



Saint Elizabeth University

Faculty Handbook

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1 Preface

1.1 Authority and References

This Faculty Handbook is promulgated under Saint Elizabeth University Shared Governance guidelines as approved by the Board of Trustees, and which reserve the Trustees' final authority to approve this Handbook. Minor editing of this Handbook does not require Trustees' approval, (see Appendix C).

This Handbook presents the policies and procedures adopted by the faculty that uniquely apply to faculty life and faculty governance in the faculty's role in fulfilling the University's Mission and Values. It supplements the Employee Handbook, the University Catalog, and other governance documents published by the University. This Handbook outlines the duties and responsibilities of faculty, and the policies and guidelines pertaining to these duties and responsibilities in accordance with the principles of shared governance endorsed by the Board of Trustees. Faculty members are responsible for observing all University policies detailed in this Handbook and the Employee Handbook, and for performing to the best of their abilities the duties involved in their appointments.

1.2 Mission and Values

1.2.1 Mission

The Mission of Saint Elizabeth University, sponsored by the Sisters of Charity of Saint Elizabeth, is to be a community of learning in the Catholic liberal arts tradition for students of diverse ages, backgrounds, and cultures.

Through the vision and values of Elizabeth Ann Seton, Vincent de Paul, and Louise de Merillac, and rooted in Gospel values and in Catholic Social Teaching, Saint Elizabeth University affirms its solidarity with the poor and its commitment in service to the community.

1.2.2 Values

Saint Elizabeth University as an engaged institution of higher education, driven by mission and informed by our Catholic and Sisters of Charity traditions, seeks to live the following core values to achieve our mission, vision, and strategic goals:

INTEGRITY As a community we are called to unite in honesty, trust, and mutual respect, and be transparent in our choices.

SOCIAL RESPONSIBILITY As a community we are required to support the just and ethical well-being of individuals and communities to promote justice, diversity, and sustainability.

LEADERSHIP As a community we are inspired and empowered to move beyond our own boundaries to be accountable, to innovate, and to transform for the common good.

EXCELLENCE IN TEACHING AND LEARNING As a community we are committed to creating a stimulating learning environment that promotes critical inquiry and the holistic development of the individual.

1.3 Amendment

This Handbook may be substantively amended by a majority vote of a faculty quorum at a duly constituted faculty meeting. All such amendments are subject to approval by the Vice President for Academic Affairs (VPAA), the President and, where applicable, the Board of Trustees. The Faculty Affairs Committee may make minor, technical edits for the purpose of reflecting changes in administrative procedure or structure. Any such changes will be announced to the faculty through the most expeditious means and subsequently announced at the first faculty meeting after they are made. Please see Appendix C: Procedure for Faculty Handbook Updates.

The VPAA will serve as custodian of this Handbook in partnership with the Faculty Affairs Committee. Custodial responsibilities involve updating it expeditiously after changes have been approved. Faculty may recommend changes for

the Handbook to the VPAA and the President. Changes that affect the terms and conditions of faculty employment must be approved by the President and the Board of Trustees.

2 Definitions

- a. The terms “faculty” or “faculty member” denote all persons who are engaged primarily in teaching, service, and scholarship, at Saint Elizabeth University, as well as such officers and staff of the University as determined by the President.
- b. The term “academic school” indicates an academic unit within the University structure whose administrative officer is the “Dean.” Each school is a collection of departments that offer a number of courses of study. Departments may be disciplinary, inter- or multi-disciplinary.
- c. The term “academic department” indicates an organizational unit of educational resources (human, intellectual, and material) whose administrative officer is the “Department Chair,” the purpose of which is to design, offer, and assess one or more courses of study at the University.
- d. A “course of study” is a defined aim of academic instruction: any set of required courses and/or experiences having a coherent and consistent educational goal. “Courses of study” include majors, minors, concentrations, certificates, and graduate degrees. The complexity of certain courses of study may require the appointment of a “director” (for example, of the Honors Program, the General Education Program, graduate, or undergraduate program). The terms of such a position will be situation-specific, as recommended by the VPAA, or by the supervisor to the VPAA.
 - e. “Administration” includes the President, the Vice President of Academic Affairs and other Vice Presidents, Deans, associate and assistant deans, and other administrative officers of the University who are principally employed to implement, supervise, or support the academic program rather than to teach or conduct research.
- f. The “academic year” is defined as the fall and spring semesters and those days preceding and following those semesters needed for the proper academic functioning of those semesters.
- g. The term “academic calendar days” denotes days of the academic year (Monday through Sunday). It does not include institutional holidays.
- h. The term “conflict of interest” as used in the Faculty Handbook shall mean any situation where a faculty member's judgment and impartiality may be impaired by considerations of his or her own interest, and under circumstances where his or her refusal to act or disqualification from acting would be warranted under generally accepted standards of similar institutions of higher learning. See Section 7.4.2 Legal Standards for Professional Activities.
- i. The term “calendar days” denotes the seven days of the week.
- j. “Accredited institution” is an institution accorded that status by an accrediting agency approved by the Council for Higher Education Accreditation.
- k. “Notification” is a written communication which shall be effective if delivered personally, via email with a read receipt, or sent by certified mail, postmarked by the date specified.

3 Faculty Appointments

- a. Appointment to the instructional faculty at Saint Elizabeth University represents recognition of educational attainment, scholarly accomplishments, and evidence of the ability to communicate with and motivate individuals to learn.
- b. Appointments to Saint Elizabeth University instructional faculty may be of five kinds: term, visiting, probationary tenure-track, clinical, and tenured. Term, visiting, probationary, and clinical are non-tenured appointments. A term, visiting, or probationary tenure-track member, may be appointed to one of the following ranks: instructor, assistant professor, associate professor, and professor. A tenured member may be appointed to one of the following ranks: associate professor, and professor.

- c. A full-time, term, or probationary tenure-track, or tenured appointment requires a full, national search.
- d. The terms and conditions of every appointment shall be stated in writing and signed by the faculty member and President. A copy of the appointment document shall be given to the faculty member by the Office of Human Resources. Any subsequent extensions or modifications of an appointment and any special understandings or conditions shall be stated in writing and signed by the VPAA. A copy of such extensions or modifications shall be given to the faculty member by the VPAA within thirty (30) calendar days after signing by the faculty member, and will be kept in the personnel file in the Office of Human Resources. No verbal modification of the terms of any appointment shall be binding on the University.
- e. Consideration of faculty rank designation at which a faculty member is appointed represents cumulative professional accomplishments and higher education teaching experience

3.1 Term Appointments

- a. Term and visiting appointments may be either part-time or full-time and are renewable at the sole discretion of the University. Part-time appointments are made for no more than one academic year. Full-time appointments are normally made for one academic year but may, with approval of the VPAA, be made for a period of up to three consecutive years. Full-time term appointments are renewable indefinitely. Full-time or part-time visiting appointments are renewable for a maximum of three years.
- b. The employment of a faculty member with a term appointment shall terminate automatically at the expiration of the term specified unless the VPAA specifically renews the appointment. No notice or action by the University is required to effect such termination.
- c. Appointments to, or service in, the positions of instructor or positions in which the terms "visiting," "adjunct," "clinical," or the like are used are term appointments, and do not imply a probationary or tenured appointment. Should a person holding a term appointment receive a probationary tenure-track appointment (as defined in section 3.2 below), time served in the term appointment may be negotiated with the VPAA as part of the initial probationary tenure-track contract. No more than three years in the term appointment can be counted as years in rank at the time of the first probationary tenure-track contract (as defined in section 3.2 below).
- d. During the third year of satisfactory full-time employment, a term assistant professor may petition to be placed in a tenure track line contingent upon availability of the line (the relevant department chair must confirm that tenure lines are available). The decision with regard to the petition is dependent on the recommendation of the relevant department chair, dean, and Vice President of Academic Affairs and the approval of the President. Once the latter approval is obtained, time accrued during those probationary three years will be counted toward promotion and tenure eligibility. The petition will be due by February 1st of the third year of the probationary period, and should be constructed as an electronic portfolio shared with the VPAA, the President, and the President's Executive Assistant; it should include a formal letter from the candidate to the relevant dean requesting a transition to a tenure-track line. The letter should identify and explain how the primary duties and responsibilities of the rank of assistant professor have been met by the candidate in terms of teaching, service, and scholarship. The petition letter in the electronic portfolio should also be accompanied by supporting documents including course evaluations, any available class observation reports and summative evaluations from the relevant Chair or Director of the Department or Program, a letter of recommendation from the Chair or Director, and evidence of service and scholarly activities. If approved, the process will transition immediately in March of the same year to a midpoint review which will be conducted by the Promotion and Tenure Committee using the same materials supplied in the petition. Following receipt of the materials, the Promotion and Tenure Committee will meet with each faculty member and assess the faculty member's record based upon the criteria contained in the Promotion and Tenure Rubric. The Promotion and Tenure Committee will provide a summary of the results of the midpoint review to the candidate by April 15 of the same year in which the midpoint review is conducted. While the recommendations to the faculty member are non-binding, they should be carefully considered by the faculty member and eventually reflected in the faculty member's future Professional Development Plans.

- e. In the event that a full-time visiting assistant professor transitions to a full-time, term appointment after a full, national search, the provisions of section D above apply.

3.2 Probationary Appointments for Tenure Track Positions

- a. Probationary appointments for tenure track positions are for one year of full-time service or for other stated periods, and are subject to renewal by the VPAA. The total period of probationary tenure track service at Saint Elizabeth University shall not exceed seven years of full-time service, contingent on the availability of tenured positions as determined by the VPAA.
- b. As indicated in Section a. above, and except as modified in Section c. below, the probationary period for tenure is seven years of full-time teaching at the rank of assistant professor, including a probationary period of at least four full years of service at the University at that rank.
- c. At the beginning of a probationary appointment, the VPAA shall state in writing the number of years of full-time service at Saint Elizabeth University or other accredited institutions that shall be credited toward the faculty member's probationary period of tenure track service at the University. Time spent on leave of absence shall not count as probationary period service, unless the individual and the VPAA agree to the contrary in writing at the time leave is granted. No more than six semesters of full-time faculty service at other accredited institutions of higher learning shall count toward the probationary period. The number of semesters counted shall be specified in the initial letter of appointment.
- d. A faculty member who holds a probationary appointment applies for tenure as provided in Section 5. Faculty members must apply for tenure during year seven of the probationary period, contingent on the availability of tenured positions as determined by the VPAA.
- e. Faculty may petition the VPAA for a temporary waiver, typically of one year's duration, of this application deadline. Such petitions must be presented in writing to the VPAA by October 15 of the year that a faculty member is eligible to apply for tenure. Extensions will be granted for serious reasons, as determined by the VPAA, and only in exceptional cases will waivers of an additional year or two, as a maximum, be granted. Failure to apply for tenure during the academic year following the expiration of a waiver(s) will result in conversion to a term appointment or non-renewal.
- f. Each Department Chair shall annually review and prepare a written evaluation of a faculty member's progress during probationary service under the direction and guidance of the respective Dean. A faculty member who is a Department Chair will be evaluated by the Dean.
- g. The criteria for appointment and promotion are used as the basis of the annual evaluation. It is the faculty member's responsibility to present evidence of the degree to which he/she has met the criteria for rank. The Chair of each department, under the direction of the relevant Dean, is responsible for the evaluation of non-tenured faculty members in his or her program.
- h. After the evaluation is completed and the written report is prepared, the Chair meets with the faculty member involved to discuss the evaluation. The faculty member will be asked to sign the written report and provide any comments; the Chair also signs it. The written evaluation is forwarded for review and comment to the Dean, who will, in turn, forward it to the VPAA. One copy will be retained by the Department Chair in a secure file, a copy will be given to the faculty member, and a copy will be placed in the faculty member's personnel file in the Office of Human Resources. After reviewing the evaluation, which may include an interview with the faculty member, the VPAA provides notice of reappointment, if appropriate.
- i. In the event of a decision not to renew a probationary tenure track appointment, the faculty member shall be informed by the VPAA of the decision in writing. Written notice that a probationary tenure track appointment is not to be renewed shall be given to the faculty member in advance of the expiration of his or her appointment, as follows:
 - i. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that academic year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

- ii. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that academic year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
- iii. Not later than May 1 after two or more years of service at the University. However, when an application for tenure is pending, no contract or salary notice shall be issued prior to a final decision on that application.
- j. A written copy of the non-renewal notice will be kept in the faculty member's personnel file in the Office of Human Resources. If requested, the VPAA will meet with the candidate to share the reasons which contributed to the decision.

