party refuses to participate in a face-to-face meeting, the conciliator shall fully communicate each party’s position to the opposing side and seek a resolution of the dispute.
- e. The conciliator shall listen to the viewpoints expressed by the parties to the dispute but will neither engage in an independent investigation nor render a decision or recommendation in favor of one side or the other. The conciliator will keep no permanent records of the dispute nor divulge information about its content to anyone beyond the parties directly involved.
- f. Within fourteen (14) days of receiving the Request, the conciliator shall inform the lead conciliator whether a resolution has been attained. No further information regarding the substance of the dispute or the conciliation shall be reported. If necessary, an additional seven (7) days may be granted by the lead conciliator to complete the process. If a resolution has not been reached at the end of this period, the Informal Conciliation Process shall be considered completed and the lead conciliator shall so notify the parties in writing. If the Faculty member who initiated the Informal Conciliation Process wishes to file a formal Grievance, the

Faculty member will attach to the grievance form the written notification of completion of the Informal Conciliation Process.

14.4 Grievance Procedure: Initiating a Grievance

- a. A Grievance is filed using a form developed jointly by the Provost and Chair of the Faculty Senate. Any changes to the form must be agreed upon by both the Provost and the Chair. The form is obtained from the Provost's Office and is simultaneously (a) filed with the Chair of the Faculty Grievance Committee and (b) provided to the respondent and to the respondent's immediate administrative supervisor. In the case of a Grievance against the President, the Grievance shall be filed with the Chair of the Faculty Grievance Committee and provided to the President. If the grievance is against the President, the reference to "respondent's supervisor" shall not apply. On the form, the Grievant must indicate the specific article of the Faculty Guide and/or applicable University Policy that the Respondent is alleged to have violated.
- b. A Grievance must be filed within fourteen (14) days of the completion of the Informal Conciliation Process outlined in Article 14.3. After filing, the Grievant may withdraw a Grievance at any time by so informing the Chair of the Faculty Grievance Committee, the Respondent, and the Respondent's supervisor in writing.
- c. Upon receiving a grievance, the Faculty Grievance Committee must, within a period of fourteen (14) days, determine whether the actions alleged in the Grievance fall within the scope of the Faculty Guide or applicable University Policy and therefore may serve as a basis for a Grievance. The Committee shall communicate in writing to the Grievant, the Respondent, the Respondent's immediate supervisor and the Provost (unless the President is the Respondent) whether or not it intends to consider the Grievance. During this initial fourteen (14) day period, the Faculty Grievance Committee may only investigate its authority to determine the alleged violation.
- d. During this same fourteen (14) day period, the immediate supervisor may take any actions he or she deems appropriate in order to resolve the Grievance. The Grievance is considered resolved when the grievant submits a written request to withdraw the Grievance under Article 14.4(b).
- e. If by the end of the fourteen (14) day period a resolution has not been reached and the Faculty Grievance Committee has determined that it has authority to consider the Grievance, the Grievance Investigation shall begin.

14.5 Grievance Procedure: The Grievance Investigation

- a. Within a period of thirty (30) days following the determination set forth in Article 14.4(e), the Faculty Grievance Committee will conduct and complete an investigation (the “Grievance Investigation”) to determine whether the allegations in the Grievance are factually correct and constitute a violation of the Faculty Guide or other applicable University Policy.
- b. The Grievance Investigation shall be conducted as specified in the bylaws of the Faculty Grievance Committee. All parties to the grievance shall be provided with the bylaws at the start of the Grievance Investigation. All materials associated with the Grievance Investigation, including testimony, written information presented to the committee, and committee deliberations are considered confidential and members of the Faculty Grievance Committee have a duty to keep such material confidential; however, a violation of confidentiality in and of itself shall not serve as grounds to invalidate a Grievance.
- c. The Grievance Investigation shall consist primarily of hearings conducted by the Faculty Grievance Committee. At a minimum, the Faculty Grievance Committee will hear testimony from both the Grievant and Respondent such that both have equal opportunity to present their positions and respond to questions. The Faculty Grievance Committee may also invite individuals thought to have information of direct relevance to the alleged violations, or whose testimony may assist committee members in understanding the issues at stake. All members of the University community are expected to cooperate in all aspects of a Grievance Investigation.
- d. No one will be permitted to bring legal counsel to a grievance hearing. However, parties asked to give testimony may be accompanied to the hearing by a support person and that person may provide assistance to the person that they are accompanying, as necessary (and only when that person is present). The Faculty Grievance Committee will only recognize the individual invited to testify.
- e. The Grievant and the Respondent may provide the Faculty Grievance Committee with whatever documentation they feel is necessary to explicate and substantiate their claims. In addition, the Faculty Grievance Committee may request specific written materials thought to have direct bearing on the facts of the investigation from the Grievant, the respondent, or from other individuals. Both the Grievant and Respondent have the right to see all the materials submitted to the Faculty Grievance Committee.
- f. It is expected that the Faculty Grievance Committee will conclude its investigation and present a written report summarizing its findings within thirty (30) days after initiation of the Grievance Investigation. If more time is needed, the Faculty Grievance Committee Chair may obtain an automatic extension of seven (7) days by informing the Provost and the Faculty Senate Executive Committee. If more time is needed the Faculty Grievance Committee Chair may request an additional

extension but must provide a written explanation to the Provost and the Executive Committee of the extenuating circumstances that necessitate the extension as well as an anticipated completion date. If both the Provost and the Executive Committee agree, the extension will be allowed.

