



MarymountManhattan

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FACULTY GOVERNANCE

MARYMOUNT MANHATTAN COLLEGE

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PREAMBLE

This document is the governing document of the Faculty of Marymount Manhattan College. It defines the faculty; their rights and responsibilities; the processes by which they are appointed, evaluated, tenured, and promoted; and their governing structures. It supersedes all previous faculty governance documents, except as specifically noted herein. It makes reference to a supporting document, the *Faculty Handbook*, in which specific policies and procedures are elucidated.

ARTICLE I: THE FACULTY

The faculty of Marymount Manhattan College consists of all full-time and part-time professors holding appointments as defined in Article III as well as the Vice President and Associate Deans for Academic Affairs and others to whom the Board of Trustees award this status based upon the recommendation of the President and the Vice President for Academic Affairs/Dean of the Faculty (VPAA/Dean). The rights and responsibilities that come with these appointments are defined in Article II.

The faculty is composed of teacher-scholar-artists who have primary responsibility for determining educational policy and guiding curriculum development. These responsibilities are exercised through the governance structures described in Article V.

The full-time faculty is recognized as a partner in the shared governance of the College.

1.01: Effective Date

1.01.01. The Faculty Governance shall become effective at the start of the contract year following its approval by the Board of Trustees (“Effective Date”) and shall apply to all Faculty as defined in this article.

1.01.02. Process for Applying for Tenure and/or Promotion

1.01.02.a. Tenure-track faculty appointed prior to the Effective Date may either apply for tenure and/or promotion under the procedures set forth herein or in the Faculty Governance that was in place at the time of their initial hire as a full-time, tenure-track faculty member. Tenure-track faculty members who fall into this category are required to indicate their choice in writing to the VPAA/Dean, divisional chairperson, and departmental chairperson by September 1st of the year before the decision year (or the first business day thereafter).

1.01.02.b. Associate Professors planning to apply for promotion to Professor in the first academic year following the effective date do so according to the process outlined in the *2007 Article II of the College By-Laws*. Associate Professors who apply for promotion in the second, third, or fourth academic years following the effective date may either apply for promotion under the procedures

set forth in this document or in the 2007 Faculty Governance. Associate Professors who fall into this category and plan to apply under the 2007 Faculty Governance are required to indicate their choice in writing to the VPAA/Dean, divisional chairperson, and departmental chairperson by August 15th of the decision year (or the first business day thereafter). Associate Professors who fall into this category and plan to apply under the procedures set forth in the current governance are required to indicate their choice in writing to the VPAA/Dean, divisional chairperson, and departmental chairperson by September 1st of the year before the decision year (or the first business day thereafter).

1.01.03: Annual Evaluation of Tenure-Track Faculty and Third Year Review

The annual evaluation procedures set forth herein are effective for all tenure-track faculty beginning on the Effective Date. Tenure-track faculty member in their first and second years when the Faculty Governance becomes effective are required to complete the Third Year Review, as defined in section 4.02(2) below. Tenure-track faculty in or beyond their third year when the Faculty Governance becomes effective are not required to complete the Third Year Review, but may elect to do so.

ARTICLE II: FACULTY RIGHTS AND RESPONSIBILITIES

2.01. Academic Freedom

All members of the Faculty are entitled to academic freedom as set forth in the “Statement of Principles on Academic Freedom and Tenure” published by the American Association of University Professors in 1940 and re-interpreted in 1970. This statement reads, in part:

“Institutions of higher learning are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights....

(a) Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to the subject...

(c) College and university teachers are citizens, members of a learned profession and officers of an educational institution. When they speak or write as citizens, they should be free from institutional

censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.”

2.02. Faculty Rights and Responsibilities

The following list of Faculty Rights and Responsibilities provides the parameters through which specific policies and practices are designed and implemented. The Office of Academic Affairs, in consultation with the Faculty Governance and Handbook Committee, publishes *The Marymount Manhattan College Faculty Handbook*, which articulates the specific policies and procedures through which these rights and responsibilities are preserved and enacted.

2.02.01. Faculty Rights

All full-time, non-tenured and tenured members of the faculty have the right:

1. To a safe and functional working environment;
2. To be treated in a fair and respectful way by all members of the College community;
3. To an open and fair process of evaluation;
4. To a fair and timely grievance process;
5. To open access to their faculty file and to include a written response to anything contained in it;
6. To engage in political activities;
7. To act as partners in the shared governance of the College;
8. To elect representatives charged with participating in the process of establishing academic budget priorities and faculty compensation;
9. To participate in the College’s process of determining the Academic Calendar through consultation with the Academic Policy Committee and representation on any college-wide committee responsible for determining the academic calendar;
10. To have a voice in determining what kinds of institutional research are needed to support the academic goals of the College and to have open access to any institutional research that directly impacts the faculty and the College’s academic programs;
11. To collaborate on curriculum development within their department, their division and across the College;
12. To collaborate with their colleagues, Divisional chairperson, the VPAA/Dean and the Registrar each semester to construct a teaching schedule that balances their needs with those of their department, their division, the students and the College;
13. To appropriate and balanced expectations for service and committee work;
14. To institutional support for their scholarly/artistic/professional work, including opportunities to apply for research-based teaching reductions and funding for scholarly activities;
15. To apply for leaves of absence and/or faculty fellowships according to the guidelines outlined below.

2.02.02. Faculty Responsibilities

All full-time, non-tenured and tenured members of the faculty have the responsibility:

1. To participate in maintaining a safe and functional working environment;
2. To treat all members of the College community in a fair and respectful manner;
3. To meet their teaching duties each semester according to the criteria outlined in this document;
4. To follow all policies and procedures regarding grading and evaluation of students;
5. To follow all policies and procedures regarding faculty evaluation;
6. To act as partners in the shared governance of the College by participating on selected departmental, divisional and College-wide faculty and administrative committees;
7. To elect representatives to participate in the process of establishing academic budget priorities and faculty compensation;
8. To work with the Administration to establish admissions and graduation requirements, retention strategies and to monitor graduation rates;
9. To recommend to the President of the College, for approval by the Board of Trustees candidates for earned and honorary degrees;
10. To participate in meetings of the general and divisional faculty and to attend college convocations;
11. To work with all members of the College community to establish standards for academic integrity and to promote academic excellence;
12. To oversee the curriculum, to prescribe the nature of degrees to be conferred, and to determine the best methods for meeting the educational goals of the College;
13. To work with their departmental and divisional colleagues to maintain the strength and integrity of their academic program;
14. To collaborate with their colleagues, divisional chairpersons, the VPAA/Dean and the Registrar each semester to construct a teaching schedule that balances their needs with those of their department, their division, the students and the College;
15. To share in the regular academic and career counseling and guidance of students by maintaining regular office hours and participating in advisement;
16. To remain current and up-to-date with developments in their field of study and to work with their colleagues to insure that such developments are reflected in their academic programs;
17. To engage in scholarly/artistic/professional activity;
18. To maintain high standards for academic and scholarly excellence, professional ethics and personal integrity.

ARTICLE III: FACULTY APPOINTMENTS AND LEAVES

3.01: Categories of Appointment

All faculty members at Marymount Manhattan College are appointed to one of the following categories.

The annual teaching load of tenured and tenure-track faculty shall be twenty-one credit hours, provided, however, said teaching load may be adjusted to no more than twenty-four credit hours only after a determination that such adjustment shall be necessary, based on current financial conditions, through the budget process, processes of shared governance, and in consultation with the Academic Policy Committee. The academic year shall extend for a forty-one week period, to begin no earlier than August 24. Faculty shall participate in the process of determining the academic calendar as noted in Article II.

3.01.01 Tenure-track and Tenured Appointments

Tenure-track and tenured appointments are renewable subject to the Review and Reappointment criteria and procedures described in Article IV.

All initial tenure-track appointments are made by the President of the College at the recommendation of the VPAA/Dean in consultation with the divisional chairperson and the appropriate department or program. All initial tenured appointments are made by the Board of Trustees at the recommendation of the President of the College, the VPAA/Dean, the divisional chairperson, and the Committee on Promotion and Tenure. All tenure-track and tenured appointments are made at one of the following ranks:

1. Instructor

This is the normal rank for faculty who have not yet completed the doctorate or another appropriate terminal degree. In order to be renewed for a fourth year, faculty members hired at the Instructor rank must complete the terminal degree by the end of their third year of employment as stated in the initial letter of appointment. By June 30th of the second year of service, instructors who have not earned their terminal degree will receive a conditional letter of re-appointment pursuant to Article IV of this document. Once the terminal degree has been conferred, Instructors are automatically promoted to the rank of Assistant Professor.

2. Assistant Professor

Normally, faculty members appointed at the Assistant Professor rank have completed the doctorate or another appropriate terminal degree, but have not been granted tenure.

Faculty at the Instructor/Assistant Professor rank normally are subjected to a six-year probationary period and apply for tenure in their sixth year, though the College may vary this period based upon prior full-time teaching experience, but the amount of time credited for previous employment shall not exceed four years. Determination of the length of the

probationary period is made when the faculty member is initially appointed and shall be included in the appointment letter. At any point during the probationary period, a faculty member may request a change in his/her timeline in writing to the VPAA/Dean. Decisions about such requests are made by the VPAA/Dean, in consultation with the divisional chairperson and the appropriate department or program. In no circumstance shall the probationary period exceed seven years. Prior to applying for tenure, the faculty member shall undergo a series of reviews to evaluate the progress that s/he has made in developing those qualities that may lead to the granting of tenure. Guidelines for this review process are outlined in Article IV.

3. Associate Professor

This is the normal rank for first appointment with tenure. Assistant Professors may apply for promotion to the rank of Associate Professor prior to their application for tenure according to the guidelines outlined in Article IV.

Initial appointments may be made at the rank of Associate Professor when a search at this rank has been approved and based on the candidate's accomplishments elsewhere. Decisions about such appointments are made by the President of the College at the recommendation of the VPAA/Dean, following consultation with the divisional chairperson, the Committee on Promotion and Tenure (COPT) and the Search Committee as defined in Article V. Where initially appointed at the rank of Associate Professor, the faculty member is required to apply for tenure no later than his/her fourth year of employment. Determination of the timeline for submitting this application is made when the faculty member is initially appointed and shall be included in the appointment letter. At any point prior to submitting an application, a faculty member may request a change in this timeline in writing to the VPAA/Dean. Decisions about such requests are made by the VPAA/Dean, in consultation with the divisional chairperson and the appropriate department or program. Prior to applying for tenure, the faculty member shall undergo a series of reviews to evaluate the progress that s/he has made in developing those qualities that may lead to the granting of tenure. Guidelines for this review process are outlined in Article IV.

4. Professor

This rank is reserved for those faculty who have been awarded tenure and have successfully completed the promotion process outlined in Article IV. Initial appointments may also be made at the rank of Professor when a search at this rank has been approved and based on the candidate's accomplishments elsewhere. Decisions about such appointments are made by the President of the College at the recommendation of the VPAA/Dean, following consultation with the divisional chairperson, the COPT and the Search Committee.

5. Degree Equivalency

When deemed appropriate, a department may request from the VPAA/Dean that a position be approved with a degree equivalency option. Such an option provides for applicants whose professional experience and accomplishments or degrees are deemed to be

equivalent to the customary requirement of a terminal degree. Degree-specific policies and procedures for submitting, reviewing, and approving degree equivalency requests can be found in the *Faculty Handbook*. The equivalency is noted in the initial appointment letter.

3.01.02. Non-tenure-track Appointments

Faculty on non-tenure-track appointments are offered one year contracts that are renewable according to the guidelines specified for each position. A faculty member who holds a non-tenure track appointment is not eligible for continuous tenure regardless of how long the faculty member has held this position. Neither can a faculty member who holds a non-tenure track appointment in one category move to another non-tenure track appointment.

1. Determination of Rank at Initial Appointment
 - a. Initial appointment of non-tenure-track faculty members at one of the professorial ranks shall presuppose the qualifications specified for each of these ranks.
 - b. The rank at initial appointment of non-tenure-track faculty members at the rank of Associate Professor or above shall be determined by the VPAA/Dean after consultation with the divisional chairperson, the appropriate department chair or program coordinator, and the COPT, all of whom will review the faculty member's C.V. Final appointment decision is subject to the approval of the President.
 - c. The rank at initial appointment of non-tenure-track faculty members below the rank of Associate Professor shall usually be determined by the VPAA/Dean in consultation with the divisional chairperson, the appropriate department chair or program coordinator, subject to the approval of the President.
2. The following appointments are currently recognized outside of the tenure-track:
 - a. **Full Time Visiting Professor:** A visiting professor is usually considered a full-time member of the faculty who is appointed at one of the professorial ranks for a limited time (normally not to exceed three years) to meet a specialized need within a particular department or program. S/he may be a practicing professional whose qualifications are based on her/his special background and experiences, rather than on her/his academic credentials. Normally, visiting professors teach the current full-time contractual load, not to exceed 12 credit hours per semester and participate in advisement; they are not required to engage in other faculty committee service. These parameters may be adjusted to meet the particular needs of a department or program. In all cases, expectations for teaching, service, and/or other duties shall be outlined in the initial appointment letter.
 - b. **Visiting Scholar-, Artist- or Writer-in-Residence:** This category is reserved for those scholars, artists, or writers who bring significant expertise and prestige to the College. S/he may be a practicing professional whose qualifications are based on her/his special background and experiences, rather

than on her/his academic credentials. Such appointees are considered full-time members of the faculty and normally occupy this position from one semester to one year (depending on the position renewable, but not to exceed three years).

- c. **Post-Degree Fellowships:** This category is reserved for competitive, externally funded fellowships created to meet the specific needs of an academic department(s) or division(s). A Fellow is an individual holding a doctoral degree (e.g. Ph.D., M.D., J.D., D.F.A), master's degree (e.g. M.F.A.), or equivalent terminal degree, who is engaged for one year (depending on the position renewable, but not to exceed three years) in supervised training focused on teaching and on effective strategies for research and scholarship. The principal purpose of a fellowship is to acquire the skills needed to pursue a career path of the Fellow's choosing. A Fellow's teaching load is not to exceed 12 credit hours per year. The Fellow is not required to engage in standard faculty committee service, but may provide specialized types of service (e.g., supervising student researchers, running workshops on community-based teaching, etc.). In all cases, supervision, expectations for teaching, and/or other duties shall be outlined in the initial appointment letter. External funding will be used to compensate faculty charged with supervision and mentoring responsibilities, and their respective academic department. Fellows are considered non-voting members of the Faculty Council.

3.01.03. Additional Faculty Appointments

Full-time faculty members may be appointed to one of the following positions. Specific guidelines for such appointments, as well as detailed job descriptions for each of them, are included in the *Faculty Handbook*.

1. Divisional Chairperson

The divisional chairperson oversees the academic programs and activities within the division and reports to the VPAA/Dean. In consultation with the divisional faculty, the VPAA/Dean recommends the appointment/re-appointment of a divisional chairperson to the President. In most cases, divisional chairpersons will be full-time tenured faculty members and typically will be appointed for a period of three years. Divisional chairpersons receive 2-course reassigned time during each of the fall and spring semesters and receive a stipend for the summer. The work of the divisional chairperson is viewed as service to the College.

2. Departmental Chairperson

The departmental chairperson collaborates with the divisional chairperson on the management of his/her academic department. In consultation with the department faculty, the divisional chairperson recommends the appointment of a departmental chairperson to the VPAA/Dean normally for a three-year term. The appointment may be for a shorter term where this better serves the needs of the department. Departmental chairpersons may be reappointed by the VPAA/Dean after appropriate consultation with the divisional chairperson and department faculty. Departmental chairpersons receive reassigned time commensurate with the size of the department as determined by the

VPAA/Dean and divisional chairperson. The work of the departmental chairperson is viewed as service to the College.

3. Program Coordinator

The program coordinator collaborates with the divisional chairperson for moderate to small academic departments or programs as determined by the VPAA/Dean. In consultation with the faculty, the divisional chairperson recommends the appointment of the program coordinator to the VPAA/Dean normally for a three year term. The appointment may be for a shorter term where this better serves the needs of the department. Program coordinators may be reappointed by the VPAA/Dean after appropriate consultation with the divisional chairperson and the program faculty. The work of the program coordinator is viewed as service to the College.