3.3 Tenured Appointments

- a. No individual may acquire tenure without approval of the University President and Board of Trustees.
- b. An appointment with tenure means that a full-time faculty member has the right to employment at Saint Elizabeth University each and every fall and spring semester until retirement without reduction in rank and without termination, except as provided for in Section 3.7.2.
- c. There is no right of tenure in any administrative position. Faculty members who assume administrative positions continue to enjoy their rights to tenure, if any, as faculty members. Time served in the administrative non-instructional faculty position is not counted in computing length of service for the probationary or tenured period. Administrators who hold or apply for appointments to the faculty are subject to the same appointment, tenure, and promotion review procedures required of all faculty.
- d. The basic standards for an appointment with tenure are identical to the standards for the rank of associate professor.
- e. If a tenured faculty member's appointment changes from full-time to part-time, the faculty member relinquishes tenure at the time the part-time appointment becomes effective.

3.4 Clinical Appointments

3.4.1 Definition

Clinical instructor faculty appointments are either term, visiting, or probationary tenure-track appointments. The primary qualifications for such positions typically include substantial practitioner experience and appropriate professional credentials. Clinical faculty are utilized in programs and courses of study that require application of theoretical knowledge and professional preparation as a primary function.

3.4.2 Criteria for Appointment

Clinical appointments shall be made for individuals in disciplines for which clinical experience is considered essential for the appointment. Such individuals must have a minimum of three years of relevant clinical experience and clear evidence of exceptional and current clinical expertise, with demonstrated competence in clinical teaching. Clinical faculty requires:

- a. A minimum of a master's degree in the field or equivalent experience.
- b. Appropriate professional credentials (or the equivalent experience).
- c. A minimum of three years of work or professional experience in the area of the discipline in which the appointment is being made, and evidence of currency in professional practice.
- d. Demonstrated competence in teaching ability in the discipline.
- e. Where necessary, demonstrated scholarly and/or administrative ability.

3.4.3 Duties

3.4.3.1 Common standards and expectations

Clinical Faculty at Saint Elizabeth University will:

- a. Be committed to collegiality and academic citizenship, demonstrating high standards of ethical and professional behavior.
- b. Be primarily concerned with effectiveness in teaching.
- c. Meet classes as scheduled and be available for advising and consultation through office hours.
- d. Support the mission, strategic plan, and courses of study of the program and of the Mission and Values of the University.
- e. Be committed to a discipline or interdisciplinary specialty, and committed to continuing professional development and scholarly growth.
- f. As required, share the responsibility of governance and participate each year in the faculty evaluation process.

3.4.3.2 Teaching and Advising

Clinical faculty will have:

- a. Teaching responsibilities and may also have administrative duties.
- b. A majority of their teaching responsibilities in clinically oriented areas (i.e., lab teaching and/or direct clinical teaching and/or clinical supervision).
- c. Advising responsibilities.

3.4.3.3 Scholarship

Clinical faculty are expected to maintain a high level of current clinical expertise and scholarship.

3.4.3.4 Service

Clinical faculty will be expected to provide service to their program and to contribute service to the University consistent with their area(s) of expertise; may engage in substantial community-based service, particularly in conjunction with teaching activities; and may have administrative responsibilities associated with their program or course of study.

3.4.4 Privileges

Clinical faculty who are full-time enjoy voting privileges as full-time faculty, and all other full-time faculty privileges except promotion and tenure.

3.4.5 Evaluation and Reappointment

3.4.5.1 Evaluation of Clinical Faculty

Department Chairs will evaluate clinical faculty based on a workload agreement which will be approved by the Department Chair, Dean, and the VPAA. Department Chairs will evaluate clinical faculty members annually for the first two years and then once every five years for reappointment, using approved criteria in the areas of teaching and advising, scholarship, and service for clinical faculty.

3.4.5.2 Reappointment of Clinical Faculty

The VPAA will reappoint clinical faculty based on the following criteria:

- a. Satisfactory performance in all dimensions of the position and evidence of ongoing clinical excellence.
- b. Department need, which may be influenced by the number of students in the department.
- c. Approval of the Dean.

3.5 Emeritus

The title "Emeritus/Emerita" may be awarded by the President to members of the instructional faculty who have attained the rank of Associate Professor or Professor, and who have retired. Ordinarily a person so honored will have given ten or more years of full-time, devoted, and distinguished service, having made noteworthy contributions to her/his academic discipline and to the University. Such designation is honorary and holds no teaching or remunerative privileges.

Professors Emeriti shall enjoy the following privileges:

- a. They shall be welcome to participate in general campus activities.
- b. They shall enjoy full library privileges.
- c. They shall have free access to faculty lounges and campus facilities.
- d. They shall, upon request, be provided a campus parking permit.
- e. They shall, upon request, receive regular mailings of University newsletters.
- f. They shall be listed in University publications, where appropriate.

3.6 Summer/Winter Session Appointments

Appointments to the faculty do not normally include the various summer and winter intersession sessions offered at the University. The University is not obligated to offer the faculty member summer or winter session assignments nor is the faculty member obligated to accept summer or winter session assignments except in situations where annual teaching load has not been achieved during the fall and spring semesters. In offering such session assignments, the University shall give preference to full-time faculty members.

3.7 Separation

3.7.1 Resignations

A full-time instructional faculty member who wishes to resign at the end of his or her contract period should give notice in writing to the President before March 1. Please see Appendix G: Phased Retirement Policy.

3.7.2 Dismissals of Faculty

- a. Termination of a term, probationary, or clinical faculty appointment before its specified end, or termination of an appointment with tenure shall be effected by the University Only for Adequate Cause.
- b. Adequate Cause for a dismissal shall be related directly and substantially to the fitness of the faculty member in his or her professional capacity as a teacher or scholar. The burden of proof that adequate cause exists rests with the University. Such a termination shall not be used to restrain a faculty member in the exercise of academic freedom or other rights of American citizens.
- c. Tenure-track faculty who are denied tenure will receive a one-year, terminal employment contract from the University.

3.7.2.1 Grounds for Termination for Cause

Dismissal proceedings may be instituted only for one or more of the following reasons:

- a. Teaching incompetence.
- b. Continued neglect of scheduled academic duties in spite of written warnings.
- c. Refusal or continued failure to comply with the policies of the University.
- d. Serious violation of the rights and freedoms of fellow faculty members, administrators, or students.
- e. Conviction of a crime directly related to the faculty member's fitness to practice his or her profession.
- f. Capricious disregard of accepted standards of professional conduct.
- g. Falsification of credentials or academic experience.
- h. Loss of required professional licensure.
- i. Serious act or acts of academic dishonesty.

3.7.2.2 Termination of Tenured Faculty

- a. Tenured faculty appointments may be terminated with one year's notice due to either demonstrable circumstances of bona fide financial exigency, or both a bona fide financial crisis and a consistent pattern over three years of a tenured faculty member not being able to meet teaching load, or academic program/unit closure that is necessitated by compelling institutional circumstances
- b. Before terminating tenured faculty appointments, the University will make good faith efforts to place affected tenured faculty members in suitable available positions within the University.
- c. When the University terminates the appointment of a tenured instructional faculty member or an instructional faculty member whose contract has not expired, she or he has the right to a formal hearing before the Faculty Hearing Committee. In such cases, the burden of proof rests with the University, which must present a preponderance of evidence that legitimate grounds exist for dismissal as set out in the preceding two sections. The procedures for such hearings are outlined in Section 11.

3.7.3 Termination of Non-Tenured Appointments

A non-tenured instructional faculty member who is denied continued employment at Saint Elizabeth University upon expiration of contract has the right to a formal hearing only if she or he alleges that the decision was based on considerations in violation of one or more of the following: academic freedom or alleged unlawful discrimination. In such cases, the faculty member filing the grievance is responsible for stating the specific grounds upon which she or he bases the allegations, and the burden of proof rests with her or him. See Section 11.

3.7.4 Discipline

If it is determined that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a major sanction, such as suspension from service for a stated period or reduction in pay, the administration may impose such a sanction. This decision may be challenged by the faculty member under the provisions of Section 11.

3.8 Other Faculty Grievances

A grievance may be filed by any instructional faculty member for reasons other than dismissal or nonrenewal. These would include, but are not limited to: denial of promotion and tenure; unlawful discrimination; and/or allegations of unfair, prejudicial treatment with respect to salary or discipline. Procedures and policies are listed in Section 11.

4 Evaluation of Faculty and Standards for Promotion and Tenure

Faculty members desiring appointment, reappointment, promotion, and tenure will be evaluated on their teaching effectiveness, scholarship, and service to the institution and the community as defined in the Professional Development Program in Appendix B.

4.1 Evaluation of Faculty

Instructional faculty at the University are subject to evaluation. This evaluation is the basis for recommendations regarding renewal of contract, promotion, and tenure. All instructional faculty will participate in the Professional Development Program (see Appendix B).

4.1.1 Annual Review of Non-Tenured Faculty

Department Chairs will evaluate non-tenured faculty annually prior to reappointment, and discuss the evaluation with each evaluated faculty member. Department Chairs will prepare a written report to their Dean, (see Appendix F), to be signed by both the Department Chair and the faculty member. The Dean will forward the report with his or her recommendation regarding reappointment to the VPAA.

Non-tenured faculty are evaluated prior to renewal of contract. The criteria for appointment and promotion are used as the basis of evaluation. It is the faculty member's responsibility to present evidence of the degree to which he/she has fulfilled the criteria for his/her rank. The Department Chair, under the direction of the Dean, is responsible for the evaluation of non-tenured faculty members in his/her program. In the case where the faculty member being evaluated is the Department Chair, the evaluation will be completed by the Dean.

After the evaluation is complete and the written report is prepared for submission, the Department Chair meets with the faculty member involved to discuss the Summative Evaluation. The faculty member will be asked to sign the written Summative Evaluation and provide comment if he/she desires; the Chair also signs it. The written Summative Evaluation is forwarded to the Dean. One copy will be retained by the Chairperson (in a secure file), one copy will be put in the faculty member's personnel file in the Office of the VPAA, one copy in the Office of Human Resources and a copy will be given to the faculty member for his/her file.

Based on the criteria for the various faculty ranks and the interpretation of Boyer's model of scholarship, (see Appendix D), the following criteria should be included in the evaluation:

1. **Teaching:** Work of the faculty member that relates to curriculum and student learning. It may include classroom teaching, curriculum development, and research with students, and investigations of alternative methodologies for classroom presentation and assessment of student learning. Evaluation of this will include but is not limited to a classroom visitation and review of student course evaluations by the Department Chair. If the Department Chair is also non-tenured, the faculty evaluation of the Department Chair will be conducted by the relevant Dean.
2. **Professional Service:** This will entail review of the faculty member's participation in a community of colleagues and willingness to perform service to the University and professional organizations outside the University. It may include participation in programmatic activities, student advising, University committees, task forces, leadership roles, and other related activities, both on campus and off. The faculty member will include an evaluation of service.
3. **Community Service:** This will entail review of the faculty member's participation in the community outside the University. It may include participation in volunteer service such as board service, leadership in community groups or organizations, consultation on matters related to one's field. The faculty member will include an evaluation of service.
4. **Scholarship:** A review of the faculty member's traditional scholarship which has the aim to acquire knowledge for its own sake, as well as integrated work the faculty member does that crosses traditional subject boundaries. This may be in the form of publications, coursework, presentations, outreach to the community, or interactions with groups of individuals who would not normally be involved in the faculty member's discipline. The faculty member should provide the Department Chair with copies of published works, published programs noting presentations at conferences, or other related materials.