14.6 The Grievance Report

- a. Upon conclusion of the Grievance Investigation, the Faculty Grievance Committee shall produce a written report stating its findings, in accordance with the timeframe in Article 14.5(f). The report shall include a summary of the grievance, which shall include an explanation of the Faculty Grievance Committee's jurisdiction over the grievance, a reference to the specific violation of the Faculty Guide or other University Policy, an indication that the Informal Grievance Process was completed, an account of the Grievance Investigation, a clear statement as to whether a violation was identified, and, if so, recommended measures of redress. Within ten (10) days of receiving the Committee's report, both the Grievant and the Respondent have the right to add a short statement explaining their disagreement with any factual errors or discrepancies in the Faculty Grievance Committee's report.
- b. The Grievance Report must be approved by a majority of the members of the Faculty Grievance Committee in accordance with the procedures stipulated in the Faculty Grievance Committee's bylaws.
- c. Upon approval, the Grievance Report shall immediately be sent to the Grievant, the Respondent, the Respondent's immediate supervisor, the Provost (unless the Grievance is against the President), and the Chair of the Faculty Senate. A copy of the report shall be preserved in the Faculty Senate's electronic repository where it may be accessed by the Senate Executive Committee and the Chair of the Faculty Grievance Committee.
- d. Within fourteen (14) days of receiving the Grievance Report, the Respondent's supervisor (or, if the respondent is the President, the President) must present a response indicating acceptance or rejection of the findings of the Report and specifying the actions to be taken (if any) in response to the Grievance, to the extent appropriate and consistent with privacy rights. The response must be provided to the Grievant, the Respondent, the Provost (unless the respondent is the President), and the Chair of the Faculty Grievance Committee. The supervisor of the Respondent (or, if the respondent is the President, the President) is not obliged to follow the Faculty Grievance Committee's recommendations, but if a different course is taken an explanation should be provided in writing to the Grievant, the Respondent, the Provost (unless the respondent is the President), and to the Chair of the Faculty Grievance Committee.

14.7 The Appeal Process

- a. A Grievant who is dissatisfied by the response of a supervisor to a Grievance Report may appeal the decision up the administrative hierarchy: from Department Chairperson to the Dean, to the Provost, and then to the President. The appeal must be filed at each level within fifteen (15) days of the receipt of the decision at the previous level. At each stage the Grievant shall submit a short statement explaining the basis(es) of the appeal along with the decision being appealed, the Grievance Report, and the initial grievance form. The individual receiving the appeal shall provide a written response stating clearly whether the decision is upheld or struck down within twenty-one (21) days after receiving the appeal. Any decision issued by the President shall be considered final and may not be appealed. If the grievance is against the President, there is no appeal.

ARTICLE 15
INTERPRETATION AND AMENDMENT

15.1. Interpretation

- a. All official requests for interpretation of the Faculty Guide shall be communicated to the chair of the Faculty Senate. If the Executive Committee of the Faculty Senate agrees that the Faculty Guide provision(s) require(s) interpretation, the chair of the Faculty Senate shall refer the matter to the chairperson of the Faculty Guide Committee, who shall convene said committee to discuss the question(s).
- b. The chair of the Faculty Guide Committee shall forward the committee's written interpretation to the Faculty Senate. When the Faculty Senate approves an interpretation, the Faculty Senate will forward the interpretation to the Provost. If the Provost agrees with the interpretation, such interpretation shall be stated in a letter of understanding, signed by both the chair of the Faculty Senate and the Provost and sent to all full-time members of the Faculty.
- c. In the event agreement is not reached under 15.1(b), the University or the Faculty Senate may initiate fact-finding procedures operating under the relevant rules of the American Arbitration Association for non-binding arbitration. The University shall bear the expenses and fees of the fact-finding. The findings of this procedure with respect to the interpretation under question shall be recommendatory and shall be transmitted in writing to the Provost and to the chair of the Faculty Senate within thirty (30) calendar days after completion of the fact-finding process.

15.2. Amendment

- a. Proposed amendments to the Faculty Guide may be initiated either by the University through the Office of the Provost, or by the Faculty through the Faculty Senate. Any amendment or modification agreed to in writing by both the Faculty Senate and the provost shall be incorporated into the Faculty Guide.
- b. The Provost is responsible for entering approved changes into the Faculty Guide. New provisions of the Faculty Guide shall take effect when the revised text is made publicly available, which shall occur no later than one month after both sides have agreed on the proposed change.
- c. In the event agreement regarding modification or amendment of the Faculty Guide is not reached under article 15.2(a), the university or the Faculty Guide Committee may initiate fact-finding procedures operating under the relevant rules of the American Arbitration Association for non-binding arbitration. The University shall bear the expenses and fees of the fact-finding. No amendment or modification may be implemented by the University until the factfinder has issued a report and recommendation.