3.02. Full-time Faculty Leaves and Fellowships

3.02.01. Leaves of Absence

1. Leaves of absence from the College may be granted with or without pay at the discretion of the College for the following reasons:
 - a. Recovery or protection of health
 - b. Personal Need
 - c. Public service to the Government or the general community by a Faculty member in his/her professional capacity
 - d. Political Activities
 - e. Service to the College outside the role of a Faculty member
 - f. A temporary teaching appointment at another institution of higher learning
 - g. Research, or other scholarly or creative activity
2. Procedures for Applying for a Leave of Absence
 - a. A Faculty member desiring leave for the following academic year for reasons other than health or personal need shall apply in writing to the Committee on Faculty Leaves and Fellowships before November 15th of the current academic year. When the leave is contingent upon the receipt of a grant, this contingency must be specified in the application. The Committee shall evaluate it on the basis of the value of the leave to the College, to the professional development of the Faculty member, and to the intellectual community or the world at large. The divisional chairperson and the VPAA/Dean shall be consulted by the Committee to insure that the leave will not affect adversely the educational program of the College. The Committee shall transmit the application together with its written recommendation to the VPAA/Dean and the President no later than January 15th, with a copy of its recommendation to the applicant and the divisional chairperson. The VPAA/Dean shall submit a recommendation to the President by February 1st, with a copy to the applicant and to the Committee. The President shall notify the Faculty member of her/his decision, in writing, no later than February 15th. All agreements concerning the leave shall be put in writing at this time.
 - b. A Faculty member desiring a leave for reasons of health or personal need shall apply in writing to the VPAA/Dean as soon as it is possible to do so. After consultation with the divisional chairperson, the VPAA/Dean shall transmit the application together with

her/his written recommendation to the President, who shall then proceed as with other applications for leave.

3. General Practices Regarding Leaves of Absence

- a. A leave of absence shall ordinarily be for one academic year. For an extension of the leave, the same procedure must be followed as with the original application. In no case shall a leave be extended beyond three years.
- b. The College shall have the right to deny a request for leave either for financial or educational reasons, even if the Faculty member is eligible and the purpose of the leave is valid, except when there is clear evidence that the Faculty member's physical or mental health would be jeopardized by a denial. The College shall, however, strive to grant appropriate leaves as often as possible.
- c. Leaves for one academic year that promote the professional development of tenure-track Faculty members shall be counted as part of the probationary period and shall not interfere with salary increases or promotion.
- d. When the leave is such that its relation to the Faculty member's professional development cannot be judged, or when the leave is for other than scholarly purposes, it shall not ordinarily be counted towards tenure or towards promotion.
- e. In no case may more than one year of a leave be credited toward the Faculty member's pre-tenure probationary period or the years required between promotions.
- f. Faculty members on unpaid leaves of absence may be granted continued participation in Faculty retirement and group insurance plans, dependent on the nature of the leave.
- g. In most cases of unpaid leaves, the College will accept voluntary contributions to the individual's retirement annuity and group insurance coverage. If, however, a Faculty member on unpaid leave becomes a full-time employee of another institution or organization, that employer is expected to assume the cost of the College's contributions to the individual's retirement annuity and group insurance coverage.
- h. When a Faculty member's illness causes extended absence from her/his duties, s/he shall receive full salary for three months from the beginning of her/his absence. After this period the College reserves the right to deduct from the Faculty member's salary payments to a substitute professor. Absence because of illness for less than one academic year shall not interfere with salary increases, promotions, or the granting of tenure.

3.02.02. Faculty Fellowships

1. Ordinarily, the College shall grant a limited number of competitive fellowships in support of faculty members' scholarly and/or creative work for half of the academic year at full salary or for a complete academic year at half salary. Application for fellowship will be granted based upon the merits of the proposal, the academic needs of the department, and available funding.
2. Procedure for Applying for a Faculty Fellowship
 - a. A faculty member shall apply to the Committee on Faculty Leaves and Fellowships before November 15th for Faculty Fellowships during the following academic year by completing the application, which is distributed to the faculty at least one month

prior to the application deadline by the VPAA/Dean. When the fellowship is contingent upon the receipt of other grants, this contingency must be made known in the application. The Committee shall transmit the application together with its written recommendation to the VPAA/Dean and the President no later than January 15th, with a copy of its recommendation to the applicant. The VPAA/Dean shall submit a recommendation to the President by February 1st, with a copy to the applicant and the Committee. The President shall notify the applicant of her/his decision, in writing, with a copy to the divisional chairperson, no later than February 15th. A recipient of a fellowship shall submit a written summary of her/his accomplishments during the leave to the VPAA/Dean within two months of the termination of the fellowship.

3. Faculty Fellowship shall be of two kinds:
 - a. Senior Fellowships: Associate Professors and Professors may apply for a Senior Fellowship beginning in their third year of service to the College. They shall not be eligible for a Senior Fellowship until five years after the termination of any prior fellowship.
 - b. Junior Fellowships: Assistant Professors may apply for a Junior Fellowship beginning in their second year of full-time, tenure-track service at the College, for post-terminal degree scholarly and/or creative work. A recipient of a Junior Fellowship shall not be eligible for another fellowship for five years after the termination of the fellowship.
4. General Practices Regarding Faculty Fellowships
 - a. The number of Junior and Senior Fellowships that are made available by the College each academic year should ordinarily equal ten percent of the number of full-time faculty members employed during that academic year. When feasible, summer research grants will be provided by the College; such grants, the conditions on which they are given, and the application procedures will be announced by the VPAA/Dean.
 - b. Fellowships are granted with the understanding that the recipient intends to return for an extended period of service to the College. Applicants must acknowledge this ethical obligation before accepting fellowships.
 - c. College participation in Faculty retirement and group insurance plans shall be continued without interruption for recipients of Faculty Fellowships.

ARTICLE IV: EVALUATION CRITERIA AND PROCEDURES FOR CONTINUED SERVICE

The College will provide a good faith letter of renewal to all continuing non-tenured full-time faculty members by March 15th. The College will notify all full-time faculty members of the terms and conditions of their renewal contracts no later than five business days after the May meeting of the Board of Trustees.

Decisions to reappoint, tenure, and promote tenure-track and tenured faculty at the College are based upon the needs of the College and the faculty member's accomplishments in three areas: teaching, scholarly/artistic/professional achievement, and service. Of these three areas, teaching is

primary and therefore receives highest priority in reappointment, tenure, and promotion decisions. While teaching is prioritized, faculty members must also meet the criteria for scholarly/artistic/professional achievement, and service as defined in this document. Specific criteria, guidelines and procedures for reappointment, tenure, and promotion are outlined below.

4.01. Definitions

As used in this Article, each of the terms quoted below has the following meaning:

1. “Candidate” shall mean the faculty member to be considered for re-appointment, tenure, and/or promotion.
2. “Tenure” shall mean continuous employment of a faculty member until s/he retires. The appointment of a faculty member with tenure may be terminated only for adequate cause as defined in this document.
3. The “Tenure/Promotion Application Period” extends from February 1st of the year preceding the decision year until the application process is completed and a final determination has been reached.
4. The “Academic Faculty File” is housed in the Office of the VPAA/Dean and includes all documents outlined in the Policy on Faculty Files in the *Faculty Handbook*. Faculty members are free to add materials to their academic faculty files at any time, with the exception of the period between the October 1st closing date (or the first business day thereafter) and when the application process is complete and a final determination has been reached. Guidelines for requesting that materials be added during this period are outlined below. Faculty members are strongly encouraged to review the contents of their Academic Faculty File regularly. Candidates for tenure and/or promotion are required to review the contents of their academic file as part of the application process (see below).
5. The “Tenure/Promotion Application File” contains all documents that are to be considered in evaluating applications for tenure and/or promotion with the exception of those documents housed in the academic faculty file and the confidential file (see below). The tenure/promotion application file is created by the Office of Academic Affairs for all candidates for tenure and/or promotion prior to the start of the tenure/promotion application period and it is housed in the Office of Academic Affairs. Only documents permitted as part of this application process may be added to the faculty member’s tenure/promotion application file. Documents may be added to this file until the October 1st closing date (or the first business day thereafter). Guidelines for requesting that materials be added to this file after this date are outlined below. Candidates for tenure and/or promotion are required to review the contents of their tenure/promotion application file as part of the application process (see below).
6. The “Confidential file” is a file for each Candidate for tenure and/or promotion kept in the Office of Academic Affairs containing only original letters from evaluators of the Candidate’s scholarly/artistic/professional achievement and service. While redacted versions of these evaluations are made available to the Candidate according to the guidelines and procedures outlined in this document, the Candidate does not have access to the originals maintained in this confidential file. No other materials are to be included in this file. Documents may be added to this file until the October 1st closing date (or the first business day thereafter).

Access to this file is limited to the Candidate's departmental and divisional chairpersons, the members of CoPT, the VPAA/Dean, the President, and any committees or individuals involved in adjudicating a formal grievance.

7. "Decision year" shall mean the academic year in which a faculty member is considered for tenure and/or promotion.
8. "Application" shall mean the document that the Candidate submits to be evaluated by CoPT, the VPAA/Dean and the President. This application is returned to the Candidate after the tenure and/or promotion decision has been made and all appeals have been resolved.
9. "Closing date" shall mean the period after October 1st (or the first business day thereafter) of the decision year.
10. There are numerous "forms" referenced throughout the evaluation, re-appointment, tenure and/or promotion application processes. All of these forms are contained in the *Faculty Handbook*.

4.02. Deadlines

This document identifies a number of deadlines throughout the evaluation, re-appointment, and tenure/promotion application processes. It is incumbent upon all parties to meet these deadlines.

1. Annual Evaluation: When a candidate does not meet a deadline for submitting a required document as part of the annual evaluation process, the divisional chairperson notes this in writing in the candidate's academic file. When the divisional chairperson does not meet a deadline for submitting a document as part of the annual evaluation process, the VPAA/Dean notes this in writing in the candidate's academic file. When the VPAA/Dean does not meet a deadline for submitting a document as part of the annual evaluation process, the divisional chairperson notes this in writing in the candidate's academic file. When documents are received after the deadline, they are added to the candidate's academic file by the Office of Academic Affairs with a notation indicating the date of inclusion.
2. Third-Year Review: If a candidate does not submit the Third-Year Review to the Office of Academic Affairs by the required deadline, the divisional chairperson notes this in writing in the candidate's academic file. If the candidate submits this form after the deadline, the decision to move ahead with the Third-Year Review is made collaboratively by the divisional chairperson, the Chair of CoPT, and the VPAA/Dean. In the event there is no unanimity, a decision is made by majority vote. This decision is recorded in writing by the divisional chairperson in the candidate's academic file. When CoPT does not submit the Third-Year Response by the required deadline, the divisional chairperson notes this in writing in the candidate's academic file. When the CoPT response is received, it is added to the candidate's academic file by the Office of Academic Affairs with notation of the date of inclusion. A revised timeline for completing the Third-Year Review Development Plan, signed by the candidate, the divisional chairperson, and the VPAA/Dean, is also added to the candidate's academic file. When the candidate does not submit the Third-Year Review Development Plan by the required deadline, the divisional chairperson notes this in writing in the candidate's academic file. If this development plan is received after the deadline, it is added to the candidate's academic file by the Office of Academic Affairs with a notation indicating the date of inclusion.

3. Application for Tenure and/or Promotion: It is incumbent upon candidates for tenure and/or promotion to submit their applications by the October 1st closing date. Applications for tenure and/or promotion cannot be accepted after October 1st, unless the Candidate has received prior permission as outlined below.
4. Stopping or Extending the Tenure Clock

In accordance with the AAUP's Statement of Principles on Academic Freedom and Tenure, under no circumstances shall a tenure-track faculty member's tenure clock exceed seven years. The timeline for applying for tenure is articulated in a tenure-track faculty member's initial letter of appointment. There are four scenarios in which a tenure-track faculty member may request stopping or extending his/her tenure clock.

 - a. Stopping the clock for a leave of absence for other than professional development reasons: a faculty member may elect to stop his/her tenure clock in the context of a leave of absence according to the guidelines outlined in this document.
 - b. Stopping the clock for unexpected circumstances prior to the start of the application process: When a faculty member faces unexpected and extraordinary circumstances prior to the start of the application process, s/he may request that the application process be delayed for one year. Such requests are directed to the VPAA/Dean. Decisions about such requests are made by the VPAA/Dean in consultation with the departmental chairperson and the divisional chairperson. This decision is communicated to the faculty member in writing by the VPAA/Dean within ten business days of receiving the request, with copies to the departmental and divisional chairpersons, and the Chair of CoPT.
 - c. Stopping the clock for unexpected circumstances once the application process has begun: In rare circumstances, an unexpected situation occurs that prevents the Candidate from submitting his/her completed application on or before the October 1st closing date (i.e., illness, family emergency, etc.). In such instances, the Candidate must contact the VPAA/Dean as soon as possible to request an extension. Decisions about such requests are made by the VPAA/Dean, in consultation with the Candidate's divisional chairperson and the Chair of CoPT. The VPAA/Dean must communicate this decision within twenty-four hours of receiving the request. When an extension is granted, the VPAA/Dean must include the new deadline in his/her letter, a copy of which is placed in the Candidate's academic file. An extension in the deadline for submitting an application for tenure and/or promotion does not extend the period during which supplemental materials may be added to the Candidate's tenure/promotion application file. The process for requesting that materials be added to the tenure/promotion application file after the October 1st closing date is outlined below.
 - d. Extending the tenure clock for tenure-track faculty on an accelerated timeline: When a faculty member is initially appointed on an accelerated clock (i.e., less than the standard six years), s/he may request an extension of this accelerated clock any time prior to February 1st of the year preceding the decision year. Such a request is made in writing to the VPAA/Dean, with copies to the departmental and divisional chairpersons. The VPAA/Dean consults with the departmental and divisional

chairpersons and responds in writing to the faculty member within ten business days. If the extension is approved, this letter must also include the revised timeline. A copy of this letter is included in the faculty member's academic file.

5. When a division chair, department chair, or faculty committee fails to meet a deadline or fulfill responsibilities, the President may make a decision or recommendation regarding re-appointment, tenure, or promotion to the Board of Trustees.

4.03. Evaluation and Re-Appointment of Tenure-Track Faculty

4.03.01. The Role of the Divisional and Departmental Chairpersons in the Evaluation, Re-Appointment, Tenure and Promotion Process

The divisional and departmental chairpersons work collaboratively to guide tenure-track faculty members throughout their years on the tenure-track and work closely with faculty post tenure. Divisional and departmental chairpersons play integral roles in the evaluation of faculty, in the re-appointment of tenure-track faculty, and during the tenure and/or promotion process. Departmental chairpersons are responsible for submitting a departmental assessment. Divisional chairpersons are responsible for soliciting letters on the Candidate's behalf and completing the divisional chairperson's teaching assessment. It is incumbent upon the divisional and departmental chairpersons to ensure to the best of their abilities that the process is conducted fairly in accordance with the criteria and processes defined in this document. If a divisional or departmental chairperson determines that s/he cannot comply with these expectations, s/he is required to recuse himself/herself as early as possible in the tenure/promotion application process. In such cases the VPAA/Dean shall consult with the divisional/departmental chairperson who has not recused himself/herself to determine if s/he can assume responsibility for the recused chairperson's duties or if they should be assigned to a senior faculty member within the Candidate's department or division in this one case. When the Candidate is a divisional or departmental chairperson, the VPAA/Dean selects a senior faculty member in the Candidate's department or division to fulfill the divisional or departmental chairperson's duties and responsibilities in this one case.

When a departmental chairperson is untenured, the evaluative duties assigned to the departmental chairperson are assumed by a senior faculty member in the department or a tenured department chair in the division as agreed upon by the faculty member, the divisional chairperson, the senior faculty member or departmental chairperson who is assuming these duties, and the VPAA/Dean. When tenure-track faculty member is in an academic program that does not have a departmental chairperson, the evaluative duties assigned to departmental chairpersons are assigned to the tenured program coordinator. In the event that the program coordinator is not a tenured faculty member, these duties are assigned to a senior faculty member in the program or a departmental chairperson within the faculty member's division as agreed upon by the faculty member, the divisional chairperson, the senior faculty member or departmental chairperson who is assuming these duties, and the VPAA/Dean. In the event the tenure-track faculty member is in an academic program that does not have a departmental chairperson and does not have a senior faculty designee, the divisional chair may appoint a senior faculty member from another academic program

as agreed upon by the faculty member, the senior faculty member assuming these duties, and the VPAA/Dean.