Once the evaluation process is complete, the faculty member is responsible for completion of the Professional Development Plan. This plan, (see Appendix B), outlines current accomplishments, future goals, and resources needed for support of those goals. This plan should be reviewed and retained by the Department Chair, and used for reflection by the faculty member at the time of the next evaluation cycle.

4.1.2 Evaluation of Part-Time and Adjunct Faculty

All part-time faculty are evaluated during the term in which they teach for at least two terms. After two terms of satisfactory teaching performance, part-time faculty will conduct student evaluations every semester they teach and will participate in classroom observation every fourth semester. Full evaluation, including student evaluation of courses and classroom visitation by the Department Chair, will occur during the first two semesters of teaching. For adjunct faculty, this process will follow the guidelines in the Adjunct Faculty Handbook, a copy of which is given to every adjunct and kept in every Academic Department.

4.1.3 Student Evaluation of Courses

- a. Student evaluation of courses is carried out each term under the direction of the VPAA and is required for all faculty and all courses. Students and faculty will be notified of when and how the evaluation will take place.
- b. Evaluations will be made available to the faculty member after final grades have been submitted for the term.
- c. Department Chairs will review the evaluations of all courses in their programs, discuss the results with the faculty member concerned, and, if necessary, with the Dean, or (as appropriate) with the VPAA.

4.2 Criteria for Academic Ranks

- a. Appointment to the instructional faculty of Saint Elizabeth University represents recognition of educational attainment, scholarly accomplishments, and evidence of the ability to communicate with and motivate individuals to learn.
- b. Full-time instructional faculty members hold one of the following ranks: instructor, assistant professor, associate professor, or professor. The faculty rank designation represents cumulative accomplishments, growing teaching competence, and professional development as detailed in the following lists of criteria. This professionalism should stand the test of collegial judgment and relevant academic professional standards. Tenured faculty and full-time instructional faculty on tenure-track are eligible to apply for promotion and should follow the procedures outlined in Section 5 below. Professional achievement before coming to Saint Elizabeth University is the basis for appointment. Professional achievement after the appointment is the basis for the first promotion, and professional achievement after a previous promotion is the basis for the next promotion. It is always the candidate's responsibility to document such achievement.
- c. A full-time instructional faculty member is on tenure-track if he or she has written documentation of this appointment by the President that he or she is on tenure-track.

4.2.1 Instructor: Junior Rank

Appointment to the rank of instructor or lecturer requires the following:

4.2.1.1 Academic Credentials for Appointment

A master's degree in the academic area of teaching or a professional equivalent approved by the VPAA.

4.2.1.2 Experience

Teaching experience at the higher education level or demonstration of potential for effective teaching.

4.2.1.3 Professional Responsibilities

- a. Affirmation of mission and values, character and loyalty, and general duties and privileges of the faculty.
- b. Competent teaching.
- c. Compliance with all University policies and procedures.

4.2.1.4 Promotion to Assistant Professor

Upon demonstration of an earned terminal degree appropriate to the programs in which the faculty member at the rank of instructor is teaching, the academic rank will be automatically raised to Assistant Professor at contract renewal.

4.2.2 Assistant Professor: Junior Rank

4.2.2.1 Academic Credentials for Appointment

Earned terminal degree appropriate to the programs in which the faculty member is teaching as defined in Section 4.2.5 below.

4.2.2.2 Experience

Teaching experience at the higher education level or demonstration of potential for effective teaching.

4.2.2.3 Professional Responsibilities

- a. Affirmation of mission and values, character and loyalty, and general duties and privileges of the faculty.
- b. Competent teaching.
- c. Service and/or leadership on one or more University standing or permanent committees. "Leadership" can mean chairing a committee or subcommittee or performing significant service on committee projects.
- d. Fulfillment of assigned responsibilities, e.g. student advising, participation in program activities.
- e. Demonstrable significant achievement in the scholarship of discovery, application, integration, or teaching (see Appendix B, The Professional Development Program).
- f. Compliance with University policies and procedures.

4.2.2.4 Promotion to Associate Professor

- a. Promotion to associate professor may be granted after seven years of full-time teaching as an assistant professor, four of which must be at that rank at Saint Elizabeth University, and fulfillment of the responsibilities of the assistant professor rank. A candidate for promotion should demonstrate significant professional growth and accomplishment and an ability to work collegially with the members of the University community.
- b. Faculty are expected to apply for promotion to associate professor and tenure at the time at which they become eligible for tenure application (see Section 3.2 above). Faculty may petition the VPAA for a temporary waiver, typically of one year's duration, of this application deadline. Such petitions must be presented in writing to the VPAA by October 15 of the year that a faculty member is eligible to apply for tenure. Extensions will be granted for serious reasons, as determined by the VPAA, and only in exceptional cases will waivers of an additional year or two, at a maximum, be granted. Failure to apply for promotion and tenure during the academic year following the expiration of a waiver will result in loss of eligibility for promotion and tenure and will result in a term appointment or non-renewal.

4.2.3 Associate Professor: Senior Rank

4.2.3.1 Academic Credentials for Appointment

Earned doctorate or terminal degree currently appropriate to the field as defined in Section 4.2.5.

4.2.3.2 Experience

Seven years of full-time teaching, four of which must at Saint Elizabeth University as an assistant professor, and having fulfilled the responsibilities of that rank.

4.2.3.3 Professional Responsibilities

- a. Affirmation of mission and values, character and loyalty, and general duties and privileges of the faculty.
- b. Demonstrated excellence in teaching and academic standards.
- c. Service and leadership on University standing or permanent committees; cooperating with colleagues; participation in program and School activities.
- d. Concern for the welfare of students and effective student advising.
- e. Active involvement in professional societies and associations.
- f. Continuing growth and accomplishments through formal and informal study.
- g. Participation in civic and community activities.
- h. Demonstrable significant achievement in the scholarship of discovery, application, integration, or teaching appropriate to the discipline and consistent with continuing professional growth.

4.2.3.4 Promotion to Professor

- a. Only tenured associate professors are eligible to apply for promotion to full professor. Such faculty are eligible for promotion to professor after serving for six years at the rank of associate professor, four years of which must be at the University, and otherwise offer a record of distinguished scholarly work, educational or creative achievement, intellectual breadth and leadership, sound judgment and creativity, and demonstration of consistent service and effective teaching at the University.

4.2.4 Professor: Senior Rank

The rank of Professor represents the highest academic recognition that can be bestowed upon a faculty member.

4.2.4.1 Academic Credentials for Appointment

Earned doctorate or terminal degree appropriate to the field as defined below in [Section 4.2.5](#).

4.2.4.2 Experience

All faculty desiring to be promoted to full professor must have served at least six years at the rank of associate professor, four years of which must be at the University, and be tenured.

4.2.4.3 Professional Responsibilities

- a. Affirmation of mission and values, character and loyalty, and general duties and privileges of the faculty.
- b. Demonstrated record of teaching excellence.
- c. Demonstrated concern for the welfare of students and effective student advising.
- d. Leadership in one's academic department, in University committees and projects, and in University planning.
- e. Distinguished significant achievement in the scholarship of discovery, application, integration, or teaching as appropriate to the discipline.
- f. Active participation in professional societies and associations.
- g. Continuing professional development.
- h. Participation in civic and community activities.

4.2.5 Terminal Degrees required for Senior Rank

An earned doctorate or other appropriate terminal degree is required for promotion to senior rank. The VPAA, with advice from the Dean of the School, will determine whether a faculty member's terminal degree, if not in the candidate's field of study, warrants promotion to full professor.

4.3 Tenure Policy

4.3.1 The Privilege of Tenure

A tenured instructional faculty member will not be denied continued employment until retirement except as listed in Section 3.7.2.1. The goal of Saint Elizabeth University is that the positions with tenure will not exceed approximately one-half of the number of full-time faculty. At no time will the percentage of tenured faculty exceed 60%.

4.3.2 Eligibility for Tenure

- a. As indicated in Section 3.2, the probationary period for tenure is seven years of full-time teaching at the rank of assistant professor, including a probationary tenure-track period of at least four full years of service at the University.
- b. Advance requests to be considered for tenure are subject to approval by the VPAA, and must take place during the timeframe of required notification to apply for tenure as described in Section 5.
- c. Promotion to the rank of associate professor is granted with tenure.
- d. Any faculty member hired at the rank of associate professor without tenure can apply for tenure during the fourth year of full-time teaching at Saint Elizabeth University, contingent on the availability of tenured positions as determined by the VPAA.
- e. The Promotion and Tenure Committee will evaluate each applicant on teaching, scholarship, and service and make an appropriate recommendation to the VPAA, who will make a recommendation to the President. The final decision regarding tenure rests with the President and the Board of Trustees.
- f. An individual awarded tenure will be considered tenured starting with the next year of full-time teaching, and tenure will extend until resignation or retirement from full-time teaching, adjustment to part-time teaching, or dismissal under the provisions of Sections 3.7.2.1 and 3.7.2.2.

4.3.3 Retention of faculty without tenure

- a. Faculty who are denied tenure will receive a one-year terminal contract from the University.

5 Promotion and Tenure Procedures

Promotion in rank and tenure shall be granted by the Board of Trustees upon the recommendation of the President after consultation with the VPAA. The President of the University, in granting promotion, will make an effort to keep a reasonable balance between junior and lower senior ranks of the faculty in conformity with the best academic practice and the best interests of the University. The initiative for seeking a promotion in rank rests with the individual faculty member upon fulfillment of the relevant criteria.

All parties to the promotion and tenure process are obliged to maintain the confidentiality of each candidate's promotion and tenure materials and all committee deliberations.

5.1 Application Process

5.1.1 Required materials

Before September 25 of each year, the VPAA will hold an information session to review and discuss the promotion and tenure process. The members of the Promotion and Tenure Committee will be in attendance. The VPAA will provide guidance on the nature of the supporting materials to be submitted by each applicant. These materials include:

- a. A written request to be considered for promotion and/or tenure.

- b. An updated Curriculum Vita.
- c. Evidence of having met stated criteria as listed in Section 4.2.
- d. Recommendations from the applicant's Department Chair, and at least three recommendations from colleagues who are not currently serving on the Promotion and Tenure Committee, one of whom is outside the applicant's Department, and the others who are at or above the rank to which the applicant is applying, as well as others who can reasonably assess the applicant's professional performance with respect to teaching, scholarship, and service.
- e. Student evaluations.
- f. Scholarly publications and presentations.
- g. A summary of service given to the University and contributions to civic and/or professional organizations including an evaluation of University committee service.
- h. In addition, applicants are required to submit the following evidence of publications and conference presentations:
 - i. A copy of published journal articles and books.
 - ii. A written confirmation of acceptance for publication of articles and books in press.
 - iii. A copy of the letter of acceptance for a conference presentation or a copy of the pages of the conference program where the applicant's name and presentation are listed.

5.1.2 Schedule and Procedure

- a. Nominations for members of the Promotion and Tenure Committee will be taken at the September faculty meeting. Faculty may not self-nominate for this committee. The Faculty Affairs Committee will conduct and complete elections for this committee by October 1.
- b. An announcement will be made at the September faculty meeting that October 1 is the deadline for faculty to make their intent to apply for promotion and tenure known, with the formal application and supporting materials due to the Promotion and Tenure Committee by November 1.
- c. Application is made to the Promotion and Tenure Committee. The candidate's packet for consideration will be delivered to the Office of the VPAA.
- d. Candidates seeking promotion and/or tenure will submit their intent to apply in writing to the Chair of the Promotion and Tenure Committee by October 1.
- e. The Chair of the Promotion and Tenure Committee will submit the names of applicants for promotion and/or tenure by October 5 to the President and the VPAA.
- f. The candidate for promotion and/or tenure will submit all supporting material by November 1 to the VPAA who will assess the completeness of the documentation and prepare the application materials electronically for review by the Promotion and Tenure Committee.
- g. The Committee will review each candidate's submission. The Committee will expect excellence in at least two of the following three areas: teaching, scholarship, and service, with very good performance in the third. In all cases, outstanding accomplishments in some areas may be considered in lieu of meeting requirements in other areas. Please see Appendix H for the Promotion and Tenure Committee evaluation rubrics.
- h. The Promotion and Tenure Committee will provide a written recommendation to the President and the VPAA by December 15 for each candidate for promotion and/or tenure.
- i. The VPAA will make a written recommendation for each candidate to the President by January 15 and will provide all supporting materials to the President.
- j. The President will make known her or his recommendation to the Academic Affairs Committee of the Board of Trustees by February 28 for a decision and ratification by the Board.

5.2 Withdrawal

Applicants for promotion and tenure may withdraw their applications at any point in the process but must do so in writing to the Chair of the Promotion and Tenure Committee and the VPAA.

5.3 Notification

- a. The President will make known the Board of Trustees decision in writing to each applicant regarding promotion and/or tenure by April 1, and will provide written notice of that decision to the VPAA, to the Dean of the School, to the Chair of the applicant's Program, and to the Chair of the Promotion and Tenure Committee.
- b. A general announcement of all promotions and tenure granted will be made known to the academic community before the close of the academic year.

5.4 Composition of Promotion and Tenure Committee

See [Section 10.4.1](#)

6 Leaves

6.1 Sabbatical Leaves

6.1.1 The Purpose of Sabbatical Leave

The sabbatical leave represents an investment on the part of the University in its own future as well as the future of the individual faculty member. The aim of the sabbatical leave is to increase the individual's competence as a valuable member of the University and as a result, advance and enhance the University's reputation in the academic community. The sabbatical leave may be granted for study, scholarship, writing, or other activity contributing significantly to the intellectual renewal of the individual. A sabbatical leave is not an automatic consequence of years of service. It is granted to a faculty member to pursue specific activities which are considered to be mutually beneficial to the faculty member and to the University, and which are in accord with institutional priorities.

6.1.2 Eligibility for Sabbatical Leave

- a. Tenured instructional faculty members become eligible for sabbatical leave when they have served at least seven full academic years as a full-time, tenured faculty member of Saint Elizabeth University.
- b. Once having received a sabbatical leave, a faculty member shall be eligible again only after having served seven full academic years as a full-time, tenured faculty member of Saint Elizabeth University since the end of the previous sabbatical leave.

6.1.3 Sabbatical Leave Policies

- a. There are two types of sabbatical leave plans open to all eligible faculty members: 1) Sabbatical leave for full academic year at 50% of salary; or 2) Sabbatical leave for one academic semester at 100% of salary. In making an application, the faculty member must specify the plan to be followed.
- b. The sabbatical leave is not meant to increase substantially a faculty member's income. Therefore only outside compensation approved by the VPAA that is necessary and wholly relevant to the proposal may be accepted. The intent for the leave is not to serve a second job. The University reserves the right to negotiate the terms of the plans specified above if the faculty member will be the recipient of grants, consulting fees, etc. During the leave, coverage by all insurance and retirement plans will remain in effect.
- c. After the sabbatical leave is completed, the faculty member will return for at least one full year of fulltime service to the University. Failure to do so requires repayment of all salary and benefits paid by the University during the sabbatical leave. Those who leave before the completion of the year are responsible for repaying the University the portion of salary commensurate with the time remaining in the year.

6.1.4 Application and Approval Procedures for Sabbatical Leave

- a. Applications for sabbatical leave will be processed in accordance with the following schedule:
 - i. By September 15, the applicant must notify the Department Chair, the Faculty Affairs Committee, the VPAA, and the President of the intention to apply for sabbatical leave.
 - ii. By October 1, the applicant must submit four copies of the completed application (Appendix I) for sabbatical leave to the Chair of the Faculty Affairs Committee, who will distribute copies to the Committee members and to the VPAA for review.
 - iii. By October 20, based upon the criteria listed in Subsection e. below, the Faculty Affairs Committee will have submitted a recommendation to the VPAA, who will submit a recommendation to the President.
 - iv. The President will notify the applicant, the applicant's Department Chair, the Dean of the School, the Faculty Affairs Committee, and the VPAA of sabbatical leave(s) granted for the following academic year as soon as possible but not later than January 15. In any given year, the granting of sabbatical leave is also contingent on the financial resources of the University and the needs of the applicant's department.
- b. As part of the sabbatical leave application the applicant's Department Chair will develop a plan, which must be approved by the VPAA, indicating how the department will carry on or suspend (or some combination of the two) the assignments of the faculty member concerned.
- c. Completed applications for sabbatical leave shall consist of at least the following:
 - i. Completion of the Sabbatical Leave Form; (please see Appendix I).
 - ii. Applicant's name, rank, department, School, years of service at the Saint Elizabeth University, a list of prior sabbatical leaves, and a current curriculum vitae.
 - iii. Request for a specific leave plan (one semester or one year).
 - iv. Title of sabbatical project, statement of objectives, justification (benefits to the individual, Department, and University), and a timetable.
 - v. A non-technical summary of the project, followed by a technical description including pertinent literature references, if applicable.
 - vi. Description of the arrangement with the host institution, and a statement of understanding, if applicable.
 - vii. A complete accounting of additional sources of funds, if applicable.
 - viii. A statement, jointly prepared by the applicant and Department Chair, of the anticipated impact that the absence of the faculty member will have on the Department including a plan of how the Department course offerings will be covered.
 - ix. A letter of evaluation of the sabbatical proposal and a letter of recommendation regarding granting of the leave from the Department Chair (or from another faculty member if the applicant is a Department Chair).
- d. During the evaluation of sabbatical proposals, the Faculty Affairs Committee and the VPAA may request personal interviews with the applicant and may solicit evaluation of the sabbatical proposal (Sections iii, iv, v above) from other individuals.
- e. The Faculty Affairs Committee with the VPAA will make its recommendations for a sabbatical leave based on the following criteria:
 - i. The academic merit of the proposal relative to its potential to advance the individual as a scholar and teacher and the extent to which it is congruent with Department priorities including a statement of its potential for success.
 - ii. The significance of the anticipated result of the project to the University.
 - iii. The past contribution of the applicant to Saint Elizabeth University.
 - iv. The ability of the Department to accommodate the leave.
- f. Those individuals granted sabbatical leave are to file a written report of accomplishments with the office of the VPAA within 90 days of returning to the University. It is expected that the faculty member will resume professional responsibilities at Saint Elizabeth University after the sabbatical leave. A faculty member who does not return to the University upon expiration of the sabbatical leave must repay all salary and benefits costs expended by the University during the sabbatical leave.

6.2 Professional Leaves of Absence

A professional leave of absence without pay may be granted for the pursuit of advanced study leading to a terminal degree or in connection with temporary appointments which will be of value to the faculty member and to the University.

6.2.1 Eligibility

A full-time member of the instructional faculty is eligible for a professional leave of absence after having served a minimum of three years as a full-time faculty member. A leave is normally granted for a semester or an academic year. Time spent on a professional leave will not count in the determination of years of service for rank, tenure, or other purposes, and a faculty member on leave does not hold voting privileges at faculty meetings or in online voting for committee assignments. Insurance benefits that the University provides for active employees remain in effect during the faculty member's absence as long as the faculty member pays his or her share of the required premium. A professional leave of absence is unpaid.

6.2.2 Application Procedure

- a. The applicant's Department Chair will develop a plan, which must be approved by the VPAA, indicating how the department will carry on or suspend (or some combination of the two) the assignments of the faculty member concerned.
- b. The following timetable governs the leave application process, subject to the discretion of the VPAA:
 - i. By September 15, the applicant shall notify the Department Chair and the VPAA of the intention to apply for a leave of absence.
 - ii. By October 1, the applicant must submit a formal request to the VPAA.
 - iii. By November 1, the VPAA shall submit his or her recommendation to the President with copies to the applicant and the Department Chair.
 - iv. The President shall notify applicants for professional leave of absence, their Department Chairs, and the VPAA of her or his decision as soon as possible but normally not later than January 15.
 - v. At the discretion of the VPAA, this schedule may be modified to accommodate sudden or unexpected opportunities.
- c. Applications for leave of absence shall include the following:
 - i. Applicant's name, rank, department, School, years of service at Saint Elizabeth University, and a current resume.
 - ii. Description of the anticipated activities during the leave of absence, including a statement of objectives, and a description of anticipated benefits to be derived by the individual, the Department, the School, and the University.
 - iii. Description of the arrangement with the host institution, and a statement of understanding, if applicable.
 - iv. Statement by the Department Chair of the anticipated impact that the absence of the faculty member will have on the Department, including a plan of how the Department course offerings will be covered.
 - v. A letter of recommendation from the Department Chair (or from the Dean if the applicant is a Chair).
- d. The individual granted a professional leave of absence is to file a written report of accomplishments with the Office of the VPAA within 90 days of returning to the University. It is expected that the faculty member will resume professional responsibilities at Saint Elizabeth University after the leave.

6.3 Released Time Grant for Research and Scholarship

6.3.1 Purpose and Scope of the Grant

- a. Recognizing our responsibility to be involved in ongoing scholarship and in keeping with the mission of the University "to be a community of learning," this program offers released time to encourage full-time faculty members to engage in research and writing projects that will contribute to their disciplines and to the quality of their classroom teaching. This program allows faculty to allocate time for the reading and thinking that

research and scholarship requires. The expectation is that the project will result in a publication or presentation.

- b. Each grant will be a one-course reduction in teaching load; during the regular academic year, a maximum of two grants will be made each year. Only one grant will be made to a department per year.

6.3.2 Eligibility

All full-time faculty in tenure track positions from assistant to full professors are encouraged to apply. No priority will be given to any rank or discipline. No two consecutive awards will be given to the same person and no more than one grant will be made for the same project. The awards will be made for projects “in process,” not for projects in pre-developed stages.

6.3.3 Application Procedure

- a. Faculty who wish to apply should submit to the relevant Dean and the VPAA a current *Curriculum Vitae* and a summary of the research/scholarly project of between four and eight pages in length which address the following points:
 - i. Goals and methodology of the project.
 - ii. Current status of the project.
 - iii. Length of time needed for the entire project.
 - iv. Explanation of how the grant will facilitate the project.
 - v. Plan for the dissemination of the results.
 - vi. Contribution of the project to discipline/education, etc.
 - vii. Impact of project on classroom teaching.
 - viii. Benefit of the project to the University community.
 - ix. Past significant scholarly/research projects and results.
 - x. Previously received released time grants.
 - xi. Letters of support, where appropriate.
 - xii. IRB Approval, if applicable.
- b. The application is to be accompanied by a statement from the relevant Department Chair indicating support, planned coverage for the released time, and the cost involved.
- c. The recommendation by the Dean must be submitted to the VPAA by April 1 for the following academic year. The VPAA will issue his/her decision by no later than May 1st.
- d. A report on the project is due to the Dean and the VPAA at the end of the grant period.

6.4 Personal, Medical or Family Leaves of Absence, Jury Duty and Military Service

These policies are covered in the University’s Employee Handbook.

7 Faculty Rights and Responsibilities

7.1 General Duties of the Faculty

As defined by the President and Board of Trustees:

- a. The Faculty shall have the duty of advising on the educational objectives of the University and of examining them periodically to assure currency and quality student learning outcomes.
- b. The Faculty shall have the responsibility of assisting in determining the curriculum and of initiating and maintaining quality outcomes based on data-driven decision making.
- c. The Faculty shall be responsible for advising on matters pertaining to the welfare of its own members.

- d. The Faculty shall make such general recommendations for the scholastic well-being and governance of the students as shall be consistent with the regulations of the University or any action of the Board of Trustees.

7.2 Character and Loyalty

Members of the faculty are expected to be persons of good character, able to work harmoniously with colleagues and to carry out their responsibilities in the spirit of Saint Elizabeth University community.

As part of the contract signed annually, each faculty member is required to affirm that she or he will advocate nothing that violates Catholic faith or morals.

7.3 Academic Freedom

The faculty of Saint Elizabeth University is committed to the goals, mission, and values of the institution with a special emphasis on quality teaching. The administration encourages diversity and creativity among the faculty and recognizes that each faculty member brings his or her own assets and expertise to Saint Elizabeth University. All constituencies of this institution expect (a) faculty members to grow and to improve during their period of service and (b) the University to encourage and support their efforts.