4.03.02. Annual Reappointment of Tenure-track faculty

The decision by the President to re-appoint a tenure-track faculty member depends primarily upon the recommendation of the VPAA/Dean to the President. This recommendation is informed by assessments conducted by the divisional chairperson and the VPAA/Dean of the faculty member's progress towards meeting the criteria in teaching, scholarly/artistic/professional achievement, and service as defined in this document. When appropriate, it is also informed by their assessment of the faculty member's progress in meeting the goals outlined in the faculty development plan that is produced following Third-Year Review. Of the three areas of assessment, teaching is primary and therefore receives highest priority. While teaching is prioritized, faculty members must also demonstrate progress towards meeting the criteria for scholarly/artistic/professional achievement and service.

4.03.03. Annual Evaluation of Tenure-Track faculty

Tenure-track faculty members who have been hired on the standard six-year timeline are expected to complete the following evaluation process. When a faculty member is hired on a reduced timeline for applying for tenure, the schedule for completing these reviews and evaluations must be established and outlined in the initial appointment letter written by the VPAA/Dean.

1. In September of the first semester of a new tenure-track appointment, the faculty member drafts a list of goals for that academic year and meets with his/her divisional and departmental chairpersons to review it. Once approved by the divisional and departmental chairpersons, this list is added to the faculty member's academic file.
2. At the end of years one and two, the faculty member completes the Self-Assessment in which s/he discusses his/her accomplishments in the areas of teaching, scholarly/artistic/professional achievement, and service during the preceding year. (NOTE: further guidelines for the preparation of this self-assessment are in the *Faculty Handbook*). This self-assessment is submitted to the faculty member's divisional and departmental chairpersons. Following a meeting of the faculty member and the divisional and departmental chairpersons to discuss this document, the divisional chairperson completes the Divisional Chairperson's Year-End Assessment of Tenure-Track Faculty and forwards it, along with the faculty member's self-assessment, to the VPAA/Dean. Prior to the end of that academic year or within the first six weeks of the subsequent academic year, the VPAA/Dean meets with the faculty member and his/her divisional chairperson, after which the VPAA/Dean completes the VPAA/Dean's Year-End Assessment of Tenure-Track Faculty. All of these documents are placed in the faculty member's academic file, with copies to the faculty member and the divisional and departmental chairpersons. (NOTE: If the divisional or departmental chairperson is him/herself a tenure-track faculty member, the annual evaluation will be conducted by the remaining chairperson and a senior faculty member from the faculty member's department or division selected by the senior faculty in the faculty member's division).

3. Teaching Evaluations: Tenure-track faculty members are required to participate in the College's evaluation process. During their first three years at the College, tenure-track faculty members are observed annually by the VPAA/Dean or his/her representative and their divisional chairpersons. During this period, faculty members must also seek one observation by their departmental chairperson and one by a senior faculty member, either within or outside of the faculty member's department/division. A schedule for subsequent teaching observations is established by the faculty member, the divisional and departmental chairpersons, and the VPAA/Dean following the Third-Year Review. Faculty evaluators are required to use the Faculty Classroom Observation Form when completing these evaluations.
4. Third-Year Review
During the Spring semester of the faculty member's third year, s/he completes the Third-Year Review, which is intended to provide a formal assessment of the faculty member's ongoing progress in the areas of teaching, scholarly/artistic/professional achievement, and service. While this progress is evaluated during the faculty member's first two years through self-assessments, year-end assessments by the divisional chairperson, and year-end meetings with the VPAA/Dean, Third-Year Review provides an opportunity for the faculty member's progress to be evaluated by CoPT as well. This constitutes the full assessment process for that academic year; neither the faculty member nor the Division Chair needs to complete an additional Year-End Assessment.

The guidelines for this review are as follows:

- a. By March 15th of the faculty member's third year at the College (or the first business day thereafter), the faculty member submits five hard copies of the Third-Year Review to the Office of Academic Affairs, with a copy to the divisional and departmental chairpersons. Once submitted, this document becomes part of the faculty member's academic file, which is closed at 5:00pm on March 15th (or the first business day thereafter) and remains closed until the Third-Year Review is complete.
- b. CoPT reviews the faculty member's academic file and course observations and completes the Third-Year Review CoPT Response. This response must be received by the faculty member, the divisional and departmental chairpersons and the VPAA/Dean by May 1st (or the first business day thereafter). In reviewing the faculty member's record, CoPT is charged with assessing his/her progress in reaching the criteria of excellence in teaching, scholarly/artistic/professional achievement, and service as defined in this document. CoPT is not determining whether or not the faculty member has *met* these criteria but rather that the faculty member is making sufficient progress towards doing so. In other words, CoPT is evaluating the faculty member's progress relative to his/her third year at the College.
- c. After receiving CoPT's response, the faculty member drafts the Post-Third Year Review Development Plan and prior to June 15th (or the first business day

thereafter), the faculty member, divisional chairperson, and VPAA/Dean meet to discuss CoPT's recommendations and to review this draft.

- d. No later than 5:00pm on September 1st (or the first business day thereafter), the faculty member submits the completed development plan, signed by the faculty member, the divisional chairperson, and the VPAA/Dean to the Office of Academic Affairs for inclusion in the faculty member's academic file. The faculty member provides copies for the divisional and departmental chairpersons.
- e. The following guidelines must be followed during the faculty member's remaining years on the tenure track:
 - i. During each remaining year prior to applying for tenure, with the exception of the year preceding the decision year faculty members are required to continue completing self-assessments and divisional chairpersons complete Year-End Assessment of Tenure-Track Faculty, which are added to the faculty member's academic file. The faculty member, the divisional chairperson, or the departmental chairperson may request to meet to review these self-assessments, though such meetings are not required.
 - ii. Faculty members are required to meet with the VPAA/Dean and divisional chairperson before the end of the contract period in the year preceding the tenure application year to assess the faculty member's progress with regard to the goals and expectations articulated in the faculty member's Post-Third Year Review Development Plan. Following this meeting, The VPAA/Dean completes the VPAA/Dean's Year-End Assessment of Tenure-Track Faculty. At the request of the faculty member, divisional chairperson, and/or VPAA/Dean, additional meetings that include all three parties may be scheduled.
 - iii. Following their third-year review, faculty members are required to schedule three additional teaching observations prior to applying for tenure, one by the VPAA/Dean or his/her representative, one by the divisional or departmental chairperson, and one by a senior colleague either within or outside of the faculty member's department/division prior to applying for tenure. At the request of the faculty member, the divisional or departmental chairperson, and/or the VPAA/Dean, additional teaching observations may be scheduled. Faculty evaluators are required to use the Faculty Classroom Observation Form when completing these evaluations.

4.03.04. Evaluation of Associate Professors

As Associate Professors anticipate applying for promotion to Professor, it is incumbent upon them to continue building a record of accomplishment in the areas of teaching, scholarly/artistic/professional achievement, and service in order to demonstrate that they have met the criteria for promotion outlined in this document. This includes demonstrating sustained commitment to their continued pedagogical growth and development and to accumulate evidence

showing that they meet the criteria of exemplary teaching required for this promotion. They are urged to work collaboratively with their divisional and departmental chairpersons to articulate a plan for accomplishing these goals. As part of this process, they are required to seek three additional teaching evaluations after earning promotion, including one from the VPAA/Dean or his/her representative, one from his/her divisional or departmental chairperson, and one from a senior colleague within or outside of his/her division. These evaluations must be completed prior to the start of the Tenure/Promotion Application Period (i.e., February 1st of the year prior to the decision year in which the faculty member anticipates applying for promotion). Faculty evaluators are required to use the Faculty Classroom Observation Form when completing these evaluations.

In anticipation of applying for promotion to Professor, faculty members are encouraged to schedule a joint meeting with their divisional chairperson and the VPAA/Dean for input on their timeline for submitting this application and their progress towards meeting the criteria for this promotion. It is expected that this meeting will occur prior to the start of the Tenure/Promotion Application Period (i.e., February 1st of the year prior to the decision year in which the faculty member anticipates applying for promotion).

4.04. Tenure and/or Promotion Application Process

Faculty members at the College play an integral role in the processes that lead to hiring tenure-track faculty members and to awarding tenure and/or promotion. Senior faculty, in particular, are expected to work in collaboration with divisional and departmental chairpersons on guiding tenure-track faculty members during their years prior to applying for tenure. This includes, but is not limited to, writing teaching observations of tenure-track faculty members, inviting tenure-track faculty members to observe their classes, engaging in discussions about pedagogical and curricular development, and offering guidance and support with regard to tenure-track faculty members' scholarly/artistic/professional achievement and service. The faculty's role in the decision-making process continues through the election of tenured faculty members to CoPT. This committee is charged with reviewing the Candidate's application and all supporting materials and with making a formal recommendation to the President of the College. Specific guidelines for each stage of the process are detailed below.

4.04.01. Adding Material to the Candidate's Academic File and Tenure/Promotion Application File

1. The Academic Faculty File is housed in the Office of the VPAA/Dean and includes all documents outlined in the Policy on Faculty Files in the *Faculty Handbook*. Individuals other than the Candidate may add material to the Candidate's academic faculty file until five business days prior to the closing date. During those five business days prior to the closing date, only the Candidate may add material to his/her academic faculty file. During the two weeks prior to the closing date, the Candidate must inspect his/her academic file and complete the File Certification.
2. The Candidate's Tenure/Promotion Application File is created by the Office of Academic Affairs prior to the start of the tenure/promotion application period and is housed in the Office of Academic Affairs. Only documents required as part of this application process may be added to the faculty member's tenure/promotion application file. Documents

- that are required as part of the tenure and/or promotion process that are written by individuals other than the Candidate may be added to the Candidate's tenure/promotion application file until five business days prior to the closing date. During those five business days prior to the closing date, only the Candidate may add material to his/her tenure/promotion application file. During the two weeks prior to the closing date, the Candidate must inspect his/her tenure/promotion application file and complete the File Certification.
3. In exceptional cases at the discretion of the VPAA/Dean, additional documents may be added to the Candidate's academic faculty file and tenure/promotion application file during the five business days prior to the October 1st closing date. In such cases, the Candidate is to receive immediate notification that additional items have been added to his/her academic faculty file. The Candidate has five business days from the date of notification to respond to this newly added material, if desired. Note that this provision allows the Candidate's response to be added to the file after the October 1st closing date.
 4. After the October 1st closing date, material may only be added to the Candidate's academic file and tenure/promotion application file under extenuating circumstances and with the approval of CoPT. Requests to add material to the academic file or tenure/promotion application file will only be entertained between the October 1st closing date and January 15th of the decision year (or the first business day thereafter). To request that material be added to the academic file or tenure/promotion application file after the closing date, the Candidate contacts the VPAA/Dean to explain the rationale for the request. The VPAA/Dean immediately forwards this request to the Chair of CoPT, who consults with committee members to determine if the request will be approved. The Chair of CoPT communicates the committee's decision to the Candidate within five business days of receiving the request, copying the VPAA/Dean. A notation of the date of inclusion is included on any materials added to the academic file or tenure/promotion application file.

4.04.02. Notification of Tenure/Promotion Application Process

By September 1st of the year preceding the decision year (or the first business day thereafter), the VPAA/Dean must inform a tenure-track faculty member in writing that s/he will be considered for tenure. A copy of this letter is forwarded to the divisional and departmental chairpersons and CoPT.

When a faculty member is applying for promotion to the rank of Associate Professor (without simultaneously applying for tenure) or Professor, s/he must notify the VPAA/Dean and his/her divisional and departmental chairpersons by October 1st of the year preceding the decision year (or the first business day thereafter).

4.04.03. Departments/Programs and Tenure

In the letter informing a tenure-track faculty member that s/he will be considered for tenure, the VPAA/Dean must confirm for the Candidate and CoPT the department/program in which s/he will be considered for tenure. When tenure is granted, the department/program in which it is granted must be specified.

4.04.04. Process for Applying for Tenure and/or Promotion to Associate Professor or Professor

4.04.04.a. Departmental Assessment

1. Prior to September 1st of the decision year, the departmental chairperson solicits input from senior faculty members in the department and completes the Departmental Chairperson's Assessment of Candidates for Tenure and/or Promotion, in which s/he assesses the Candidate's progress in meeting the criteria for tenure and/or promotion as defined in this document. This form must be submitted to the Office of Academic Affairs by 5:00pm on September 1st of the decision year (or the first business day thereafter) for inclusion in the Candidate's tenure/promotion application file, with copies to the Candidate, the divisional chairperson, and senior faculty members in the Candidate's department.
2. Senior faculty members in the department may choose to voice their opinions in individual letters. In such instances, letters must be received by the Office of Academic Affairs no later than five business days prior to the closing date (or the first business day thereafter) for inclusion in the Candidate's tenure/promotion application file.

4.04.04.b. Divisional Assessment

The divisional chairperson submits the Divisional Chairperson's Assessment of Candidate for tenure and/or promotion to the Office of Academic Affairs.

1. No later than 5:00pm on September 15th of the decision year (or the first business day thereafter), the divisional chairperson completes this form and submits it to the Office of Academic Affairs for inclusion in the Candidate's tenure/promotion application file, with copies to the Candidate and the departmental chairperson.

4.04.04.c. Evaluation of Scholarly/Artistic/Professional Achievement

In total, four external evaluations of the Candidate's scholarly/artistic/professional achievement are required.

1. Two letters from evaluators selected by the Candidate
 - a. By February 1st of the year preceding the decision year (or the first business day thereafter), the Candidate, in consultation with his/her departmental chairperson, submits to his/her divisional chairperson the names of two experts within his/her field external to the College who will evaluate his/her accomplishments in this area. It is incumbent upon the Candidate to work collaboratively with his/her departmental chairperson to select evaluators they deem to be highly qualified and capable of being as objective as possible in their assessments.
 - b. Within two weeks of receiving these names, the divisional chairperson contacts the recommended evaluators to invite them to serve as external evaluators.
 - i. When the divisional chair receives a positive reply, s/he immediately sends this evaluator the college-wide form letter for external evaluators, Candidate's *curriculum vitae* and all supplemental materials submitted by the Candidate (see the *Faculty Handbook* for a discussion of what constitutes appropriate supplemental

- materials). The divisional chairperson confirms with each evaluator that his/her evaluation must be received by the divisional chairperson no later than June 15th of the year preceding the decision year.
- ii. When the divisional chair receives a negative reply, s/he immediately contacts the Candidate to identify an alternative evaluator.
 - c. It is incumbent upon the divisional chairperson to secure two external evaluators recommended by the Candidate no later than April 1st of the year preceding the decision year (or the first business day thereafter).
 - d. No later than June 30th of the year preceding the decision year (or the first business day thereafter), the divisional chairperson sends these external evaluations to the Office of Academic Affairs for inclusion in the Candidate's tenure/promotion application file, with copies to the Candidate.
 - e. It is incumbent upon the divisional chairperson to notify the Candidate in writing if there is a delay in receiving an external evaluation. This letter must summarize the divisional chairperson's efforts to secure this evaluation before the June 15th deadline, the reason(s) why s/he was unable to do so, and the date by which s/he expects to receive it. A copy of this letter is forwarded to the Office of Academic Affairs for inclusion in the Candidate's tenure/promotion application file.
2. Two letters from evaluators selected by the VPAA/Dean and divisional chairperson
- a. By February 1st of the year preceding the decision year (or the first business day thereafter), the Candidate submits to his/her divisional chairperson the name of no more than three expert(s) within his/her field whom the Candidate does not want to serve as an external evaluator.
 - b. Prior to April 1st of the year preceding the decision year (or the first business day thereafter), the divisional chairperson, in consultation with the VPAA/Dean, selects two persons to evaluate the Candidate's accomplishments in scholarship/artistic achievement. In making these decisions, the VPAA/Dean and divisional chairperson typically consult with the departmental chairperson and/or senior faculty members in the Candidate's department when the Candidate's scholarly/artistic work is in a discipline other than their own areas of expertise.
 - c. Upon identifying these names, the divisional chairperson invites them to serve as external evaluators.
 - i. When the divisional chair receives a positive reply, s/he immediately sends this evaluator the college-wide form letter for external evaluators, the Candidate's *curriculum vitae* and all supplemental materials submitted by the Candidate (see the *Faculty Handbook* for a discussion of what constitutes appropriate supplemental materials). The divisional chairperson confirms with each evaluator that his/her evaluation must be received by the divisional chairperson no later than June 15th of the year preceding the decision year.
 - ii. When the divisional chair receives a negative reply, s/he immediately contacts the VPAA/Dean to identify an alternative evaluator.

- d. It is incumbent upon the divisional chairperson to secure two external evaluators selected in consultation with the VPAA/Dean no later than April 1st of the year preceding the decision year (or the first business day thereafter).
- e. No later than June 30th of the year preceding the decision year (or the first business day thereafter), the divisional chairperson sends these external evaluations to the Office of Academic Affairs for inclusion in the Candidate's tenure/promotion application file, with redacted copies (in which any text or other markings that could identify the evaluator have been removed) to the Candidate.
- f. It is incumbent upon the divisional chairperson to notify the Candidate in writing if there is a delay in receiving an external evaluation. This letter must summarize the divisional chairperson's efforts to secure this evaluation before the June 15th deadline, the reason(s) why s/he was unable to do so, and the date by which s/he expects to receive it. A copy of this letter is forwarded to the Office of Academic Affairs for inclusion in the Candidate's tenure/promotion application file.

4.04.04.d. Evaluation of Service

The divisional chairperson solicits three confidential letters from colleagues recommended by the Candidate.

1. By May 1st of the year preceding the decision year (or the first business day thereafter), the Candidate, in consultation with his/her departmental chairperson, submits to his/her divisional chairperson five names of people who can evaluate his/her accomplishments in the area of service. Normally, these names are drawn from senior faculty colleagues at the College. When the Candidate has engaged in service external to the College, s/he can also include people from outside the College who can speak to this work. In such instances, the Candidate may request that one of the three solicited letters come from a person external to the College. (See the *Faculty Handbook* for a fuller discussion of the purpose of these letters and the guidelines that the Candidate should keep in mind in compiling his/her list of potential evaluators).
2. By June 1st of the year preceding the decision year (or the first business day thereafter), the divisional chairperson consults with the VPAA/Dean to select three evaluators in the area of service. The divisional chairperson acquires written commitments from each evaluator and sends them the Candidate's *curriculum vitae*. The divisional chairperson confirms with each evaluator that his/her written evaluation will remain confidential and must be received by the divisional chairperson no later than September 1st of the decision year (or the first business day thereafter).
3. Upon receiving these letters and no later than September 15th of the decision year (or the first business day thereafter), the divisional chairperson prepares redacted versions of them (removing any text or other markings that could identify the evaluator) and sends them to the Candidate. The original letters are forwarded to the Office of Academic Affairs for inclusion in the Candidate's confidential file.

4.04.05. The Candidate submits five hard copies of his/her completed Application to the Office of Academic Affairs

1. There are two Application Forms: Application for Tenure with Promotion; Application for Promotion.
2. Once completed, the Candidate submits five hard copies of his/her application to the Office of Academic Affairs by 5:00pm on October 1st of the decision year (or the first business day thereafter). At 5:00pm on October 1st (or the first business day thereafter), the Candidate's academic file, tenure/promotion application file, and confidential file are closed and remain closed until after the tenure and/or promotion decision has been made and all appeals have been resolved.
3. During the week prior to the October 1st closing date, the Candidate must review the contents of his/her academic file and tenure/promotion application file and complete the File Certification.

4.04.06. CoPT reviews the Candidate's application and supporting documentation and makes its recommendation.

1. In determining its recommendation, CoPT considers the Candidate's application, Third-Year Review CoPT Response, and Post-Third Year Review Development Plan as further informed by the supporting documentation, the academic file, and the confidential file.
2. CoPT members (individually or collectively) may not conduct external research or consult information that is extraneous to the above listed materials in evaluating a Candidate's application for tenure/promotion, except in a case where CoPT needs to verify a fact about the information included in the application.
3. CoPT's recommendation must be based solely on the criteria for tenure and/or promotion defined in this document.
4. The completed CoPT Recommendation Form is sent to the President on January 15th of the decision year (or the first business day thereafter), by 3:00pm, with a copy sent at the same time via overnight mail to the Candidate. Note that if CoPT has its recommendation ready prior to January 15th, it is held by the Office of Academic Affairs until January 15th (or the first business day thereafter). A copy of the CoPT Recommendation is sent to the VPAA/Dean and the divisional and departmental chairpersons.
5. The CoPT recommendation must represent the views expressed by all members of the Committee and be signed by all members of the Committee. However, an individual member of CoPT who has a dissenting opinion may choose not to sign the CoPT Recommendation but instead write his/her own letter to express this opinion. When this occurs, this letter must also be submitted to the President, with a copy sent via overnight mail to the Candidate, by 5:00pm on January 15th of the decision year (or the first business day thereafter). Copies are sent to the VPAA/Dean and the divisional and departmental chairpersons.
6. The Candidate has the option of responding to CoPT's recommendation by completing the Candidate's Optional Response to Recommendation, which may only address specific items raised in CoPT's recommendation. Under no circumstances may the Candidate introduce information that extends beyond the scope of this recommendation. Candidates have until February 7th of the decision year (or the first business day thereafter) to submit this response. Completed forms are submitted to the President, with copies to the VPAA/Dean,

CoPT and the divisional and departmental chairpersons. Once a response is submitted, the President confirms with the Candidate that s/he has received it and it becomes part of the Candidate's tenure/promotion application file and moves on to each subsequent stage of the decision-making process.

4.04.07. The VPAA/Dean reviews all materials related to the Candidate's application and makes his/her recommendation.

1. In determining his/her recommendation, the VPAA/Dean considers the Candidate's application, Third-Year Review CoPT Response, Post-Third Year Review Development Plan, and COPT's recommendation regarding tenure and promotion, as further informed by the supporting documentation, the academic file, and the confidential file.
2. The VPAA/Dean may not conduct external research or consult information that is extraneous to the above listed materials in evaluating a Candidate's application for tenure/promotion, except in a case where s/he needs to verify a fact about the information included in the application.
3. The VPAA/Dean's recommendation must be based solely on the criteria for tenure and/or promotion defined in this document.
4. The VPAA/Dean Recommendation is sent to the President on February 15th of the decision year (or the first business day thereafter), by 3:00pm, with a copy sent at the same time via overnight mail to the Candidate. Note that if the VPAA/Dean has his/her recommendation ready prior to February 15th, it is held by the Office of Academic Affairs until February 15th (or the first business day thereafter). Copies are also sent to CoPT and the divisional and departmental chairpersons.
5. The Candidate has the option of responding to the VPAA/Dean's recommendation by completing the Candidate's Optional Response to Recommendation, which may only address specific items raised in the VPAA/Dean's recommendation. Under no circumstances may the Candidate introduce information that extends beyond the scope of this recommendation. Candidates have until March 1st (or the first business day thereafter) to submit this response. Completed forms are submitted to the President, with copies to the VPAA/Dean, CoPT and the divisional and departmental chairpersons. Once a response is submitted, the President confirms with the Candidate that s/he has received it and it becomes part of the Candidate's tenure/promotion application file and moves on to each subsequent stage of the decision-making process.
6. Within two weeks of submitting the VPAA/Dean Recommendations, the VPAA/Dean schedules a consultative meeting with CoPT.

4.04.08. The President reviews all materials related to the Candidate's application and makes his/her recommendation to the Board of Trustees.

1. In determining his/her recommendation, the President considers the Candidate's application, Third-Year Review CoPT Response, Post-Third Year Review Development Plan and the recommendations of both CoPT and the VPAA/Dean, as further informed by the supporting documentation, the academic file, and the confidential file.

2. The President may not conduct external research or consult information that is extraneous to the above listed materials in evaluating a Candidate's application for tenure/promotion, except in a case where s/he needs to verify a fact about the information included in the application.
3. The President's recommendation must be based solely on the criteria for tenure and/or promotion defined in this document.

4.04.09. The Board of Trustees votes on the President's recommendation.

1. Final authority in the granting of tenure and/or promotion remains in the discretionary power of the Board of Trustees.
2. Following action by the Board of Trustees, the President writes to the Candidate to notify him/her of this action. Copies of this letter are sent to the VPAA/Dean, CoPT, and the divisional and departmental chairpersons.

4.05. Process for Applying for Promotion to Professor Emeritus/a

4.05.01. Option 1: The VPAA/Dean in consultation with the Candidate's divisional chairperson recommends the faculty member for Promotion to Professor Emeritus/a.

1. By 5:00pm on January 15th of the decision year (or the first business day thereafter), the VPAA/Dean and/or the Candidate's divisional chairperson, in consultation with his/her departmental chairperson, submits to the Office of Academic Affairs the Candidate's current CV and a nomination letter (the latter not to exceed one page).
2. CoPT reviews this material and submits the completed CoPT Recommendation (not to exceed one page) by 5:00pm on February 15th of the decision year (or the first business day thereafter) to the President, with copies to the Candidate, VPAA/Dean, and divisional and departmental chairpersons.
3. The President reviews this material and makes his/her recommendation to the Board of Trustees.
4. Following action by the Board of Trustees, the President writes to the Candidate to notify him/her of this action. Copies of this letter are sent to the VPAA/Dean, CoPT, and the divisional and departmental chairpersons.

4.05.02. Option 2: The Candidate submits an Application for Promotion to Professor Emeritus/a.

1. By January 15th of the decision year (or the first business day thereafter), the Candidate submits to the Office of Academic Affairs a current CV and nomination letter from a current or former colleague within the College (the latter not to exceed one page).
2. CoPT and the VPAA/Dean review this material and submits the completed CoPT Recommendation (not to exceed one page), by 5:00pm on February 15th of the decision year (or the first business day thereafter) to the President, with copies to the Candidate and divisional and departmental chairpersons.
3. The President reviews this material and makes his/her recommendation to the Board of Trustees.

4. Following action by the Board of Trustees, the President writes to the Candidate to notify him/her of this action. Copies of this letter are sent to the VPAA/Dean, CoPT, and the divisional and departmental chairpersons.

4.06. Criteria for Promotion and/or Tenure

4.06.01: General Principles for Granting Tenure

1. Length of service and adequate performance of regular duties do not, of themselves, constitute a sufficient basis for the granting of tenure.
2. By September 1st of the year preceding the decision year (or the first business day thereafter), the VPAA/Dean informs a tenure-track faculty member in writing that s/he will be considered for tenure. In that letter, the VPAA, in consultation with the divisional and departmental chairpersons, confirms for the Candidate and CoPT the department/program in which s/he will be considered for tenure. When tenure is granted, the department/program in which it is granted must be specified.
3. A Candidate for tenure is assessed in the areas of teaching, scholarly/artistic/professional achievement, and service. Of these three areas, teaching is primary and therefore receives highest priority. While teaching is prioritized, faculty members must also meet the criteria for scholarly/artistic/professional achievement and service as defined in this document.
4. It is recognized that the degree of intersection among faculty members' teaching, scholarly/artistic/professional achievement, and service varies. While faculty members may choose to highlight such connections in applying for tenure, they are not required criteria for granting tenure.
5. When a faculty member is assessed for tenure, past achievements prior to employment at the College and prospects for continued or increased future achievements shall both be considered. However, past achievements and future promise alone are insufficient evidence that the Candidate has met the criteria for tenure.
6. Assistant Professors may not apply for tenure without simultaneously applying for promotion to the rank of Associate Professor.
7. The criteria for tenure remain the same for a Candidate who has already earned promotion to the rank of Associate Professor. It is incumbent upon the Candidate to demonstrate continued growth and development in each of the three areas of evaluation during the intervening period.
8. Customarily, to be granted tenure, the Candidate shall have achieved a terminal degree appropriate to the field in which tenure is being sought. The exception is the case when the person has been appointed with a degree equivalency noted in their appointment letter.

4.06.02. Needs Criteria

The needs of divisions and the College can change over time. When the divisional chairperson and VPAA/Dean make judgments about the needs of a division of the College in connection with a tenure decision, they must document their claims in terms of plans and programs of a division or of the College. Persons seeking tenure must meet the needs criteria as defined below.

1. By November 15th of the year preceding the decision year (or the first business day thereafter), the divisional chairperson, in consultation with the departmental chairperson, submits the completed Divisional Chairperson's Certification of Need to CoPT and the VPAA/Dean, with a copy to the Candidate and the departmental chairperson. Among the factors that the divisional chairperson must consider in completing this form are the following:
 - a. Present and recent enrollment in the Candidate's academic area
 - b. The projected future enrollment in the Candidate's academic area
 - c. The relative importance of the Candidate's academic area to the educational goals of the College
 - d. The relationship of the Candidate's academic area to the plans and programs of the department and division
2. By December 15th of the year preceding the decision year (or the first business day thereafter), the VPAA/Dean submits the completed VPAA/Dean's Certification of Need to CoPT, with a copy to the Candidate and the divisional and departmental chairpersons. Among the factors that the VPAA/Dean must consider in preparing the certification are the following:
 - a. The divisional chairperson's certification and its basis
 - b. The relationship of the needs of the Candidate's department and division to the needs of other departments and divisions
 - c. The relative importance of the Candidate's academic area to the educational goals of the College
3. In the event that the divisional chairperson and the VPAA/Dean conclude that the needs criteria are not met, the President shall inform the Candidate in writing by January 15th of the year preceding the decision year (or the first business day thereafter) that s/he will not be renewed beyond the following academic year.
4. In the event that the divisional chairperson and the VPAA/Dean reach conflicting conclusions regarding the need for the tenure line, the matter is referred immediately to the President. The President shall notify CoPT, the VPAA/Dean, the divisional chairperson, and the Candidate of his/her decision regarding the need for the tenure line by January 31st of the year preceding the decision year (or the first business day thereafter). If the President confirms the need for the tenure line, the application process moves forward. If the President concludes that the needs criteria have not been met, the Candidate is notified that s/he will not be renewed beyond the following academic year.

4.06.03. Criteria for Granting Tenure

1. All Candidates for tenure must demonstrate excellence in teaching, scholarly/artistic/professional achievement, and service. While the term "excellence" applies in specific ways to each of the areas of evaluation, it is taken first and foremost to reflect work that is "pre-eminent; extremely good" (*Oxford Modern English Dictionary*, 1996). One's work in each of the areas of evaluation is deemed excellent insofar as it is of distinguished quality. An extended discussion of these criteria is in the *Faculty Handbook*.

2. There is no quantification of accomplishments in the areas of teaching, scholarly/artistic/professional achievement, and/or service that defines “excellence.” Rather, applications for tenure are judged based on an assessment of each Candidate’s ability to meet the mutually agreed upon goals that were articulated during annual reviews and the third-year review. The application and supporting documentation serves as evidence of such accomplishments.
3. Candidates for tenure are evaluated based on the merits of their individual applications and supporting materials. Individual candidates for tenure are not measured against other candidates for tenure in a given academic year.
4. Excellence in Teaching: All Candidates for tenure must demonstrate teaching excellence. Drawing from a thorough knowledge of his/her field, an excellent teacher presents effectively that field’s concepts and content. Excellent teaching is student-centered, stimulating intellectual curiosity and encouraging independent and informed learning.
5. Excellence in Scholarly/Artistic/Professional Achievement: During the years prior to tenure, the Candidate must demonstrate sustained scholarly/creative/professional activity as well as promise of future accomplishment. There is no quantity of scholarly publication, artistic production, or professional achievement that defines “excellence.” Candidates for tenure are required to have produced a quantity of scholarly/artistic/professional product that is in line with the mutually agreed upon goals articulated during annual reviews and the third-year review. Emphasis is placed on scholarly/creative/professional products that have been disseminated outside of the College and are deemed to be of high quality. It is understood that criteria for judging productivity and accomplishment may vary from discipline to discipline.
6. Excellence in Service: The Candidate is expected to contribute to the work of the College in ways other than teaching, which may include contributions within his/her department or division, on faculty and/or administrative committees, through other activities of the College, and through external activities that help to enhance the identity of the College. The nature and extent of service activities may vary from Candidate to Candidate depending upon the discipline, areas of interest and expertise. There is no pre-determined quantity of service that defines “excellence.” Candidates for tenure are required to prove success in meeting mutually agreed upon goals in service that were articulated during annual reviews and the third-year review. A Candidate may include curricular and programmatic administrative accomplishments that advance the mission of the College, achieved while holding a faculty position in which part-time administrative service is embedded, whether compensated or not. Quantity of service alone does not constitute excellence.

4.06.04. General Principles for Granting Promotion

1. Decisions about applications for promotion to Associate Professor are based upon the teaching, scholarly/artistic/professional achievement, and service criteria outlined in the section on tenure in this document.
2. Assistant Professors may apply for promotion to the rank of Associate Professor prior to applying for tenure.