Saint Elizabeth University recognizes that institutions of higher learning are conducted for the common good and not to further the interests of either the individual teacher or the institution as a whole. The common good depends upon the search for truth and its free exposition. Academic freedom is essential to those purposes and applies to both teaching and research. For that reason the University affords its faculty members the opportunity to earn tenure.

Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher to freedom in teaching and of the student to freedom in learning. The teacher is entitled to freedom in the classroom in discussing her or his area of competence, but should be careful while teaching not to introduce controversial matter which has no relation to the subject.

The teacher is entitled to freedom in research and in the publication of the results, subject to the adequate performance of his or her other academic duties. Freedom in research is fundamental to the advancement of truth. However, research for pecuniary return should be based upon an understanding with the authorities of the institution.

The faculty of Saint Elizabeth University recognizes that the principle of academic freedom carries with it certain duties as well as rights. The faculty member is a citizen, a member of a learned profession, and a member of an educational institution. When speaking or writing as a citizen, the faculty member should be free from institutional censorship or discipline; however, her or his special position in the community imposes special obligations. As a person of learning associated with an educational community, she or he should remember that the public may judge the profession and institution by her or his actions and remarks. Hence, the faculty member should at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that she or he is not an institutional spokesperson.

Faculty are to maintain reasonable adherence to course descriptions published in University catalogs and other official publications and participate in a continuing review of such course descriptions to keep them current.

7.4 Professional Integrity

7.4.1 Definition

Integrity is a measure of character. It involves accountability, honesty, and correspondence between commitments, beliefs, and values on the one hand and action on the other. It always remains a task rather than an accomplishment, and belongs to both persons and institutions.

Every significant decision within an institution has the potential to augment or diminish its integrity. Academic integrity engages the whole academic community in making decisions that are conscientious and worthy of the University's commitments and mission.

Institutional integrity is at work in the articulation of mission, in the means chosen to accomplish the mission, and in the execution of mission. Integrity calls on all in the University community to energetically pursue shaping who we say we are, a Catholic University in the liberal arts tradition, and in creating a milieu in which charity and learning thrive.

Professional integrity is operative at the administrative level and in the faculty as a whole, both administrative and instructional, in decisions that shape the curriculum, recommend educational objectives, and organize the academic year. It is operative at the program level in decisions such as the schedule of courses, the conduct of meetings, and the accountability to the academic community. On a personal level, it is practiced primarily in intellectual integrity, the passionate pursuit of knowledge that is both inquiring and critical. Professional integrity is marked by a deep respect for scholarship and for the community of scholars, and by a commitment to do justice to the needs and aspirations of the students.

A person of integrity acts out of conscience knowingly and consistently. A professional puts the best interests of the students first, maintains confidentiality, and seeks to embody the moral tradition while maintaining the highest standards of the profession.

7.4.2 Ethical Standards for Professional Activities

General standards for codes of ethics for institutions of higher education already exist within New Jersey State Law. Conflicts of interest that are prohibited by general standards include the following:

- a. Using one's position for securing unwarranted privileges or advantages for self or others.
- b. Having any interest, financial or otherwise, direct, indirect, or perceived, engaging in any business or transaction or professional activity which is in substantial conflict with the proper discharge of one's duties.
- c. Acting in an official capacity in any matter that may impair one's objectivity or independence of judgment.
- d. Accepting any gifts, favors, services, or other things of value that could be construed as influencing one's discharge of professional duties.

7.4.3 Expected Ethical Standards of Behavior for Academic Activities

Faculty are expected to do the following:

- a. To treat their colleagues and students with dignity and with reverence, respect, and tact.
- b. To be faithful to all the demands of the relationships within the community of learning.
- c. To be prepared, prompt, and present for classes and other duties.
- d. To develop skill and fairness in assessment.
- e. To listen seriously to others and to engage them in critical inquiry, accepting individual opinions and expressions of thought.

7.5 Instructional Duties

7.5.1 Teaching Load

- a. All faculty members are expected to teach 24 credit hours per year, normally divided into two 12-hour semesters. Variations from this norm require review by the relevant Dean, and the approval of the VPAA. The University reserves the right to vary the teaching load in extraordinary circumstances when the total number of students in a faculty member's classes within a semester is fewer than 30 students.
- b. For purposes of determining this load, three graduate credits are equivalent to four undergraduate credits, except for overload where credits are counted one for one.
- c. As a matter of course, Department Chairs will receive course load reductions commensurate with their department enrollment and duties, to be determined annually by the VPAA. Department Chairs are responsible for establishing a teaching load for every faculty member based upon the needs of the University. All reductions in course load require review by the relevant Dean and written approval from the VPAA. Department chairs who are denied reduced load may submit an appeal for reconsideration to the VPAA whose decision is final.

- d. Except in extraordinary circumstances, with review by the relevant Dean and permission of the VPAA, a faculty member will teach no more than 3-4 credits in overload.

7.5.2 Instructional Standards

The University places a high priority on excellent teaching. Therefore instructional faculty are expected to maintain the following standards and observe the following procedures:

- a. Faculty members are to teach competently, promoting the learning process and stimulating the intellectual development of students.
- b. Faculty are expected to possess knowledge of subject matters taught and to strive to keep informed of contemporary developments in their fields.
- c. Faculty are expected to employ the best pedagogical practices of their field, including the assessment of student outcomes.
- d. Faculty are to manifest objectivity and fairness in the conscientious examining, grading, advising, and counseling of students.
- e. Faculty are to be cognizant of the diversity in the student body and are encouraged to develop approaches to teaching which address the individual differences of the students.
- f. Faculty are expected to adhere to reasonable deadlines and schedules for the timely reporting of grades and for other matters related to student registration and record keeping.
- g. Faculty are required to provide their students with a course syllabus conforming to guidelines provided by the VPAA, their Dean, and their Department Chair. The syllabus must contain, as a minimum, course outcomes, required course materials, course requirements, how students will be evaluated, and attendance, integrity, and disability policies. All course syllabi will be provided to and kept on file by Department Chairs, who will also submit copies to be kept on file in the Office of the VPAA
- h. Faculty are expected to attend all scheduled classes and to notify their Department Chair and their students in the event of an emergency absence. For anticipated absences, faculty must provide appropriate coverage for their classes with the advice and consent of their Department Chair. For prolonged absences (illness, disability or other), the faculty member must inform the relevant Dean.
- i. Faculty are required to ensure that books and other appropriate materials are ordered on time and available consistent with policies and deadlines provided by the VPAA, and their Deans and Department Chairs.
- j. Faculty are required to administer final examinations in accordance with the schedule published by the Registrar, and in accordance with policies provided by the VPAA. Faculty who wish to conduct an alternative form of term-end evaluation require the permission of their Department Chair and Dean.

7.6 Scholarship Expectations

Faculty are expected to engage in scholarship and research as outlined in the Professional Development plan (Appendix B).

7.7 Service Expectations

7.7.1 Faculty Meetings

Full-time faculty are expected to attend the regularly scheduled faculty meetings as well as other meetings for the faculty at large called by the President or the VPAA. Faculty who are unable to attend a faculty meeting are expected to notify the VPAA of their absence before the meeting.

7.7.2 Academic Events

Full-time faculty are expected to attend and to assist at Commencement exercises and academic convocations. Part-time faculty are invited to participate in academic events but are not required to do so. Academic attire is to be worn by members of the faculty at Commencement and any other occasion for which academic attire is specified. Faculty, who for

personal or professional reasons anticipate unavailability for Commencement or academic convocations, must request permission to be absent from the VPAA.

7.7.3 Department and School Activities

Faculty are expected to assume a fair share of responsibility in their academic departments and Schools. They are required to attend School and department meetings as scheduled and to assist in School and department evaluations, planning of curriculum and budgets, and assisting in the preparation of the department annual report, and they are expected to support other department activities.

7.7.4 Committee Service

Because the committee structure of the University is important to its governance, each full-time faculty member is expected to stand for election or appointment for one of the standing or permanent committees, accept appointment on ad hoc committees, conscientiously serve on those committees, and fulfill the specific duties of any office to which she or he has been elected or on which she or he has agreed to serve.

7.7.5 Student Organization Mentors

Faculty are expected to serve as a resource to student organizations on the campus where this is consistent with their interests and other commitments. Official appointment as a student organization advisor is usually made at the beginning of each academic year.

When faculty members agree to serve as advisors, they are expected to assume all duties and responsibilities as defined by the Vice President for Student Life (VPSL). Information concerning advisor duties and responsibilities is available in the Office of the VPSL, and will be distributed to all advisors at the start of each academic year.

7.8 Academic Advising and Office Hours

Student academic advisement is a fundamental duty of all faculty, who are responsible for spending a sufficient number of hours on campus each week to allow for adequate advisement of students. Faculty must be available for student questions and problems that may arise at various times during the semester, and must post their availability to their students in their syllabi and through other regular media. Faculty are expected to keep regular office hours to serve students and advisees. A minimum of four hours are required per week on campus in addition to time spent in class or at University meetings. Virtual hours must be approved by the Department Chair and Dean.

7.8.1 First-year Advising

First-year advising for traditional-aged students is conducted through and by the Assistant Dean of Student Success who will provide advising guidance to faculty serving as advisors of first-year students.

7.8.2 Advising beyond the first year

7.8.2.1 General Advisement Guidelines

- a. All faculty are responsible for advisement of students. Faculty are to be available for student questions and problems that may arise at various times during the semester. Faculty must ensure that students and advisees know their office hours, with the provision of copies of this information to Department Chairs, and Deans.
- b. Faculty members are expected to assume a fair share of responsibility related to individual program advisement and registration. Advising assignments are made according to the policies of each department. Immediately prior to and during the University registration period, faculty may need to devote additional time to student advising. All faculty must be knowledgeable regarding the curriculum of their department and the course offerings available in all departments, and they must endeavor to learn enough about their advisees to offer them the best advice. In addition to assisting the student with academic choices, the academic advisor serves as an important personal liaison between the student and the University. At the time of registration,

the faculty member must approve the student's course selections in the University's electronic registration system. The student's faculty advisor is responsible for keeping the student's updated folder on file.

- c. Faculty advising duties also include planning for and participating in activities directed at student recruitment, admissions, and retention. Faculty members are expected to participate in various open house programs and other endeavors established for the recruitment of students into both the University and the programs, as well as applicable endeavors designed to increase student retention.

7.8.2.2 Advisement Goals

- a. Assisting students in self-understanding and acceptance via values clarification, determination of abilities, aptitudes, interests, and limitations.
- b. Assisting students in their consideration of life goals by relating interests, skills, abilities, and values to careers, the world of work, and higher education.
- c. Assisting students in developing an educational plan consistent with life goals and objectives.
- d. Assisting students in developing decision making skills.
- e. Providing accurate and timely information about institutional policies, procedures, resources, and programs.
- f. Assisting students to utilize campus and community services to enhance their education.
- g. Assisting students in the continued evaluation of progress toward their established goals.
- h. Providing student information to appropriate people on campus and assisting students to work with others in student support services at the University as the need arises.

7.8.2.3 Advisor's Role and Responsibilities

- a. Develop a caring relationship with students that encourages interaction between them and the advisor.
- b. Assist students to begin to define and develop realistic career plans based on their abilities and career opportunities.
- c. Assist students to begin to plan an educational program consistent with their abilities that supports their career and life objectives.
- d. Discuss, with students relationships between their instructional program and career and life goals.
- e. Discuss and plan options that extend beyond the classroom, to areas such as service learning, internships, and additional course work.
- f. Interpret and provide rationale for campus policies, procedures, and requirements.
- g. Approve all student academic transactions such as course registration, drop/add, withdrawals, approval for study off-campus, etc.
- h. Maintain an academic file on all student advisees that contains current information.
- i. Monitor the student's progress toward educational/career/life goals.
- j. Inform students of services/staff available to them for development of skills, tutoring, counseling, etc., and assist them as necessary to take advantage of these services.
- k. Participate in the evaluation of the process and procedures of academic advising.