3. A Candidate for promotion is assessed in the areas of teaching, scholarly/artistic/professional achievement, and service. Of these three areas, teaching is primary and therefore receives highest priority. While teaching is prioritized, faculty members must also meet the criteria for scholarly/artistic/professional achievement and service as defined in this document.
4. Candidates for promotion are evaluated based on the merits of their individual applications and supporting materials. Individual candidates for promotion are not measured against other candidates for promotion in a given academic year.
5. It is recognized that the degree of intersection among faculty members' teaching, scholarly/artistic/professional achievement, and service varies. While faculty members may choose to highlight such connections in applying for promotion, they are not required criteria for granting promotion.
6. A candidate whose application for promotion to the rank of Professor has been twice denied may not re-apply for two full years after the second decision date.

4.06.05. Criteria for Promotion to the Rank of Professor

1. A tenured faculty member, during or after his/her fifth year at the rank of Associate Professor at the College, may apply for promotion to Professor. Candidates for Professor prepare their application for promotion by choosing one of two possible routes.
 - a. Evidence of Exemplary Teaching; Evidence of Exemplary Scholarly/Artistic/Professional Achievement; Evidence of Excellence in Service
 - b. Evidence of Exemplary Teaching; Evidence of Exemplary Service; Evidence of Excellence in Scholarly/Artistic/Professional Achievement
2. While the term "exemplary" applies in specific ways to each of the areas of evaluation, it is taken first and foremost to reflect work that is "fit to be imitated; outstandingly good" (*Oxford Modern English Dictionary*, 1996). One's work in each of the areas of evaluation is deemed exemplary insofar as it serves as a model for colleagues. An extended discussion of these criteria can be found in the *Faculty Handbook*.
3. Exemplary Teaching: Exemplary teaching assumes and exceeds excellence in teaching. It reflects mastery of one's subject matter, including knowledge of the most recent developments within one's field(s) of expertise, and an ability to share this knowledge effectively in the classroom. It requires ongoing pedagogical growth and development as well as active participation in mentoring of faculty. It is measured by the breadth and depth of one's teaching within the context of the specific needs of one's department, division, and the College.
4. Exemplary Scholarly/Artistic/Professional Achievement: Exemplary Scholarly/Artistic/Professional Achievement assumes and exceeds excellence in scholarly/artistic/professional achievement. There is no pre-established quantity of scholarly/artistic/professional product that defines "exemplary." Rather, "exemplary" scholarly/artistic/professional achievement reflects continued and sustained productivity since one's last promotion. It also assumes a quality of work deemed of high quality by external evaluators within one's field.
5. Exemplary Service: Exemplary service assumes and exceeds excellence in service. More than quantity of service, it requires a depth of service that reflects one's sustained commitment

to the improvement of the College in ways that advance its mission. It is evidenced by accomplishments in formal and/or informal leadership roles within one's department and/or division and/or to the broader College community. A Candidate may include curricular and programmatic administrative accomplishments that advance the mission of the College, achieved while holding a faculty position in which part-time administrative service is embedded, whether compensated or not. Quantity alone does not constitute exemplary service.

4.06.06. Criteria for Promotion to Professor Emeritus/a

In promoting a faculty member to the rank of Professor Emeritus/a, the College not only acknowledges the Candidate's ongoing contributions since his/her last promotion, it also expresses its desire to maintain a relationship with the faculty member as s/he retires. This includes inviting Professors Emeritus/a to take part in Commencement, Honors Day, and other major College events and ceremonies, listing their names and rank in the College Catalogue and other appropriate College documents, and providing opportunities for them, at the discretion of the VPAA/Dean and divisional chairpersons, to teach at the College. The College asks its Professors Emeritus/a to continue participating in the life of the College and to cite their relationship with the College in their publications, creative works, and other public presentations.

1. Eligibility
 - a. Candidates for promotion to the rank of Professor Emeritus/a must hold the rank of Associate Professor or Professor.
 - b. Faculty members must have completed a minimum of ten years of full-time, post-tenure service at Marymount Manhattan College prior to applying for promotion to Professor Emeritus/a.
 - c. Faculty members are eligible to become Candidates for promotion to Professor Emeritus/a during their final academic year of employment and remain eligible for this promotion until January 15th of their first year of retirement.
2. Consideration for this promotion is based upon the Candidate's sustained contribution to the College community since his/her last promotion. This contribution is generally reflected in the Candidate's continued exemplary work in teaching and in either scholarly/artistic/professional achievement or service during this time.

4.06.07. Grieving tenure and/or promotion decisions

Any faculty member may grieve a decision regarding tenure and/or promotion according to the following process:

1. The faculty member (grievant) alerts the Chair of the Grievance Committee in writing within fifteen business days of receiving notification of the decision of his/her intention to file a formal Grievance.
2. The Chair of the Grievance Committee immediately alerts committee members and the VPAA/Dean that s/he has been notified of an impending grievance.
3. Within thirty business days of submitting this notice of intent to file a grievance, the grievant submits a written summary outlining the case for reconsideration of the tenure and/or promotion decision. This case must be based on and limited to allegations of specific

procedural errors. This document is submitted in writing or electronically to the Chair of the Grievance Committee, who immediately circulates it to the members of the committee and the VPAA/Dean.

4. The full Grievance Committee will decide, on the strength of the grievant's petition, if a detailed investigation will take place. The Committee has the right to call for statements and material evidence from any member of the academic community it deems able to assist in its inquiries. The Committee may base its findings on the following: a review of any written record of the consideration process; written responses from person(s) against whom the grievance has been brought; and confidential interviews with the VPAA/Dean, COPT member(s), relevant divisional chairperson, plus any other interested persons. Interviewees can request that their confidential interview be recorded or that minutes be taken by a Committee member for approval by the interviewee. It will be up to the discretion of the Grievance Committee to determine which information provided is relevant to the appeal.
5. Within thirty business days of receiving the grievant's petition, the Chair will communicate the Committee's findings in writing to the President of the College, with copies to the grievant and the VPAA/Dean. The Committee may seek an extension of this deadline, which may be granted by the VPAA/Dean with the approval of the grievant.
6. If the Grievance Committee sustains the grievant's appeal, the President of the College must, within ten business days of receiving the Grievance Committee's findings, determine if the grievant's application for tenure and/or promotion warrants review. The President communicates this decision in writing to the grievant, with copies to the Chair of the Grievance Committee and the VPAA/Dean.
7. All Grievance Committee proceedings are confidential. Records are maintained by the Committee chair and are submitted to the Faculty Council Archive when completed.
8. If there is a conflict of interest on the part of a member of the Grievance Committee, the Committee will request that the Faculty Council temporarily appoint one or more substitutes from among the eligible faculty for service on the applicable case.

4.07. Termination of Appointment

4.07.01. Termination of Appointment by a Faculty Member

A faculty member may terminate his/her appointment effective at the end of an academic year, provided that s/he gives notice in writing at the earliest possible opportunity, but no later than 30 days after receiving notification of the terms of his/her appointment for the coming year. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where s/he would otherwise be denied substantial professional advancement or other opportunity.

4.07.02. Termination of Appointment by the College

There are four circumstances under which a tenured, tenure-track, or special appointment may be terminated by the College before the end of the period of appointment.

4.07.02.a. Termination based on financial exigency

The Board of Trustees may declare a state of fiscal exigency when a financial crisis affects the College's economic viability. Procedures for establishing that the College is in a state of financial exigency are outlined in the College's Financial Exigency Plan. In the case of termination of appointment due to financial exigency, the following procedures apply:

1. The faculty member will be given notice as soon as possible, and never less than one full semester's notice, or in lieu thereof given severance compensation for one full semester.
2. If the College terminates an appointment due to financial exigency, it will not at the same time make new appointments except in extraordinary circumstances where a serious distortion in the academic program would otherwise result.
3. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic program would otherwise result.
4. Before terminating an appointment because of financial exigency, the College will make an effort to place the faculty member concerned in another suitable position within the institution.
5. In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.

4.07.02.b. Termination based on bona-fide discontinuance of a program or department of instruction

The faculty participate, through the Faculty Council, Academic Policy Committee, and Curriculum Committee, in considering the discontinuance of an academic program or department, although the final decision rests with the Board of Trustees. In the case of termination of appointment due to bona-fide discontinuance of a program or department of instruction, the following procedures apply:

1. The faculty member will be given notice as soon as possible, and never less than one full semester's notice, or in lieu thereof given severance compensation for one full semester.
2. The College will make an effort to place affected faculty members in other suitable positions.
3. The faculty member's position will not be filled by a replacement within a period of three years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

4.07.02.c. Termination based on medical reasons

Termination of a tenured, tenure-track, or special appointment before the end of the period of appointment due to inability to perform for medical reasons will be in compliance with Human Resource policies.

4.07.02.d. Termination as a result of a dismissal

If termination is the result of a dismissal, it will be pursuant to the procedure specified below.

4.07.02.e. In all cases of termination of a tenured, tenure-track, or special appointment before the

end of the period of appointment the faculty member shall be able to have the matter considered by the Grievance Committee, with ultimate determination of all controverted issues by the Board of Trustees.

4.07.03. Termination or Suspension of Appointment and Salary

4.07.03.a. In cases of termination due to financial exigency or bona-fide discontinuance of a program or department of instruction the faculty member will be given notice as soon as possible, and never less than one full semester's notice, or in lieu thereof given severance compensation for one full semester.

4.07.03.b. Short-term and Long-term suspensions, when imposed as a disciplinary action, may be with or without pay as determined by the President.

4.07.03.c. When a faculty member is suspended pending a determination on dismissal, this suspension is with pay.

4.07.03.d. If a dismissal takes effect during an academic year, a tenured faculty member may receive his/her salary for the balance of said academic year, as determined by the President.

4.08. Disciplinary Actions

4.08.01. There are three categories into which types of disciplinary actions fall: Letters of Direction, Minor Sanctions, and Major Sanctions. Letters of Direction may be initiated by the VPAA/Dean or divisional chairperson according to the guidelines outlined below. Minor Sanctions are typically initiated by the VPAA/Dean but may also be initiated by the President according to the guidelines outlined below. Major Sanctions may be initiated by the President or VPAA/Dean according to the guidelines outlined below.

4.08.02. In cases where the allegations leading to the initiation of a disciplinary action relate to a violation of the College's policies, the VPAA/Dean shall follow the procedures for adjudicating such allegations that are outlined in these policies (see the *Faculty Handbook*).

4.08.03. Disciplinary actions shall not be used to restrain faculty members in their exercise of academic freedom or other civil rights.

4.08.04. It is incumbent upon the initiator of a disciplinary action to have evidence that the specific circumstances warrant said action, including in cases in which this justification is based on one of the causes outlined below. The process may be activated based on the direct experience of the initiator or on knowledge of an alleged infraction brought forward by a complainant.

4.08.05. Faculty members have the right to invite a faculty colleague to attend as an observer any meetings with supervisors that are related to potential disciplinary actions.

4.08.06. Causes for disciplinary actions

Adequate cause for disciplinary action must be related directly and substantially to the performance and conduct of a faculty member in his/her capacity as a teacher or scholar. Such causes fall into two categories: (1) Violation of Duties and Responsibilities and (2) Legal Infractions.

4.08.06.a. Violation of Duties and Responsibilities

Disciplinary actions may result from violation of a faculty member's duties as defined in the Faculty Governance, *Faculty Handbook*, and faculty contract. Adequate cause for disciplinary action based on violation of duties may include (but is not limited to):

1. Neglect or inadequate performance of duties
2. Breach of annual faculty contract
3. Willful or intentional refusal to comply with a valid instruction from a faculty member's supervisor.

4.08.06.b. Legal Infractions

Disciplinary actions may result from a legal infraction. Adequate cause of disciplinary actions based on legal infractions may include (but are not limited to):

1. An act of dishonesty involving the business of the College, such as commission of any theft, embezzlement, fraud, or other intentional act of dishonesty
2. Conviction of or the entry of a pleading of *nolo contendere* to any felony
3. Violation of FERPA.

4.08.07. Types of Discipline

There are three categories into which types of disciplinary actions fall: Letters of Direction, Minor Sanctions, and Major Sanctions. The processes for taking each form of discipline are outlined below.

4.08.07.a. Letters of Direction

Letters of Direction are issued when it is determined that particular issues warrant attention and require correction according to specified processes and timelines.

4.08.07.b. Minor Sanctions

Minor sanctions may be pursued when the issues that led to a Letter of Direction are not resolved according to the processes and timeline articulated in that letter. A minor sanction may be imposed without a Letter of Direction and include:

1. Letter of Reprimand
2. Mandatory training
3. Reassignment of duties
4. Removal of distinguished titles
5. Restrictions on contact with the complainant
6. Other actions as deemed necessary depending on the circumstances

4.08.07.c. Major Sanctions

Major sanctions include:

1. Suspension
 - a. Short-term suspension of specific duties
Short-term suspension from specific duties for a maximum of thirty (30) days may be imposed at the discretion of the President. This short-term suspension may include suspension from teaching. Decisions to extend a short-term suspension are made following the processes outlined below.
 - b. Short-term suspension of all duties
Short-term suspension from all duties, including teaching, for a maximum of thirty (30) days may be imposed at the discretion of the President. Decisions to extend a short-term suspension are made following the processes outlined below.
 - c. Long-term suspension of specific duties
Long-term suspension from specific duties (e.g., teaching, divisional chairperson, departmental chairperson, program coordinator) may be imposed for any specified period up to and including permanently.
 - d. Long-term suspension of all duties
Long-term suspension of all duties, including teaching, may be imposed for a specified period, generally not to exceed two (2) years, when the President determines that corrective actions may still be taken.
2. Dismissal

4.08.08. Process for Letters of Direction

1. A Letter of Direction may be initiated by the VPAA/Dean or divisional chairperson. This process may be activated based on the direct experience of the initiator or on knowledge of an alleged infraction brought forward by a complainant. In cases where the allegations relate to a violation of the College's policies, the initiator shall follow the procedures for adjudicating such allegations that are outlined in such policies.
2. The first step in resolving a matter that could lead to a Letter of Direction is for the divisional chairperson to engage in discussion with the faculty member and the complainant (if other than the divisional chairperson). If this discussion does not resolve the matter, the divisional chairperson will determine if a Letter of Direction is warranted. When so determined, the divisional chairperson will send this Letter of Direction to the faculty member, with copies to the VPAA/Dean and departmental chairperson. A copy of this letter is placed in the faculty member's academic file.
3. Allegations against a divisional chairperson should be brought to the VPAA/Dean. The first step in resolving the matter is for the VPAA/Dean to engage in discussion with the divisional chairperson and the complainant. When this discussion does not resolve the matter, the VPAA/Dean shall determine if a Letter of Direction is warranted. When so determined, the VPAA/Dean shall send this Letter of Direction to the divisional chairperson. A copy of this letter will be placed in the divisional chairperson's academic file.
4. When the VPAA/Dean initiates a Letter of Direction, s/he first will engage in discussion with all relevant parties with the aim of resolving the matter. If this discussion does not resolve the matter, the VPAA/Dean will determine if a Letter of Direction is warranted. When so

determined, the VPAA/Dean will send this Letter of Direction to the faculty member with copies to the divisional and departmental chairpersons. A copy of this letter is placed in the faculty member's academic file.

5. Letters of Direction must include specific steps/corrections and timelines for addressing issues of concern.
6. The faculty member has the right to submit a written response to a Letter of Direction. When the faculty member elects to do so, s/he sends this written response to the VPAA/Dean, with a copy to the divisional and departmental chairpersons. The VPAA/Dean shall attach this written response to the Letter of Direction in the faculty member's academic file.
7. The faculty member has the right to appeal a Letter of Direction initiated by the divisional chairperson to the VPAA/Dean and to grieve a decision to issue a Letter of Direction to the Grievance Committee, according to the guidelines outlined below.

4.08.09. Process for Minor Sanction

1. A minor sanction is typically initiated by the VPAA/Dean but may also be initiated by the President. This process may be activated based on the direct experience of the initiator or on knowledge of an alleged infraction brought forward by a complainant. In cases where the allegations relate to a violation of the College's policies, the initiator shall follow the procedures for adjudicating such allegations that are outlined in this policy.
2. The first step in resolving a matter that could lead to a minor sanction is for the VPAA/Dean to engage in discussion with the faculty member. If this discussion does not resolve the matter, the VPAA/Dean will determine if a minor sanction is warranted. In making this determination, the VPAA/Dean will conduct an inquiry into the allegations to determine if they warrant a minor sanction. This investigation includes consultation with the divisional and departmental chairpersons and any other relevant parties. If the allegations are against the divisional or departmental chairperson, s/he is excluded from this consultation.
3. As part of the VPAA/Dean's investigation, the faculty member has the right to respond in writing to the allegations.
4. Following this investigation, the VPAA/Dean determines if there is adequate cause to impose a minor sanction and, if so, what sanction is most appropriate given the scope of the violation. The VPAA/Dean's decision is communicated in writing to the faculty member with copies to the divisional and departmental chairpersons. A copy of this letter is placed in the faculty member's academic file.
5. The faculty member has the right to submit a written response to a minor sanction. When the faculty member elects to do so, s/he sends this written response to the VPAA/Dean, with a copy to the divisional and departmental chairpersons. The VPAA/Dean shall attach this written response to the written notification of the minor sanction in the faculty member's academic file.
6. The faculty member has the right to grieve a decision to impose a minor sanction to the Grievance Committee, according to the guidelines outlined below.

4.08.10. Processes for Suspension and Dismissal

4.08.10.a. Short-Term Suspension

Authority to impose a short-term suspension of partial or all duties, including teaching, rests with the President. Such a decision is made based on the recommendation of the VPAA/Dean. This determination may be based on the direct experience of the VPAA/Dean or on knowledge of an alleged infraction brought forward by a complainant. Given the nature of the circumstances that would lead to a request for short-term suspension, it may be incumbent upon the VPAA/Dean and President to act on such requests immediately. The President may impose a short-term suspension not to exceed thirty (30) days. When doing so, the President must outline the reason(s) for the suspension in writing. This letter must also include the terms, if any, upon which the suspension would be lifted. This letter is sent to the faculty member, with copies to the VPAA/Dean, divisional and departmental chairpersons. No later than by the end of the 30-day suspension period, the President must determine if the faculty member may return to his/her duties or if the process for long-term suspension or dismissal should be initiated. The President shall communicate this decision in writing to the faculty member, with copies to the VPAA/Dean and the divisional and departmental chairpersons. The faculty member has the right to grieve a decision to impose a short-term suspension to the Committee, according to the guidelines outlined below.

4.08.10.b. Long-Term Suspension of Partial Duties

In consultation with the divisional and departmental chairpersons, the VPAA/Dean may recommend that the President extend a suspension from partial duties. Typically, such instances involve removing a faculty member from specific duties, including teaching or a specific appointment (divisional or departmental chairperson, program coordinator, director, etc.) and may include preventing this faculty member from holding such positions in the future.

4.08.10.c. Long-Term Suspension of All Duties or Dismissal

The initiation of the long-term suspension of all duties or dismissal process shall rest with the President or the VPAA/Dean. A decision to initiate this process may be based on the direct experience of the VPAA/Dean or President or on knowledge of an alleged infraction brought forward by a complainant.

1. The VPAA/Dean notifies the faculty member in writing that this process has been initiated. This written notification must summarize the specific charges against the faculty member that have led to the initiation of either the long-term suspension of all duties process or the dismissal process. The VPAA/Dean shall give a copy of this notification to the divisional chairperson and the Director of Human Resources.
2. Upon mutual agreement of the faculty member and the VPAA/Dean (and the division chair, if the division chair was the initiator), the VPAA/Dean will schedule a meeting of all relevant parties seeking a mutually agreeable resolution.
3. Failing a mutually agreed upon resolution, the VPAA/Dean will forward a copy of the written notification of the initiation of this process to the Committee on Promotion and Tenure, which is charged with reviewing the charges against the faculty member and determining whether in its opinion long-term suspension or dismissal proceedings should be undertaken. CoPT will submit its opinion in writing to the President, with copies to the faculty member,

- the VPAA/Dean and divisional chairperson. CoPT's opinion is not binding upon the President.
4. The President shall consider CoPT's opinion and, at his or her whole discretion, determine if the proceeding will go forward. If the President so directs, the VPAA/Dean shall prepare a Statement of Charges that elaborate, if necessary, upon the summary articulated in the written notification of the initiation of the long-term suspension of all duties or dismissal process. This Statement is delivered to the faculty member, with copies to the President and the divisional chairperson.
 5. A Committee on Suspension or Dismissal ("the Committee") is convened according to the following guidelines:
 - a. The President sends to the VPAA/Dean and the faculty member a list of four proposed committee members.
 - i. The VPAA/Dean and faculty member can each challenge one proposed committee member without stated cause.
 - ii. The VPAA/Dean and faculty member can each challenge proposed committee members for cause if they feel that the proposed committee member is not qualified on the basis of either bias or interest. The President shall make the final determination of disqualification for bias or interest if removal is disputed by either party.
 - b. If fewer than four proposed committee members remain once the President has disposed of all challenges, the President shall appoint additional full-time, tenured faculty members in order to bring the membership of the Committee on Suspension/Dismissal to four, subject only to "for cause" disqualification.
 - c. The Committee shall elect from its membership a chairperson who shall oversee the suspension/dismissal hearing.
 - d. The President shall select alternative members only when the committee membership falls below three.
 6. The faculty member may waive his/her right to a hearing and may choose instead to respond to the charges in writing. In this case, the Committee on Suspension/Dismissal will review this written response, evaluates all available evidence, and make a recommendation of action to the President according to the guidelines outlined below.
 7. If the faculty member does not waive his/her right to a hearing, The VPAA/Dean, in consultation with the Committee on Suspension/Dismissal, will schedule the initial hearing and notify the faculty member of this date at least twenty (20) days prior to the hearing. The Committee shall determine if additional sessions are needed and, if so, will establish the schedule for them. The Committee shall notify the VPAA/Dean and the faculty member of this schedule as soon as it is established.

4.08.10.d. Procedures for conducting a hearing

1. The Committee on Suspension/Dismissal, in consultation with the VPAA/Dean and the faculty member, will exercise its judgment as to whether the hearing should be public or private.
2. During the proceedings the faculty member will be permitted to have an academic advisor or counsel of his/her own choice.
3. At the request of either party or of the Committee on Suspension/Dismissal a representative

of a responsible educational association shall be permitted to attend the proceedings as an observer.

4. A verbatim record of the hearing will be taken and a copy will be made available to the faculty member without cost.
5. The burden of proof rests with the College to demonstrate by preponderance of the evidence in the record considered as a whole that adequate cause for long-term suspension of all duties, dismissal or other disciplinary action exists. The record as a whole consists of the transcript of the hearing and the documents admitted into evidence in the course of the hearing. The findings of fact and the decision will be based solely on this record.
6. The Committee on Suspension/Dismissal is not bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available. The committee may request documents or testimony as it deems necessary. Authority to determine what evidence can be added to the record rests solely with the Committee.
7. The faculty member will be afforded an opportunity to access necessary witnesses, documents or other evidence and the College will to the best of its ability secure the cooperation of such witnesses and make available necessary documents and other evidence within its control in a timely manner. The Committee on Suspension/Dismissal may grant adjournments to enable either party to investigate evidence if they determine a claim of surprise to be valid.
8. The VPAA/Dean, the faculty member, and their respective counsel shall have access to the faculty member's academic and personnel files, and to make copies thereof, notwithstanding any other governance or College rules or procedures.
9. The faculty member and the VPAA/Dean will have the right to cross-examine witnesses. Where a witness cannot or will not appear, and one party wishes to submit a sworn statement from said witness, the Committee shall in its sole discretion determine whether to admit the statement, and whether admission should be conditioned upon the witness answering specific interrogatories requested by the other party or the Committee.
10. The faculty member and the VPAA/Dean will have the right to cross-examine all witnesses. Where the witness cannot or will not appear, but the Committee determines that his/her written testimony is essential to its work, the Committee will identify the witness, disclose his/her statement, and if possible provide for interrogatories.
11. Except for such simple announcements as may be required covering the time of hearing and other similar matters, public statements and publicity about the case by either the faculty member or the administrative officers will be avoided as far as possible until the proceedings have been completed, including consideration by the Board of Trustees.

4.08.10.e. Processes following a hearing

1. Recommendation of the Committee on Suspension or Dismissal: Upon the completion of its hearings and within two weeks following the receipt of the final transcript of the hearing and any other requested documents or briefs, the Committee shall make a written statement of its findings and its recommendation with respect to the charges. The Committee shall submit the verbatim transcript of the hearing, the statement of findings, and its

recommendation to the President. Copies of the Committee's statement of findings and recommendations are sent to the faculty member, the VPAA/Dean, and the divisional chairperson.

2. Review by the President

Upon receipt of the verbatim transcript of the proceedings and the Committee on Suspension or Dismissal's statement of findings and recommendation, the President shall review them. The President shall issue his/her own determination as to the charges in which h/she details his/her reasons for accepting or rejection the Committee's recommendation. This determination is sent to the faculty member, the Committee on Suspension/Dismissal, the VPAA/Dean, and the divisional chairperson. The Committee on Suspension/Dismissal and/or the faculty member may elect to submit a written response to the President's determination within two weeks of receiving it. No later than two weeks after this deadline, the President shall forward the case to the Board of Trustees. The President shall forward to the Board of Trustees the verbatim transcript of the proceedings, the Committee on Suspension/Dismissal's statement of findings and recommendation, the President's determination, and written responses to the President's determination if submitted by the Committee and/or the faculty member.

3. Action by Board of Trustees

The Board of Trustees shall review this material and may also review any documents included in the record of the Committee on Suspension/Dismissal's hearing. The Board may elect to accept the decision of the President or return it to the President with specific objections. The President will then reconsider his or her recommendation, taking into account the stated objections and receiving new evidence if necessary, and will respond to the Board of Trustees within two weeks. The Board of Trustees will make a final decision only after study of the President's reconsideration.

4. Suspension

Pending a determination on dismissal, the faculty member may, at the sole discretion of the President, be suspended, or assigned to other duties in lieu of suspension.

4.08.11. Process for Appealing and Grieving Disciplinary Actions Other Than Suspension or Termination

4.08.11.a. Appealing Letters of Direction written by the Divisional Chairperson

1. Within ten business days of receiving notification a Letter of Direction, the faculty member may submit in writing to the VPAA/Dean a Request for Reconsideration. This request must outline the grounds upon which reconsideration is sought. A copy of this request is sent to the divisional chairperson who wrote the Letter of Direction.
2. Immediately upon receiving this request, the VPAA/Dean shall review it to determine if the reconsideration is warranted. Within five business days of receiving the request, the VPAA/Dean shall notify the faculty member in writing as to whether or not the request for reconsideration will be granted. A copy of this letter is sent to the divisional chairperson who wrote the Letter of Direction. If the VPAA/Dean denies the request, s/he must state the basis for doing so. In this case, the faculty member's Request for Reconsideration and a copy

of the VPAA/Dean's letter denying this request are placed in the faculty member's academic file.

3. When the VPAA/Dean has accepted the request for reconsideration, s/he shall conduct an investigation, which may include interviewing individuals and reviewing pertinent documents. Upon completion of this review (normally within twenty business days of granting the review), the VPAA/Dean shall summarize his/her findings in writing to the faculty member. A copy of this letter shall be sent to the divisional chairperson who wrote the Letter of Direction. The VPAA/Dean may uphold the divisional chairperson's decision to write a Letter of Direction, may attach an addendum to the Letter of Direction in order to provide additional information or context that emerged during the course of the investigation, or may uphold the faculty member's appeal, in which case the Letter of Direction is removed from the faculty member's academic file. Unless the VPAA/Dean upholds the faculty member's appeal, a copy of his/her letter will be placed in the faculty member's academic file.

4.08.11.b. Grieving the Letter of Direction Appeals Decision of the VPAA/Dean

1. The faculty member has the right to grieve the VPAA/Dean's decision to the Grievance Committee. To do so, the faculty member will submit a written request to the Chair of the Grievance Committee within five business days of receiving the VPAA/Dean's decision regarding the appeal. This request includes a copy of the Letter of Direction, the faculty member's Request for Reconsideration to the VPAA/Dean, and the VPAA/Dean's response to the request. It also includes the faculty member's rationale for requesting review by the Grievance Committee.
2. Immediately upon receiving this request, the Chair of the Grievance Committee shall notify committee members that it has been submitted and the committee shall review it to determine if the review is warranted. Within five business days of receiving the request, the Chair of the Grievance Committee shall notify the faculty member in writing as to whether or not the request for review will be granted. A copy of this letter will be sent to the VPAA/Dean and the divisional chairperson who wrote the Letter of Direction. If the Grievance Committee denies the request, it will outline the rationale for doing so. In this case, the faculty member's Request for Review by the Grievance Committee and a copy of the Grievance Committee's letter denying this request will be placed in the faculty member's academic file.
3. When the Grievance Committee accepts the request for review, it will identify three committee members to conduct an investigation, which may include interviewing individuals and reviewing pertinent documents. Upon completion of this review (normally within twenty business days of granting the review), the three committee members who conducted the investigation will summarize their findings in writing to the faculty member. A copy of this letter will be sent to the VPAA/Dean and divisional chairperson who wrote the Letter of Direction. The committee members may uphold the VPAA/Dean's decision or may refer the matter to the President for further review. Where the committee members uphold the VPAA/Dean's decision, the faculty member's request to the Grievance Committee for review and a copy of the committee members' letter summarizing their findings will be placed in

the faculty member's academic file. When the committee members refer the matter to the President for further review, they will outline in writing their rationale for doing so and send this letter, along with all pertinent documents, to the President.

4. Immediately upon receiving this request, the President will consider it to determine if the review is warranted. Within five business days of receiving the request, the President will notify the faculty member in writing as to whether or not the request for review will be granted. A copy of this letter will be sent to the Grievance Committee, VPAA/Dean and the divisional chairperson who wrote the Letter of Direction. If the President denies the request, s/he will outline the rationale for doing so. In this case, Grievance Committee's recommendation for review by the President and a copy of the President's letter denying this request will be placed in the faculty member's academic file.
5. When the President accepts the request for review, s/he will conduct an investigation, which may include interviewing individuals and reviewing pertinent documents. Upon completion of this review (normally within twenty business days of granting the review), the President will summarize his/her findings in writing to the faculty member. A copy of this letter will be sent to the Grievance Committee, the VPAA/Dean and divisional chairperson who wrote the Letter of Direction. The President may affirm the finding of the Grievance Committee and may direct a specific action (including but not limited to removing the Letter of Direction and all subsequent documents related to it from the faculty member's academic file). Decisions of the President are final.

4.08.11.c. Grieving a Letter of Direction written by the VPAA/Dean

1. Within ten business days of receiving notification that the VPAA/Dean has written a Letter of Direction, the faculty member shall submit in writing to the Chair of the Grievance Committee a request for review. This request will include a copy of the Letter of Direction and the faculty member's rationale for requesting review by the Grievance Committee.
2. Immediately upon receiving this request, the Chair of the Grievance Committee will notify committee members that it has been submitted and the committee reviews it to determine if the review is warranted. Within five business days of receiving the request, the Chair of the Grievance Committee will notify the faculty member in writing as to whether or not the request for review will be granted. A copy of this letter will be sent to the VPAA/Dean and the faculty member's divisional chairperson. If the Grievance Committee denies the request, it will outline the rationale for doing so. In this case, the faculty member's Request for Review by the Grievance Committee and a copy of the Grievance Committee's letter denying this request will be placed in the faculty member's academic file.
3. When the Grievance Committee accepts the request for review, it will identify three committee members to conduct an investigation, which may include interviewing individuals and reviewing pertinent documents. Upon completion of this review (normally within twenty business days of granting the review), the three committee members who conducted the investigation will summarize their findings in writing to the faculty member. A copy of this letter will be sent to the VPAA/Dean and faculty member's divisional chairperson. The committee members may uphold the VPAA/Dean's decision or may refer the matter to the President for further review. When the committee members uphold the VPAA/Dean's

decision, the faculty member's request to the Grievance Committee for review and a copy of the committee members' letter summarizing their findings will be placed in the faculty member's academic file. Where the committee members refer the matter to the President for further review, they will outline in writing their rationale for doing so and send this letter, along with all pertinent documents, to the President.