7.9 Professional Development

The University requires faculty to pursue professional development that serves the mission and values of the institution through the Professional Development Plan which is found in Appendix B.

7.10 Overload

Normally faculty will teach no more than one overload course per semester at Saint Elizabeth University except with the support of the Dean and permission from the VPAA. Faculty who have received release time or a course reduction will normally not teach an overload without the support of the relevant Dean and the permission of the VPAA.

7.11 Released Time

Apart from faculty who receive release time for scholarship (see [Section 6.3](#) above), released time from teaching may only be granted by the VPAA.

7.12 Unpaid Professional Activities

Faculty will receive no compensation, to include release time, from the University for performing duties as an officer, agent, or member of a professional or disciplinary organization, except with written authorization from the VPAA.

7.13 Outside Employment of Faculty

Full-time faculty must request approval from the President for any part-time employment elsewhere during the regular academic year. Ordinarily approval will be given for teaching one course per semester at another University as long as the course is not seen as a conflict of interest. No approval will be given for a second full-time position.

7.14 Grants, Fund Raising and Development

7.14.1 Grants

Faculty preparing and/or receiving grants must follow the Grant Policies and Procedures and the Grant Accountability policy, available through the Office of Institutional Advancement.

7.14.2 Soliciting and Accepting Gifts and Contributions in the Name of the University

All gifts and contributions to the University are solicited, accepted, and spent only with the approval of the President or her delegated representative. Using the name of Saint Elizabeth University in fund raising or promotional activity without such approval in writing is expressly prohibited.

The Vice President for Institutional Advancement (VPIA) is responsible for coordinating all solicitations of gifts to the University by mail, phone, electronic means, or personal visit. Her or his office also reviews, records, and arranges acknowledgments in compliance with IRS regulations and professional standards and practices.

7.14.2.1 Soliciting Gifts

Faculty who wish to propose or to participate in fund raising events, phone, electronic or personal solicitations, or mailings to key constituents in the name of the University (or using the University name) must have the approval of the VPIA and the President.

7.14.2.2 Receipt of Gifts or Gift Offers

Offers of gifts or contributions (outright or in-kind) to the University received by faculty members must be referred to the Office of Institutional Advancement.

7.14.2.3 Spending Restricted or Designated Gift Income

The appropriate Vice President or the President must approve requests to spend restricted and designated gift income. Once approved, expenditures are handled through the Business Office, which also maintains records of the funds available.

7.15 Intellectual Property

7.15.1 Definition

Intellectual property is what is created by the human mind. This creation has educational, artistic, social, and cultural value but also real or potential economic value. Such creations deserve ethical and legal protection. Intellectual property, in the context of this policy, is to include but not be limited to distance learning courses or segments thereof, technology

created or adapted for teaching or scholarship purposes, and printed matter. It also includes scientific discovery and inventions.

7.15.2 Intellectual Property Policies

- a. A course (title, catalog description, syllabus, outcomes, required readings, etc. and all that is included in the approved syllabus) that is prepared for delivery over the Internet specifically directed by the University is the permanent property of the University. If a faculty member prepared materials for the course and later teaches at a different institution, he or she will have the right to use these as long as they are not identical to the materials created at the University.
- b. New material created as expressly directed by the University shall belong to the University.
- c. Newly created material not expressly directed by the University belongs to the author or designer. Should this material be offered as a University course, the author has the right of first refusal of teaching the course. The author retains ownership of the material whether the author remains at or leaves the University.
- d. Compliance with copyright law is required in the production of all materials covered by this policy. This includes materials produced by students that could be subject to copyright if one were sought.
- e. Nothing in this policy is meant to infringe upon or supersede rights regarding printed material prepared solely in the context of scholarly activity. In most cases such rights are held by the publishing journal, the author, or some form of joint ownership between the journal and the author.
- f. In published work completed as independent scholarly activity the University should be acknowledged editorially by the author.

7.16 Safety

Faculty are responsible for familiarizing themselves with and acting in conformance with the safety information provided in the classrooms, laboratories, and other facilities where they teach. Faculty also have the responsibility of familiarizing themselves with and using the emergency procedures published by the University. These materials are updated and published on a regular basis.

8 Program Governance

8.1 Selection of Chairs

8.1.1 Qualifications

Department Chairs should be recognized as leaders by their peers and others in the University community. In most cases, a Department Chair will have been a faculty member at the University for a minimum of three years.

8.1.2 Selection

Department Chairs are appointed by the VPAA. The Vice President consults with the Deans in this matter. All department faculty members are also consulted regarding the appointment of Department Chairs.

8.2 Terms of Office

The term of service for a Department Chair is three years, which may be renewed. The performance of Department Chairs will be evaluated annually by the Dean, with input invited from members of the department.

8.3 Responsibilities and Duties

8.3.1 Duties within the Department

Department Chairs are responsible for administering their department in the following matters:

- Coordinate the curriculum, course schedule, advising, and advanced placement for the Department.
- Oversee the administration and grading of capstone experiences and comprehensive examinations.
- Coordinate the selection of persons for department honors (such as prizes or graduation with distinction).
- Certify majors for graduation.
- Oversee program acquisitions for the library.
- Communicate department needs (including budgetary) to the Dean.
- Provide input for the scheduled evaluations of department faculty members.
- Coordinate periodic department self-evaluations and assessment of student learning (“outcomes”) as specified by the Assistant Dean of Assessment and the VPAA.
- Coordinate searches for new department faculty members (full- and part-time and adjuncts) and coordinate their orientation.
- Fulfill other responsibilities as assigned by the Dean or the VPAA.

8.3.2 Duties outside the Department

During the term of service, Department Chairs will continue to serve academic year appointments with a supplement contract for any work done outside of the academic year. Otherwise, Department Chairs are expected to perform all other duties and responsibilities of faculty members as indicated above.

8.4 Release Time

Depending on the ongoing demands of a particular department, the VPAA, in consultation with the respective Dean, may reduce a Department Chair’s teaching obligation by one or more courses per academic year. Reassignment of teaching obligations may also be made to accommodate time-limited specific projects.

9 Academic Governance

9.1 Selection of Academic Deans

9.1.1 Qualifications

Deans should be recognized as leaders by their peers and others in the University community. Typically, a Dean will have been a faculty member for a minimum of four years, will have attained the rank of associate professor, and will be tenured.

9.1.2 Selection

Deans are appointed by the VPAA. The Vice President’s appointment is made after consultation with each School’s Department Chairs, the University President and with the advice of members of the School (faculty, staff, or students).

9.2 Terms of Office

The term of service for a Dean is three years, with the possibility of renewal. The performance of Deans will be evaluated annually by the VPAA, with input invited from members of the School and members of the campus community.

9.3 Responsibilities and Duties

The Dean oversees the administration of the academic departments of the School. In collaboration with the respective Department Chairs, the Deans establish the operating guidelines by which each department is conducted. They serve as both institutional and departmental officers charged with the following overarching responsibilities:

- Support the Realization of the Institutional Vision and Strategic Plan.
 - Maintain allegiance to the institutional mission and values.
 - Assure implementation of a comprehensive assessment plan for each department.
 - Collaborate with the VPAA, members of the academic leadership team and faculty to advance academic and University goals.
 - Ensure compliance with institutional policies and procedures.
- Foster an Environment Conducive to Effective Teaching and Learning.
 - Provide supervision, administration and leadership for programs, faculty and staff.
 - Oversee the development of programs including review and approval of all new or revised academic proposals prior to advancement to appropriate faculty committees and external agencies.
 - In collaboration with department faculty, assume responsibility for program-specific facilities and the acquisition and maintenance of area equipment and supplies.
 - Assure accuracy of University catalog and marketing materials.
 - Coordinate recruitment, selection, development (including orientation), supervision and evaluation of faculty and staff.
 - Provide direction and support for faculty pursuing promotion and tenure and make recommendations to the VPAA on rank and tenure decisions.
- Demonstrate Fiscal and Administrative Leadership.
 - Oversee budget planning and implementation per University budget policies and procedures.
 - Assure congruency between resource allocation and strategic goals.
 - Provide leadership in the pursuit of grant funding opportunities, including the preparation of grant proposals in collaboration with the appropriate institutional offices.
 - Promote scholarships and gifts to the University in collaboration with Institutional Advancement.
 - Oversee accreditation and regulatory compliance for programs within the respective schools, as appropriate.
 - Develop and prepare requested reports for internal and external constituencies, as appropriate.
- Promote Student Retention and Progression.
 - Assure high-quality instruction through program development, review and evaluation processes for undergraduate, Continuing Studies, and Graduate programs.
 - Support engaged pedagogy including experiential and service-learning.
 - Work with department faculty to develop new programs in response to student, workforce and economic development needs.
 - Assure the effectiveness of class schedules, teaching assignments, and advising.
 - Work closely with enrollment management staff to advance targeted enrollment growth within new and under-enrolled departments, including engaging faculty in admission's activities.

9.3.1 Teaching Expectations

Generally, a Dean does not carry a teaching load. With approval by the VPAA, a Dean may teach one course a semester.

10 Faculty Governance

10.1 Faculty Assembly Meetings

The faculty's primary contribution to University governance is through Faculty Assembly Meetings. There are normally six Faculty Assembly Meetings per year. Faculty Assembly meetings are held on the first working Monday of each month.

The President of the Faculty Assembly or his or her designate chairs these Faculty Assembly Meetings. Guidelines for Faculty Assembly Meetings are found in Appendix E.

10.2 Standing Committees

The Standing Committees include Academic Life, Faculty Affairs, and the Institutional Review Board. Normally a faculty member may serve on only one Standing Committee at a time.

The University supports other committees which are important to academic life and require faculty participation. These include: Admissions and Student Academic Standing, Scholarship and Financial Aid.

10.2.1 Academic Life Committee *(revised April 2019)*

10.2.1.1 Mission Statement:

The mission of the Academic Life Committee (ALC) is to ensure conformance between academic departments when developing, implementing and assessing new and existing program curricula. The ALC is also responsible for quality assurance of academic programs, and for academic policies, procedures and activities of the Academic Life of the SEU Community.

10.2.1.2 Membership:

- a. Ex Officio membership (non-voting): VPAA and Academic Deans.
- b. Elected Faculty membership: Eight full-time faculty members elected by faculty for three-year staggered terms. Representation shall strive to include equal membership from each Academic School.
- c. Appointed Faculty membership: Up to two faculty members may be appointed by the Vice President for Academic Affairs in consultation with the President for a three-year term.
- d. Elected or Appointed Faculty membership can only serve on one Standing Committee at a time.
- e. Student representation: Up to three students, either elected by the students through the Student Government Association (SGA) or appointed by an Academic Dean, shall serve a one-year term subject to renewal.

10.2.1.3 Organization and Procedures:

Chair: The chair will be elected by ALC for a one-year term at the last ALC meeting of the academic year. By election, the chair will also serve on the Executive Council of the Faculty Assembly or a representative may be appointed.

Secretary: The secretary will be elected by the ALC membership for a one-year term at the last ALC meeting of the year. The secretary will be responsible for the record keeping of all meeting minutes and preparation of ALC Motions Forms. Rotation of minutes documentation can occur as decided by the ALC membership at the start of the academic year.

Quorum: A quorum consists of 50% or more of the voting membership of the ALC.

10.2.1.3 Duties:

The Academic Life Committee is responsible to the faculty (i.e., Faculty Assembly) for the following:

- a. To support the Mission and Strategic Plan of the institution.
- b. To review and offer commentary and/or recommendation on proposals for all new majors, minors, certificates, concentrations and tracks to ensure quality and alignment with the Institution's Strategic Plan. To approve and move forward motions by ALC to the Faculty Assembly for vote.

- c. To review and make commentary and/or recommendations on all revisions to existing programs that include changes of more than 25% of the courses as well as any revisions to the Mission, Goals and Learning Outcomes of said programs.
- d. To periodically review and offer commentary and/or recommendation on academic and curricular policies and procedures (e.g., Grade Appeal, Academic Integrity Statement, Grading Policies, etc.). To defer the review of policies and procedures not germane to the duties of the ALC to the appropriate persons, groups or committees. To work with other Standing Committees as needed.
- e. In conjunction with the Faculty Affairs Committee, to serve as an advisory committee on best practices in curriculum and assessment-related standards, and to apprise the faculty on recommended changes regarding these areas as appropriate.
- f. To review and offer commentary and/or recommendation regarding quality conformance via periodic review and/or updates on academic programs and curriculum, such as General Education, Meta-major Pathways, and Honors Programs.