4. Immediately upon receiving this request, the President will consider it to determine if the review is warranted. Within five business days of receiving the request, the President notifies the faculty member in writing as to whether or not the request for review will be granted. A copy of this letter is sent to the Grievance Committee, VPAA/Dean and the divisional chairperson who wrote the Letter of Direction. If the President denies the request, s/he outlines the rationale for doing so. In this case, Grievance Committee's recommendation for review by the President and a copy of the President's letter denying this request will be placed in the faculty member's academic file.
5. When the President accepts the request for review, s/he will conduct an investigation, which may include interviewing individuals and reviewing pertinent documents. Upon completion of this review (normally within twenty business days of granting the review), the President will summarize his/her findings in writing to the faculty member. A copy of this letter will be sent to the Grievance Committee, the VPAA/Dean and divisional chairperson who wrote the Letter of Direction. The President may affirm the finding of the Grievance Committee and may direct a specific action (including but not limited to removing the Letter of Direction and all subsequent documents related to it from the faculty member's academic file). Decisions of the President are final.

4.08.11.d. Grieving Minor or Major Sanctions

In all cases of minor sanctions, and major sanctions, the faculty member shall be able to grieve the matter to the Grievance Committee with ultimate determination of all controverted issues by either the President or the Board of Trustees. The process for requesting review by the Grievance Committee is as follows:

1. Upon notification of imposition of a minor or major sanction, the faculty member ("Grievant") will notify the VPAA/Dean of his/her intention to seek consideration by the Grievance Committee.
2. Upon this notification, the VPAA/Dean will alert the Chairperson of the Grievance Committee. In the case of a grievance of a disciplinary action, the VPAA/Dean will also notify the initiator of the disciplinary action if other than the VPAA/Dean.
3. Within twenty business days of notifying the VPAA/Dean that the Grievant wishes to seek consideration by the Grievance Committee, the Grievant will submit his/her written petition to the Chairperson of the Grievance Committee, with a copy to the VPAA/Dean. In the case of a grievance of a disciplinary action, the VPAA/Dean will send a copy of this written petition to the initiator of the disciplinary action if other than the VPAA/Dean.
4. The Chairperson of the Grievance Committee will confirm to the Grievant receipt of this petition and circulates it to all committee members.
5. The Committee will first determine whether the petition submitted merits a detailed investigation. In the event that the Committee decides not to move forward with the

petition, it will explain its decision in writing to the Grievant, with copies to the VPAA/Dean. In the case of a grievance of a disciplinary action, the VPAA/Dean will send a copy the Committee's letter to the initiator of the disciplinary action if other than the VPAA/Dean.

6. If the Grievance Committee determines that a detailed investigation will take place, it conducts this investigation according to the following guidelines:
 - a. The Committee has the right to call for statements and material evidence from any member of the college community it deems able to assist in its inquiries.
 - b. The Committee may base its findings on the following: a review of any written record of the consideration process; written responses from person(s) against whom the grievance has been brought; and confidential interviews with the grievant, the VPAA/Dean, relevant divisional chairperson, and/or any other interested persons as determined by the Grievance Committee.
 - c. Interviewees can request that their confidential interviews be tape-recorded or that minutes be taken by a Committee member for approval by the interviewee.
 - d. It will be up to the discretion of the Grievance Committee to determine which information provided is relevant to the appeal.
 - e. The Chair of the Grievance Committee will communicate in writing its finding about the petition to the Grievant, with copies to the VPAA/Dean. In the case of a grievance of a disciplinary action, the VPAA/Dean will send a copy of the Committee's findings to the initiator of the disciplinary action if other than the VPAA/Dean.
 - f. Normally, the Grievance Committee must complete its review within twenty business days of receiving the written petition from the Grievant. If the Grievance Committee determines that additional time is warranted to complete its inquiry, it may request an extension in writing to the VPAA/Dean and the Grievant. Upon mutual agreement of the VPAA/Dean and the Grievant, an extension may be granted. The specific timeframe of this extension is communicated to the Grievance Committee by the VPAA/Dean.
 - g. To facilitate completing the inquiry within the allotted timeframe, all parties must respond to requests for additional information within five working days of the request. Requests for extensions beyond five working days must be made in writing to the Chair of the Grievance Committee.
 - h. If the Grievance Committee, after its review, rejects the appeal of the Grievant, it will do so in writing to the grievant, with copies to the VPAA/Dean. In the case of a grievance of a disciplinary action, the VPAA/Dean will send a copy of the Committee's findings to the initiator of the disciplinary action if other than the VPAA/Dean.
 - i. If the Grievance Committee, after its review, sustains the appeal of the Grievant, it may recommend one of the following courses of action:
 - i. Reversing the disciplinary action and expunging all record of it from the Grievant's academic file.
 - ii. Reduction in disciplinary action. In this case, the Committee finds that the specific disciplinary action imposed did not match the offense and thus recommends a lesser form of disciplinary action be imposed.

- iii. Appending a Letter of Finding to the Grievant's record. In this case, the Committee finds that while issues exist with the decision to impose the disciplinary action, these issues must be documented but they do not warrant reversing the disciplinary action and expunging it from the Grievant's record.
- j. When sustaining the appeal, the Chair of the Grievance Committee will communicate the Committee's findings, including its recommended action and rationale for this recommendation, to the President, with copies to the VPAA/Dean. In the case of a grievance of a disciplinary action, the VPAA/Dean will send a copy of the Committee's findings to the initiator of the disciplinary action if other than the VPAA/Dean.
- k. The President, within ten working days of receiving the Committee's findings, will determine if s/he accepts the Grievance Committee's findings and recommendation. The President must communicate this decision and his/her rationale for it in writing to the Chair of the Grievance Committee, the Grievant, and the VPAA/Dean. In the case of a grievance of a disciplinary action, the VPAA/Dean will send a copy of the President's letter to the initiator of the disciplinary action if other than the VPAA/Dean.

4.08.12 Unmet deadlines or failure to fulfill responsibilities

When a division chair, a department chair, or a faculty committee fails to meet a deadline or fulfill responsibilities, the President may make a decision or recommendation to the Board of Trustees.

ARTICLE V: FACULTY GOVERNING STRUCTURES

5.01. The Faculty Council

Conscious of its commitment to the traditions of the College, the Faculty has established as its primary governing body the Faculty Council through which it seeks to advance the welfare of the College, promote harmony within the academic community, and encourage the professional participation of the Faculty in the shared governance of the College.

5.02. Functions and Powers of the Faculty Council

1. The Faculty Council shall exercise such powers as entrusted to it in the Faculty Governance, Article V, and shall perform such duties as the Board of Trustees or the President of the College may from time to time prescribe.
2. The Faculty Council shall have the authority to initiate and regulate educational policies of the College, subject to the review and approval of the President of the College and the Board of Trustees. The processes for enacting legislation are below.
3. The Faculty Council is vested with the following specific powers, exercised by the Council and its various committees, subject to the review and approval of the President of the College and the Board of Trustees:
 - a. to determine curricular policies, to review, revise, or coordinate such policies when formulated by committees of the College prior to their official promulgation, and to review all proposals for curriculum changes;
 - b. to review policies on admissions and to propose revisions in such policies;
 - c. to propose policies pertaining to academic organization and procedures;
 - d. to propose policies for the operation of the College library;
 - e. to recommend guidelines concerning matters of faculty welfare (e.g., workload, compensation, fringe benefits, health and retirement benefits);
 - f. to make recommendations as to initial appointment, tenure, and promotion of the Faculty, as well as for procedures for disciplining faculty members;
 - g. to establish a board of appeals to hear Faculty grievances;
 - h. to participate in establishing the academic budget;
 - i. to consult in establishing the college-wide budget;
 - j. to collaborate with the Office of Academic Affairs on the *Faculty Handbook* and to make recommendations about the College Governance;
 - k. to amend, when necessary, the Faculty Governance by a two-thirds vote of the total membership of the Council and the approval of the VPAA/Dean, the President, and the Board of Trustees;
 - l. to be represented on relevant College-wide committees;
 - m. to be represented on the Educational Planning Committee of the Board of Trustees by faculty members elected by the Faculty Council.

5.03. The membership and organization of the Faculty Council

1. All full-time faculty (tenured, tenure-track, and non-tenure-track) as well as the President of the College and the VPAA/Dean shall be members of the Faculty Council. With the exception

of the VPAA/Dean, those who hold faculty rank but who currently serve in a full-time administrative position are non-voting members of the Council.

2. Participation of Non-Members at Meetings

The Faculty Council shall receive and recognize non-members as deemed necessary by the officers of Faculty Council. Non-members may request of the Secretary that they be placed on the agenda or they may be invited by members of Faculty Council, but they shall not enjoy voting privileges.

3. The Faculty Council shall elect from its own membership by simple majority vote an Executive Board that shall consist of a President, a Vice President, and a Secretary. None of these officers shall be members of the Committee on Promotion and Tenure or the Grievance Committee or serve as divisional chairpersons during their time in office. The Faculty Council shall be judge of its own elections and succession of officers.

4. Election of Executive Board officers

Election of Executive Board officers is by secret ballot on nominations received electronically according to the timeline prescribed by the Secretary or from the floor until completed.

- a. Each Faculty Council Officer is elected separately and independently. Candidates do not run as tickets or blocks.
 - b. Nominations for officers will be received electronically prior to the April meeting according to the timeline prescribed by the Secretary, with elections held in April for terms to begin at the end of the current academic year.
 - c. The President, Vice President and Secretary of the Council shall be elected to 2-year terms, and shall be eligible for re-election. The President and Vice President must be tenured members of the Faculty.
 - d. To allow for continuity on the Executive Board, the elections for the Secretary shall be held during those years when there is no election for President and Vice President.
 - e. When it is known to the Council that one of its officers will be unable to attend Council meetings for more than one semester, his or her seat shall be declared vacant. If the position of the President is vacant, the Vice President will assume the position for the remainder of the term and an election will be held to fill the position of the Vice President. If the position of Vice President or Secretary is vacated, an election will be held to fill the position for the remainder of the term.
5. Duties of the President
- a. The President of the Faculty Council shall normally be the presiding officer at meetings of the Council. In the President's absence, the Vice President shall preside over the assembly.
 - b. The President of the Faculty Council, no later than at the last regular meeting of the Council in the spring academic session, shall, with the approval of the Council, indicate the days and the times for the convening of the Faculty Council in the next academic year.

- c. The President of the Faculty Council, in consultation with the Vice President, Secretary, and the Academic Policy Committee, sets the agenda for each Council meeting.
 - i. The President ensures that the call for regular meetings and a request for agenda items are distributed to the members of the Faculty Council at least three weeks prior to regular meetings.
 - ii. The President ensures that a list of agenda items received from the membership is distributed to the Vice President, Secretary and the Academic Policy Committee during the week prior to regular meetings.
 - iii. The President ensures that the agenda is distributed to the members of the Faculty Council at least three days before each meeting. Publication of the agenda does not preclude the introduction of other subjects for deliberation or decision.
 - d. The President of the Faculty Council shall refer all substantive items of business to the appropriate committee upon receipt on the floor.
 - e. The President of the Faculty Council shall report to the VPAA/Dean and the President of the College all resolutions passed by the Council.
 - f. The President of the Faculty Council shall report to the President of the College all legislation that requires approval by him/her and the Board of Trustees. The President of the Faculty Council shall also report back to the Council regarding any action taken by the President and/or the Board of Trustees on such legislation.
 - g. The President of the Faculty Council shall serve as the Faculty Council's representative on the Academic Policy Committee.
 - h. The President of the Faculty Council consults with the VPAA/Dean and Chief Financial Officer on establishing the college-wide budget.
 - i. The President of the Faculty Council shall serve as the Faculty Council's representative to the VPAA/Dean and to the Student Government Association.
 - j. The President of the Faculty Council shall invite the Chair of the Board of Trustees and senior administrators to visit the Faculty Council as deemed appropriate.
 - k. The President of the Faculty Council shall work to advance the goals of the Faculty Council at large and those of its various committees.
 - l. The President of the Faculty Council shall work to ensure ongoing communication and coordination among the various Faculty Council committees.
6. Duties of the Vice President
- a. The Vice President shall act as parliamentarian at all meetings.
 - b. In the President's absence, the Vice President shall preside over the assembly.
 - c. In the President's absence, the Vice President shall attend meetings of the Academic Policy Committee.
 - d. The Vice President shall work collaboratively with the President to advance the goals of the Faculty Council at large and those of its various committees.
 - e. The Vice President shall work collaboratively with the President to ensure ongoing communication and coordination between the various Faculty Council committees.

- f. The Vice President shall serve as Chair of the Faculty Governance and Handbook Committee.
 - g. The Vice President shall serve as a Faculty Council mentor for junior faculty members of the Council and as coordinator of the Junior Faculty Forum. As such, s/he is responsible for insuring that the Junior Faculty Forum meets its objectives as outlined in the *Faculty Handbook*.
- 7. Duties of the Secretary
 - a. The Secretary shall draft minutes of each meeting in accordance with guidelines outlined in *Robert's Rules of Order*. S/he shall send a draft of the minutes to the members within fifteen business days after each meeting; if minutes require revision, they are redistributed to the members prior to the next meeting. Minutes are approved at the beginning of the next Council meeting. Approved minutes are posted in the Faculty Council page of the College website.
 - b. The Secretary shall maintain the list of voting members and take attendance at all meetings.
 - c. The Secretary shall maintain the list of all current committee memberships.
 - d. The Secretary shall receive minutes and annual reports from each of the committees of the Faculty Council.
 - e. The Secretary shall serve as archivist for the Faculty Council, maintaining a permanent electronic file of all relevant Council documents (including meeting agendas, meeting minutes, committee reports, resolutions and responses to resolutions). The Secretary shall also work collaboratively with the Library Archivist to maintain a Faculty Council Archive in the Library's permanent archive.
 - f. The Faculty Council Secretary will provide the fully updated Governance to the faculty prior to the first Faculty Council meeting of each academic year, along with a summary of Governance changes that occurred in the previous academic year.
- 8. Compensation of Faculty Council Officers

The President of the Faculty Council is given the option of being released from one course per semester or receiving the equivalent stipend.

5.04. The meetings of the Faculty Council

- 1. Regular meetings:
 - a. The Faculty Council shall hold no fewer than six regular meetings during the academic year; regular meetings are customarily scheduled on the third Monday of each month in September, October, November, December, February, March, April and May.
 - b. One-third of the Faculty Council membership shall constitute a quorum. Two-thirds of the Faculty Council membership shall be required to conduct a vote.
 - c. The parliamentary procedure at meetings of the Faculty Council shall be that prescribed in *Robert's Rules of Order* except where otherwise noted in this document.
- 2. Special meetings:

- a. The President of Faculty Council shall convene the Council within four weeks of receipt of a petition for a meeting signed by two-thirds of the voting members.
 - b. If circumstances require, the President of the Faculty Council or the VPAA/Dean may convene an emergency meeting of the Council without employing the usual procedures.
 - c. Special meetings of the Faculty Council shall follow the same procedures as regular meetings.
- 3. Voice and Voting:
 - a. All members shall enjoy voice during discussion and debate.
 - b. All members shall enjoy voting privileges except those in administrative positions specified as non-voting in 5.03.1 above.
 - c. Decisions of the Faculty Council shall be made by a majority vote.
 - d. The Vice President serving as Parliamentarian shall only participate in ballot votes.
 - e. Any voting member may delegate his/her vote by written or electronic proxy. Such proxy may take the form of a “general proxy,” meaning that the faculty member holding the proxy may vote on any issue brought before the Council at a specified meeting, or a “specific proxy,” meaning that the faculty member holding the proxy may vote on a specific item slated for a vote at a specified meeting. A faculty member must designate his/her proxy in writing to the Secretary no later than twenty-four hours prior to a scheduled meeting. This written notification must include the name of the faculty member to whom the proxy is being designated, the date of the meeting for which it is being designated, and the type of proxy given (general or specific proxy). If it is a specific proxy, the faculty member must also identify the specific vote for which the proxy has been given. The Secretary will confirm receipt of this proxy to both the faculty member designating the proxy and the faculty member to whom it has been designated.

4. Council Actions:

The Faculty Council conducts several types of business, including responding to questions posed by the membership, receiving announcements from members and non-members, and responding to requests from members and non-members. Customarily, announcements are circulated to the Council by e-mail.

The Council entertains formal resolutions, as proposed by the membership. Resolutions that express the opinion of the Council, establish the Council’s position on an issue, convene a Subcommittee or an Ad Hoc Committee, or set or amend policy in an area of College governance that is included in the specific purview of the Faculty Council, are considered completed actions once they are passed by a majority of the Council. Such actions shall be reported by the President of the Faculty Council to the VPAA/Dean and the President of the College.