10.2.1.4 Organization and Procedures

Academic Life Committee procedures for the submission of program proposal documents for review:

- a. Presenter of a program proposal should notify ALC Chair prior beginning of the academic year regarding intent to submit. ALC Chair will set aside a tentative calendar date for ALC to hear the proposal as soon as possible.
- b. One month prior to review, Presenter confirms ALC review date with ALC Chair and submits all required program proposal documents at that time; but not fewer than ten (10) days to the scheduled review.
- c. ALC Chair holds the right to postpone review date if documents are late, incomplete or otherwise lacking organization.
- d. ALC Chair reminds Presenter of ALC procedure, date, time, and location of meeting. Presenter shall inform ALC Chair if any visiting committee members will be attending.
- e. Agenda and documents will be posted at least seven (7) days before next ALC meeting for committee members.
- f. Program Proposals *passed without revisions* will be forwarded to the Faculty Assembly with the supporting ALC Motion Form.
- g. Proposals *in need of revision* must be re-submitted within 14 days to the ALC Chair and will be posted for the next ALC monthly meeting. However, the ALC Chair holds the right to call a supplemental ALC meeting to review revisions prior to the next session as needed.

10.2.2 Committee on Admission and Student Academic Standing (revised January 2020)

10.2.2.1 Mission Statement:

The mission of the Committee on Admissions and Student Academic Standing is to advise the Vice President of Academic Affairs and the Vice President of Enrollment Management and to address all matters regarding undergraduate academic standing, and progression to degree. This includes a broad oversight of admissions policies and criteria.

10.2.2.2 CASAS Membership

Members of this committee must be full-time faculty members or members of the administration with faculty status.

- a. Ex Officio membership (non-voting): VPAA and Vice President of Enrollment Management
- b. Administrative membership: Retention Coordinator, Vice President of Student Life, Director of Undergraduate Admissions, Registrar, Director of Educational Opportunity Fund, and the Executive Director of Academic Student Support Services.
- c. Elected Faculty membership: Four full-time faculty members elected by the faculty for three-year staggered terms.

10.2.2.3 Committee Organization and Procedures

Chair: The chair will be elected by CASAS for a one-year term (and a maximum of 3 years) at the last CASAS meeting of the previous academic year. The Chair must be a faculty member who is responsible for reporting to the Academic Assembly.

Meeting minutes: *each meeting one member will be responsible for taking minutes and will provide to the committee. Meeting minutes will be posted in the CASAS Team Drive.*

CASAS Team Drive: This Team Drive enables all CASAS members to equally share the documents contained therein, allowing all equal access and ownership. At the end of the CASAS Chair's term, he/she will be responsible for maintaining committee member access and orienting the new chair with the Team Drive contents

Quorum: For voting purposes, a quorum consists of two thirds of the voting membership of CASAS.

10.2.2.4 Committee Duties

- a. To determine, develop, review, and revise the conditions under which students, either matriculated or non-matriculated, may be admitted through the Office of Admissions.
- b. To review the records of all undergraduate matriculated students who do not meet the established academic standards at the end of all semesters as well as reviewing and revising policies and practices pertaining to students' progress and academic success.
- c. To review requests for graduate courses taken by undergraduate students.

10.2.3 Faculty Affairs Committee (revised March 2019)

10.2.3.1 Mission Statement and :

The mission of the Faculty Affairs Committee (FAC) is to advise the Vice President of Academic Affairs and to address all matters regarding faculty, including adjunct faculty. This includes a review of policies and procedures which affect faculty welfare and to make appropriate recommendations for change. The FAC also acts to safeguard and support academic freedom.

10.2.3.2 Qualifications and Membership:

Members must be full-time faculty members. Membership consist of:

- a. Ex Officio membership (non-voting): VPAA. Academic Deans
- b. Appointed Faculty membership: One faculty member may be appointed by VPAA for a three-year term.

- c. Elected or appointed Faculty membership: Six full-time faculty members elected by the faculty for three-year staggered terms.

10.2.3.3 Organization and Procedures

Chair: The chair will be elected by the FAC for a one-year term (and a maximum of 2 years) at the last FAC meeting of the previous academic year. The chair, or designee, will also serve on the Executive Council of the Faculty Assembly.

FAC meeting agendas will be shared with the FAC members one week prior to the scheduled meeting date. Agendas will be posted on the FAC Shared Drive (in Google, see below) which is shared with all committee members, the ex officio Academic Dean. All associated materials for a designated meeting will be posted to the FAC Shared Drive, partly labeled by the date of the meeting.

The FAC chair (or designee) will participate in at least one monthly meeting with the Executive Council. The chair will also give an overview of the monthly FAC meeting and discuss any pertinent issues that need to be presented to the entire faculty at the Faculty Assembly meetings.

Secretary: The secretary of the FAC will be elected for a one-year term at the start of the academic year. The secretary is responsible for keeping meeting minutes throughout the academic year. Meeting minutes will be posted in the FAC Shared Drive.

Election officer: One volunteer from the FAC members will conduct permanent and standing committee elections annually for a one year term (with a maximum of two years) and as needed. The election officer will be responsible for taking self-nominations by email, allowing one week to accept nominations; all elections will be conducted electronically through Moodle. Faculty will be given one week to vote, and the election officer will examine the results and will announce the final results of the election(s) through a group email to all full-time faculty.

The election officer, along with another FAC member, will confirm the election results and the new committee membership for the next academic year by the Faculty Assembly meeting date in April. Updated committee membership information will be shared on the FAC Team Drive, the Faculty Assembly Moodle page, and will be sent to the VPAA and Academic Deans.

Quorum: For voting purposes, a quorum consists of 50% or more of the voting membership of the FAC.

10.2.3.4 Duties:

- a. To further and encourage professional development of faculty members.
- b. To initiate and participate in social gatherings for the entire faculty and foster a sense of community.
- c. To review the Faculty Handbook and recommend revisions, as needed.
- d. To conduct elections among the faculty for permanent and standing committees.
- e. To review applications for the Release Time Grant for Research and Scholarly Productivity and recommend to the VPAA the action to be taken. See Section 6.3.1 for procedures and application information.
- f. To review applications for sabbatical leaves and recommend to the VPAA the action to be taken on each. See Section 6.1 for procedures and rules governing sabbatical leave.
- g. To review the FAC description annually and revise as needed.

10.2.4 Committee on Scholarships and Financial Aid

10.2.4.1 Membership:

The Committee will consist of:

- a. The VPEM, who serves as chair of the committee.
- b. The Vice President for Finance and Administration (VPFA).
- c. The VPAA.
- d. The VPSL.
- e. The Dean of Admissions.
- f. The director of financial aid.
- g. A faculty representative from the School of Arts and Sciences.
- h. A faculty representative from the School of Professional Studies.
- i. The bursar, who serves as a non-voting member.

10.2.4.2 Duties:

The Committee advises the VPEM and is responsible to the faculty for the following:

- a. To recommend and review the parameters, policies, and procedures for awarding institutional scholarships and grants.
- b. To determine and make recommendations concerning recipients of scholarships referred to the committee for action, and to consider any financial aid appeals requested by students.
- c. To review and monitor the status of endowed funds and the awarding of these funds to students.

10.2.5 Institutional Review Board

10.2.5.1 Membership:

The Institutional Review Board (IRB) is composed of eight (8) voting members:

- a. Five are faculty members including one from:
 - i. Social Science Representative;
 - ii. Education Representative;
 - iii. Health Care & Health Science Representative; and
 - iv. Two (2) General Members from any discipline.
- b. One outside Member from the community.
- c. The University's Director of Health Services.
- d. The University's Director of Institutional Research.

Membership for all positions (except the Community Member, the Medical Director, and the Director of Institutional Research) will be open to the following:

- a. Full-time faculty
- b. Part-time faculty and Adjunct Faculty who have been recommended by the Chair of their Department or Director of their Program and who hold either a Doctorate or Terminal Degree

All IRB members are required to maintain CITI certification. Faculty Service on the IRB committee will be counted towards Promotion and Tenure. If a proposal requires the expertise of a faculty member not serving on the IRB, a faculty member may be invited by the committee to contribute their knowledge as a guest member on a case-by-case basis.

10.2.5.2 Duties:

The IRB is responsible for providing guidance on the Protection of Human Subjects (OHRP) by reviewing any eligible research conducted at or through Saint Elizabeth University that systematically collects data directly from human beings through such methods as surveys, interviews, focus groups, and/or observations, and determining and assuring that:

- a. The welfare and rights of human subjects are adequately protected and informed consent given, if necessary.
- b. Human subjects are not placed at unreasonable physical, mental, or emotional risk as a result of research.
- c. The necessity and importance of the research outweighs the risk to the subjects.
- d. The researcher(s) is/are qualified to conduct research involving human subjects.

10.3 Permanent Committees

Permanent committees include the Promotion and Tenure Committee, the Budget Committee, the Faculty Hearing Committee, the Lectures and Concerts Committee, the Permanent Committee on General Education, the Student Grievance Board, and the Academic Technology Committee.

10.3.1 Promotion and Tenure Committee

10.3.1.1 Membership:

- a. The Promotion and Tenure Committee consists of five full-time, tenured full professors, each elected for a three-year term, as well as a first and second alternate who are also full-time, tenured full professors, each elected for a one year term. Members of this committee are elected by the full-time instructional faculty members who have served at Saint Elizabeth University for at least one semester.
- b. No one who has served a full term on the Committee may succeed her/himself. An alternate who has served on the Committee may serve as an alternate in consecutive years. A faculty member currently serving on the Promotion and Tenure Committee who is on leave from the University shall recuse her/himself from the Committee for that year and be replaced by the first alternate or second alternate as necessary.
- c. Members of the Promotion and Tenure Committee cannot simultaneously serve on the Faculty Hearing Committee.

10.3.1.2 Election Procedure:

- a. The Faculty Affairs Committee invites nominations to this Committee prior to the last Faculty Assembly meeting of the academic year. The Faculty Affairs Committee conducts elections at the last Faculty Assembly Committee meeting of the academic year and announces the results shortly after this meeting.
- b. Each person in the voting group designated above may nominate from the floor a full-time tenured faculty member who is a full professor. Nominations must come from the floor, and no person may nominate himself or herself. The persons who are so nominated will form the slate of nominees. The same nominating body will elect the appropriate number of members and alternates from the slate of nominees.
- c. In each election the person(s) receiving the highest number of votes will be declared elected. The persons receiving the next two highest numbers of votes will be designated first alternate and second alternate, respectively. In case of a tie vote a run-off election will be held.
- d. If an election is required to fill an unexpired term, the person receiving the lowest number of votes from among those elected will be declared elected to the shorter term. Those receiving more votes will be declared elected to the longer terms.

10.3.1.3 Duties:

The Promotion and Tenure Committee will:

- a. Implement the procedures for promotion and tenure as set out in [Section 5](#) above.
- b. Periodically review those policies and procedures and recommend amendments.

10.3.2 Faculty Hearing Committee

10.3.2.1 Membership:

The Faculty Hearing Committee will consist of:

- a. Tenured instructional faculty members with voting privileges are eligible to serve on the Faculty Hearing Committee. No members of the administration may serve on the Faculty Hearing Committee. When a Faculty Hearing case arises, the members of the committee will be excused temporarily from other committee responsibilities. Each hearing that the committee carries out has a particular goal to achieve within a restricted time period; when its task is completed, the Faculty Hearing Committee is released from its duties until another grievance is submitted.
- b. The Faculty Hearing Committee shall consist of five members and two alternates who shall serve for three years and may succeed themselves. Their terms will extend from the first day of classes in the fall semester following their election until the first day of classes in the fall semester of the year in which their terms expire.
- c. Elections for vacancies on the Faculty Hearing Committee will be conducted in accordance with current election procedures determined by the Faculty Affairs Committee.