The Council enacts legislation when it adopts a resolution by majority vote that requires further action by the VPAA/Dean, the President of the College and/or the Board of Trustees. This includes legislation that has specific and significant ramifications upon the College-wide

community (including implications on resource allocation, space allocation, academic calendars, or areas of the College administration that reach beyond the specific purview of the Faculty Council). This also includes all legislation that proposes amendments to the faculty governance, which require a two-thirds vote of the total membership of the Council, all legislation enumerated above must go through an approval process by the VPAA/Dean, President of the College and the Board of Trustees in order to be ratified. When such legislation is enacted by the Faculty Council, the President of the Faculty Council will forward it to the VPAA/Dean, and the President of the College. The VPAA/Dean and the President of the College shall consider the legislation. If the VPAA/Dean or President does not approve the legislation as a whole or in part, the VPAA/Dean or President shall return the pieces of the legislation that have been denied approval to the President of the Faculty Council with an explanation of the reasons for disapproval. The President of the College shall transmit the legislation or such part as s/he approves to the Board of Trustees. Approval by the Board shall make the legislation binding for the College. If the Board of Trustees does not approve the legislation as a whole or in part, the President of the College shall return it to the President of the Faculty Council with an explanation of the reasons for disapproval. If the VPAA/Dean and President of the College do not act upon proposed legislation within four months of receiving it, it is returned to the Faculty Council, which by majority vote may instruct the President of the Faculty Council to forward it directly to the Chair of the Board of Trustees for consideration. The Faculty Council secretary will provide the fully updated Governance to the faculty prior to the first Faculty Council meeting of each academic year, along with a summary of Governance changes that occurred in the previous academic year.

5.05. The Committees of the Faculty Council

5.05.01. Types of Committees

Faculty members serve on several different types of committees at the College. They fall under one of the following categories:

1. **Standing Committees of the Faculty Council**

These committees are the primary vehicles through which the Faculty exercises its role in advancing the welfare of the College. These committees are given authority through the Faculty Council; guidelines for their composition as well as their duties and responsibilities are outlined below. The list of Standing Committees of the Faculty Council can only be amended by revising the Faculty Governance. All Standing Committees, with the exception of the Committee on Promotion and Tenure and the Grievance Committee, report directly to the Faculty Council and are required to provide written year-end summaries of their work to the Council. Members of Standing Committees of the Faculty Council are elected from the body, according to the terms and guidelines specified for each committee.

2. **Subcommittees of the Faculty Council**

Upon the request of a Standing Committee, the Faculty Council may convene a Subcommittee charged with addressing a specific issue or question for a specified length of time. Subcommittees report directly to Standing Committees and are required to provide written year-end summaries of their work to the Standing Committee for inclusion in that

committee's year-end summary to the Council. A Standing Committee wishing to convene a subcommittee does so by submitting a resolution to the Faculty Council, outlining the specific goals of the subcommittee, the guidelines for its composition, its expected outcomes, and its length of service. Members of Subcommittees of the Faculty Council are elected from the body, according to the terms and guidelines specified by the sponsoring Standing Committee's resolution.

3. Ad Hoc Committees of the Faculty Council

Where an issue or question arises that does not fall under the purview of one of the Standing Committees of the Faculty Council, the Council may convene an Ad Hoc Committee charged with addressing this specific issue or question for a set length of time. Ad Hoc Committees report directly to the Council. Any member of the Council may put forth a resolution calling for the creation of an Ad Hoc Committee. This resolution must outline the specific goals of the Ad Hoc Committee, the guidelines for its composition, its expected outcomes, and its length of service. Ad Hoc Committees are required to provide written year-end summaries of their work to the Council. Members of Ad Hoc Committees of the Faculty Council are elected from the body, according to the terms and guidelines specified by the sponsoring member's resolution.

4. College-wide Committees

College-wide Committees are defined as those committees whose membership is not restricted to members of the faculty. The chair of a College-wide Committee must submit a request to the Faculty Council to fill a specified number of faculty seats on that committee. Customarily, efforts are made to see to it that at least one tenured faculty member is appointed to these committees. This request must outline the committee's duties, responsibilities, and anticipated duration. Members of College-wide Committees may either be appointed by the Chair of that committee in consultation with the VPAA/Dean and/or their divisional chairperson or may be elected from the body, according to the terms and guidelines specified by the committee chair's request. Members serving on a College-wide Committee will select one faculty member to provide regular updates on the committee's work to the Council.

5. Taskforce

The President of the College, any of his/her Vice Presidents, or the President of the Faculty Council may convene a taskforce to address a specific issue or question for a specified amount of time. Membership on a taskforce is not restricted to members of the faculty. When such a taskforce includes faculty, the person convening it is encouraged to request that faculty representatives be elected by the Council. This is done by informing the Faculty Council President that a taskforce is being formed, summarizing its duties, responsibilities, and anticipated duration, and requesting that faculty representatives be elected from the Council. Members serving on a taskforce will select one faculty member to provide regular updates on the taskforce's work to the Council.

5.05.02 Standing Committees of the Faculty Council

5.05.02.a. General Guidelines Governing Standing Committees

1. The Faculty Council shall create such Standing Committees as it deems proper.
2. Each Standing Committee shall consist of no less than three members from among the membership of the Council.
3. Normally, no member of Faculty Council shall serve on more than two Standing Committees.
4. Each Standing Committee shall elect its own chair.
5. When a Standing Committee is perceived to be derelict in its duties, its responsibilities and powers shall revert to the Council only upon two-thirds vote approving a written petition signed by a majority of the members of the Council.
6. Whenever a committee specified in this governance has its powers revoked, the committee shall not meet again until the beginning of the following academic year. If however, the Faculty Council in revoking a committee's powers shall have specified conditions or time for the re-establishment of that committee, the committee may not reconvene except in accordance with those conditions or at the specified time.
7. No Standing Committee may be permanently dissolved except by amendment of the Faculty Governance.

5.05.02.b. The Academic Policy Committee (APC)

The Academic Policy Committee is composed of the VPAA/Dean as chair, the divisional chairpersons, the President of the Faculty Council, the Associate Dean for Academic Affairs, and the Assistant Dean for Academic Administration.

APC proposes initiatives and sets policy for academic programs and activities as guided by the Strategic Plan of the College. This is done in consultation with Faculty Council and its committees, and the other divisions, committees and administrative departments of the College as appropriate, and with the approval of the VPAA/Dean.

The functions of APC include:

1. To participate in the planning and management of the annual divisional budgets.
2. To create and review the annual schedule of classes with regard to curricula, faculty, calendar, advertising and space.
3. To review policies on admissions and to propose revisions in such policies.
4. To initiate proposals concerning any matter within the Council's jurisdiction and to refer such proposals as appropriate for consideration by another Council committee or by the full Council.
5. To advise the President of the Faculty Council on the agenda for each session of the Council.
6. To publish reports of its proceedings to all members of the Council within two weeks of each meeting.
7. To coordinate with the Faculty Development Committee on the scheduling and organization of Faculty Workshops.

5.05.02.c. The Committee on Promotion and Tenure (CoPT)

The Committee on Promotion and Tenure is elected by the Faculty Council and is composed of four full-time faculty members, all of whom must be tenured and none of whom may be a divisional

chairperson or be a member of the Grievance Committee. No two members may be from the same department. The committee shall elect its own chair, and a secretary who shall be responsible for keeping the records and conducting the correspondence of the committee.

Membership shall be for a three-year term; no member shall exceed four consecutive years of service. Any interruption of service on CoPT in excess of two months shall automatically constitute expiration of a member's term of office. It is incumbent upon members to exercise their best judgment in determining when it would be necessary for them to recuse themselves from reviewing, discussing, and voting on an application. Normally, such a recusal should occur before the review process has begun and would preclude the member's participation in any way in the committee's deliberations on that application. Under no circumstances shall a candidate's case be decided by fewer than three members of the committee.

No member of the College Administration shall have the ex-officio right to attend meetings or vote on CoPT matters. It is incumbent upon members of the committee to maintain the confidentiality of their work and to protect the privacy of candidates. Once CoPT has completed its work, tenure and/or promotion decisions have been finalized, and any appeals have been resolved, committee members are required to dispose of all notes, documents, and records.

The functions of CoPT are:

1. To participate in the third year review of tenure-track faculty as outlined in Article IV.
2. To recommend to the President candidates for tenure and promotion after consideration of the candidate's portfolio and official record, according to the procedures outlined in Article IV.
3. To consult with the VPAA/Dean on initial appointments of full-time faculty members with tenure and/or above the rank of Assistant Professor, after reviewing the Candidate's C.V. and proof of earned tenure and rank at the Candidate's previous institution.
4. To recommend to the President candidates for awarding the title of Professor Emeritus as provided in Article IV.
5. To disseminate information about Promotion and Tenure to the Faculty annually.
6. To participate in the process of suspending or dismissing a faculty member as outlined in Article IV.

5.05.02.d. Faculty Budget and Welfare Committee

The Budget and Welfare Committee is elected by the Faculty Council and is composed of four full-time faculty members elected by the Faculty Council, at least two of whom shall be tenured and none of whom shall be divisional chairpersons or members of the Committee on Promotion and Tenure. The term of office shall be for three years. The committee shall elect its own chair.

The functions of the Budget and Welfare Committee are:

1. To consult with and advise the administration and the faculty on the annual academic budget and faculty compensation.

2. To present an annual proposal to the VPAA/Dean on issues of salary and compensation no later than November 15th for the following academic year and to solicit approval from the Faculty Council no later than November 1st for such proposals.
3. To consult with APC on establishing academic budget priorities.
4. To consult with the VPAA/Dean and the Chief Financial Officer on establishing the college-wide budget.
5. To address issues related to faculty welfare and workload and to make recommendations to the VPAA/Dean and/or the President when appropriate. Workload issues will not include the workload of any individual faculty member, but will include the workload of the total faculty, or of specific groups of faculty, such as those teaching within a particular division or teaching particular kinds of courses.

5.05.02.e. Curriculum Committee

The Curriculum Committee is elected by the Faculty Council and is composed of five full-time faculty members, at least three of whom shall be tenured. No more than two members may be from the same academic division and no faculty member may serve simultaneously as divisional chairperson and as a member of the Curriculum Committee. The term of office shall be for three years. No member shall exceed four consecutive years of service. The committee shall elect its own chair.

The functions of the Curriculum Committee are:

1. To play a leading role in helping to shape the curriculum by conducting and promoting curricular evaluation.
2. To consult on any college-wide change that has direct bearing on the curriculum, including any addition or deletion of a major, minor, or program.
3. To follow the procedures for submitting and approving curriculum change proposals as outlined in the *Faculty Handbook*.
4. To coordinate with the VPAA/Dean and the Faculty Governance and Handbook Committee on amending the guidelines, criteria, procedures, and deadlines for submitting curriculum change proposals.
5. To review proposed changes that require catalogue revision – e.g., adding or dropping pre-requisites; revising major or minor credit requirements; changing the credit value, title, level, or description of a course; dissolving or creating a course – and make recommendations to the VPAA/Dean regarding approval or denial. If the VPAA/Dean disagrees with the recommendation of the Curriculum Committee, the proposal may be brought to Faculty Council for discussion. Proposals requesting significant changes that bear on institutional resources – e.g., addition or deletion of a major or minor, significant changes to the General Education Program, etc. – must be approved in consultation with the Academic Policy Committee, the Faculty Council, VPAA/Dean, President, and the Board of Trustees. Curriculum changes that may result in the termination of full-time faculty positions must be brought to the Faculty Council and the Academic Policy Committee for discussion prior to review by the Curriculum Committee (see 4.07.02.b).

5.05.02.f. Grievance Committee

The Grievance Committee is elected by the Faculty Council and is composed of four tenured faculty members and one alternate who is also a tenured faculty member and who serves if there is a conflict of interest on the part of a member of the Grievance Committee in a particular case. None of the faculty shall be members of the Committee on Promotion and Tenure or divisional chairpersons. The term of office shall be for two years. The committee shall elect its own chair.

The functions of the Grievance Committee are:

1. To act as a board of inquiry in matters in the case of matters or allegations pertaining to:
 - a. minor disciplinary sanctions of a faculty member as outlined in Article IV. Guidelines for conducting such inquiries are outlined in Article IV.
 - b. specific procedural errors relating to promotion and tenure as outlined in Article IV, and re-appointment of tenure-track faculty as described in Article IV, Section 4, above. Guidelines for conducting such inquiries are outlined in Article IV.
 - c. the complaints of any faculty member concerning salary and compensation, academic freedom and other rights, teaching programs, non-teaching assignments, or the internal affairs of a department. Guidelines for conducting such inquiries are outlined in the *Faculty Handbook*.
 - d. the complaints of any divisional or departmental chairperson concerning administrative decisions on budget and personnel. Guidelines for conducting such inquiries are outlined in the *Faculty Handbook*.
2. To submit a written report of its findings and recommendations to the appropriate parties in accordance with the procedures outlined in this document and/or the *Faculty Handbook*.

5.05.02.g. Faculty Leaves and Fellowships Committee

The Faculty Leaves and Fellowships Committee is elected by the Faculty Council and is composed of five faculty members, at least two of whom are tenured, none of whom shall be members of the committee on Promotion and Tenure or divisional chairpersons. Membership shall be for a two-year term. Committee members may seek re-election to this committee as desired. Normally, committee members serve with the understanding that they will forgo submitting their own applications for leaves or grants during their service on this committee. The committee shall elect its own chair.

The functions of this Committee are:

1. To review College policies on leaves of absence, Faculty Fellowships, and faculty awards, with the exception of the Teaching Excellence Award.
2. To coordinate with the VPAA/Dean the timeline and application process for Faculty Fellowships and other faculty awards.
3. To recommend annually to the VPAA/Dean and the President of the College candidates for Faculty Fellowships and other faculty awards on the basis of the applicants' proposals and the availability of funds.
4. To submit an annual report to the VPAA/Dean on the rulings of the committee in regards to the granting of Fellowships and other faculty awards.

5. To advise the VPAA/Dean and the President of the College on the granting of leaves of absence.

5.05.02.h. Faculty Development Committee

The Faculty Development Committee is elected by the Faculty Council and is composed of three faculty members who serve two-year terms. The committee shall elect its own chair.

The functions of the Faculty Development Committee are:

1. To advise annually the Faculty Budget and Welfare Committee on matters related to the awarding of faculty development monies. This includes:
 - a. Receiving at the start of the academic year from the Assistant Dean for Academic Administration an annual summary of the total amount of such monies awarded during the preceding academic year;
 - b. Reviewing this report and consulting with the Faculty Budget and Welfare Committee no later than October 15th on any proposed changes in the amount of faculty development funds or in the policy regarding the awarding of them;
2. To work with the Academic Policy Committee on scheduling and organizing Faculty Development Workshops to explore academic issues of concern to the faculty.
3. To organize lectures/presentations by faculty members of their current scholarly or creative work.
4. To organize informal sessions for faculty members to examine questions of academic concern, e.g., grading, educational philosophy, teaching methods or styles.
5. To work collaboratively with the Office of Academic Affairs and the Office of Institutional Advancement to inform faculty of external funding opportunities and to support faculty who apply for them.

5.05.02.i. Teaching Excellence Award Committee

The Teaching Excellence Award Committee is composed of three faculty members: the past two recipients of the Teaching Excellence Award and one member elected by the Faculty Council for a one-year term. Committee members will be asked to stand-down from committee service in the event that they accept a nomination for the Award in this decision cycle. The committee member elected by the Faculty Council serves as chair.

The function of the Teaching Excellence Award Committee is:

To follow the process for selecting the Teaching Excellence Award recipient according to the process and criteria outlined in the *Faculty Handbook*.

5.05.02.j. The Faculty Governance and Handbook Committee

The Faculty Governance and Handbook Committee is composed of the Vice President of the Faculty Council, who serves a two-year term and as chair of the committee, and two tenured faculty members elected by the Faculty Council, who serve three-year terms.

The functions of the Faculty Governance and Handbook Committee are:

1. To work collaboratively with the Office of Academic Affairs to maintain, update, and make accessible to the faculty the *Full-Time Faculty Handbook*.
2. To engage in periodic review of the Faculty Governance to insure that it aligns with current practices.
3. When deemed necessary, to engage the Faculty Council, the VPAA/Dean, the President, and the Board of Trustees in the process of revising the Faculty Governance.