10.3.2.2 Duties:

The Faculty Hearing Committee is to provide an impartial hearing of any faculty grievance filed against either members of the administration or other faculty members (see [Sections 3.7, 3.8, and 11](#)). The function of the Faculty Hearing Committee is advisory. The Faculty Hearing Committee makes a recommendation to the President. After weighing the Committee's findings and recommendation, the President shall render a decision which will be binding on all parties.

10.3.3 Permanent Committee on General Education

10.3.3.1 Membership:

The Permanent Committee on General Education will consist of:

- a. The Deans, (who will also be ex officio members of the Academic Life Committee, and serve as liaisons between the Permanent Committee on General Education and the Academic Life Committee), as well as the appointed General Education Element Coordinators.
- b. Two members, one from each School at the University, elected from the eligible full-time faculty. In the first year, appointments will be for one to three years so that years of service are staggered in order to avoid all terms ending simultaneously. Elected members will subsequently serve for three years.

10.3.3.2 Duties:

The Permanent Committee on General Education has the following duties:

- a. To oversee the General Education Curriculum, and to evaluate Element II and III course proposals/themes submitted by faculty for inclusion in the General Education Curriculum according to the guidelines for those Elements, and the approved general descriptions and outcomes for those courses, and to make recommendations to the Academic Life Committee based on these evaluations. The Academic Life Committee and the Deans will then make recommendations to the VPAA for approval.
- b. To oversee and evaluate General Education Policies and Procedures, and where applicable, to recommend amendments or revisions of such policies and procedures to the VPAA.
- c. To oversee and carry out the General Education Program Assessment Plan. This will involve collecting assessment data, generating and reviewing assessment reports for each Element, determining the extent to which the student learning outcomes of the General Education Curriculum, and of each of the individual Elements, are being met, and making any recommendations for curricular revision/adjustment based on the findings, if and when applicable.

- d. Role of Liaison to the Academic Life Committee:
 - a. To provide a regular line of communication between the permanent General Education Committee and the Academic Life Committee
 - b. To discuss with the Academic Life Committee any potential or actual developments in the General Education Program being addressed by General Education Committee regarding policy appraisals, new Element II and III course proposals, and assessment summaries.
 - c. To discuss with the General Education Committee any feedback from the Academic Life Committee on General Education Program developments.
 - d. To present to, and discuss with, the Academic Life Committee any assessment-based and data-driven recommendations and proposals for curricular and policy revisions arising in the General Education Committee, and endorsed by the VPAA.
 - e. To facilitate discussion, and seek consensus between the General Education Committee and the Academic Life Committee on how to proceed with revision proposals.

10.3.4 Student Grievance Board

The Student Grievance Board reports to the Vice President of Student Life, and its policies and procedures are outlined in the *Student Handbook*.

10.3.4.1 Membership:

The Student Grievance Board will consist of six student representatives: two seniors, two juniors, and two sophomores along with two faculty members. The criteria for eligibility for and the procedures for selection to this committee are published in the *Student Handbook*.

10.3.4.2 Duties:

The duty of the Student Grievance Board is to conduct formal hearings according to the procedure described in the *Student Handbook* in the event that any student's complaint, submitted in writing to the Grievance Board Chair, cannot be resolved through normal administrative channels.

10.3.5 University Committees

10.3.6 Budget Advisory Committee

10.3.6.1 Membership:

The Budget Advisory Committee shall consist of:

- a. The President (ex-officio).
- b. All members of the President's Cabinet.
- c. The Academic Deans.
- d. The Controller.
- e. Four full-time faculty members to be appointed by the President.
- f. One student to be appointed by the President.
- g. One exempt staff employee to be appointed by the President.
- h. One non-exempt staff employee to be appointed by the President.

The following criteria will be used in appointment of members:

- a. Commitment and willingness to work across constituencies for the good of the University.
- b. Demonstrated leadership.
- c. Intensive commitment for 6-8 hours of work during peak periods of budget preparation.

- d. Willingness to make recommendations on difficult decisions and to work as a steward of institutional resources.
- e. Commitment to maintain confidentiality of sensitive and proprietary information.

10.3.6.2 Duties:

The Budget Advisory Committee has the following duties:

- a. To review and analyze budget, enrollment and retention information; and, revenue and expense projections.
- b. To participate in regular meetings with the campus community to increase University-wide understanding of the income and expenses, the budget process, resource capacity and limitations, and the planning priorities as they relate to fiscal realities, strategic plan and the University mission.
- c. To assess the effectiveness of the budget process on a regular cycle.
- d. To recommend to the President:
 - Funding priorities for the next fiscal year.
 - Tuition and fees for the next academic year.
 - Procedures for the budget process going forward.
 - Required actions for budget alignment, as necessary.

10.3.7 Academic Technology Committee

The Academic Technology Committee reports to the VPAA.

10.3.7.1 Membership:

The Academic Technology Committee will consist of:

- a. Vice President of Finance and Administration or delegate.
- b. The Director of Academic Computing.
- c. The Director of Mahoney Library.
- d. The Director of Media Services.
- e. Three elected faculty members serving three-year terms.
- f. One faculty member appointed by the VPAA to a three-year term.

10.3.7.2 Duties:

The Academic Technology Committee will advise the faculty and the VPAA on the following:

- a. Each program's integration of technology into curricula.
- b. A faculty development plan for training in instructional design.
- c. The development of programs delivered by distance education.
- d. Promoting course development tools and training of faculty in all aspects of their use.
- e. Apprising faculty and training on new course delivery methods and instructional technology.

10.3.8 Ad Hoc Committees

Vice Presidents may at various times and for various issues form ad hoc committees that may include faculty. The initiating Vice President will stipulate such committees' membership, selection of members, duties, and reports, as consistent with other governance documents of the University.

10.4 Election Procedures

The Faculty Affairs Committee will prescribe and promulgate the technical election procedures for the Standing and Permanent Committees that are consistent with the policies of this Handbook.

The Faculty Affairs Committee invites nominations to the Promotion and Tenure Committee prior to the last Faculty Assembly meeting of the academic year. At September's meeting, nominations will be taken and elections will be held for any unexpired terms on committees caused by resignations, retirements, leaves, or sabbaticals. The term of the replacement will match exactly the length of the unexpired term. When there are terms of varying lengths to be filled, the person(s) receiving the largest number of votes would be elected to the longest term(s), and the person(s) receiving fewer votes would be elected to the shorter term(s).

10.4.1 Standing Committees

- a. In December or January, the VPAA will invite faculty to nominate themselves to Standing Committees. He or she will also provide a list of present membership on committees along with the expiration dates and terms of service.
- b. In February, the VPAA will inform the faculty of the following:
 - i. Present committee membership.
 - ii. Standing Committee preference of those faculty who nominate themselves.
 - iii. Faculty eligible to serve on the various committees.
 - iv. Faculty eligible to vote in the various elections.
- c. Elections are to be conducted in installments such that normally elections are made to one or two committees per month through the spring term.
- d. The Faculty Affairs Committee will determine which elections will be held each month so as to assure that no Standing Committee's election will be the last one held every year.
- e. The Faculty Affairs Committee will announce election results to the faculty as soon as they are available through normal technical channels of communication.

10.4.2 Permanent Committees

- a. The Faculty Affairs Committee will conduct elections to one or two permanent committees each month throughout the spring semester. The Committee will determine which elections will be held each month such that no permanent committee's election will be the last one held every year, and that the elections will be evenly distributed throughout the spring semester.
- b. Nominations to permanent committees are accepted from the floor at a faculty meeting prior to the election for the appropriate committee. With the exception of the Promotion and Tenure Committee, for which faculty members may not nominate themselves, faculty members may nominate themselves or their colleagues.

10.4.3 Appointments to Committees

Appointments to committees are made by the VPAA after all elections have been held.

11 Complaints and Grievances

A grievance may be filed by any instructional faculty member. Decisions over which a grievance may be filed include, but are not limited to: denial of promotion and tenure; dismissal of a tenured faculty member; dismissal of a non-tenured faculty member during the term of his or her contract; allegations of unlawful discrimination under state or federal law; and/or allegations of unfair, prejudicial treatment. Non-reappointment decisions are not grievable unless the faculty member alleges that the reason for the non-reappointment was either a violation of academic freedom or an act of unlawful discrimination (see Section 3.7.3).

See also Sections [3.7](#), [3.8](#), and [10.4.4](#).

11.1 Grievance Policies

- a. A grievance must be filed within 14 working days following the specific actions prompting the grievance. Working days will herein be defined as days, Monday through Friday, on which the University is officially open.

- b. A faculty member contemplating the filing of a grievance must first attempt to resolve the problem through normal administrative channels. Typically, this would include a written request for a personal conference with the Program Chair, the Dean, the VPAA, the President, and/or other concerned parties. In non-reappointment or dismissal cases, such a personal conference with the VPAA would ordinarily occur prior to written notification of dismissal or non-reappointment.
- c. A grievant must demonstrate that she/he has made all reasonable efforts to settle the matter administratively. Only if the dispute still cannot be resolved may the formal hearing proceedings be initiated.

11.2 Hearing Procedures

- a. Formal proceedings will begin when a faculty member (hereafter referred to as the grievant) submits to the Chair of the Faculty Hearing Committee a letter requesting a hearing on her/his grievance, with a copy of the letter going to the Office of Human Resources, (unless that Office is directly involved in the dispute). This letter must explain in detail the circumstances which led to the grievance, the specific policy and/or rights which are alleged to have been violated, the individual(s) against whom the grievance is filed (hereafter referred to as the other party), the steps taken by the grievant to resolve the problem informally, the redress sought, and any other pertinent factual data.
- b. Within five working days of receiving this letter, the Chair of the Faculty Hearing Committee shall inform the person or persons against whom the grievance has been filed (the respondent), the other members of the Committee, and the VPAA (in the event she/he is not directly involved in the dispute) that a grievance has been filed. Copies of the grievant's letter shall be forwarded to the above within that timeframe, and the respondent shall also be asked to respond in writing to the grievant's letter. This response shall be sent to the Chair of the Faculty Hearing Committee within 10 working days of the receipt of its request. Within two working days of the receipt of this letter, the Chair of the Faculty Hearing Committee shall make copies of this response available to the grievant, the other members of the Faculty Hearing Committee, and if necessary the VPAA, and specify the time and place for the hearing within five working days of the receipt of the materials.
- c. Any member of the Faculty Hearing Committee who is a party to a grievance or directly involved in a grievance shall recuse herself or himself from the Faculty Hearing Committee and be replaced by an alternate.
- d. The Faculty Hearing Committee shall proceed by considering the written statements submitted. If any facts are in dispute, the Faculty Hearing Committee shall request oral testimony and/or written briefs from the grievant, the respondent or respondents, and any relevant witnesses. All evidence should be duly recorded, either by stenographic means or audio recording. Throughout the proceedings, the Committee shall supervise the questioning of witnesses, secure the presentation of pertinent evidence, and render such decisions as are necessary to ensure a fair hearing. Witnesses will be sequestered until they are called to present testimony, and witnesses will be expected to maintain confidentiality concerning the questions asked by or responses given to the Faculty Hearing Committee.
- e. Within reasonable limits, as defined by the Faculty Hearing Committee, the grievant and the other party should be permitted to question all witnesses who testify orally. When necessary, the Committee shall assist both sides in securing the testimony of relevant witnesses. Both the grievant and the respondent should be given the opportunity to be confronted by all adverse witnesses. Where unusual and urgent reasons move the Committee to withhold this right, or where witnesses cannot appear, the identity of the witness as well as her or his statements should be disclosed to the relevant party or parties in the dispute.
- f. Any faculty member involved in a grievance proceeding has the option of obtaining the assistance of counsel, at her or his own expense. Counsel will be permitted to be present at the hearing but cannot make statements or question witnesses. All parties will be notified if any party obtains the aid of counsel. Notification is to occur within a reasonable time prior to the hearing. In addition, in a hearing involving charges of incompetence on the part of a faculty member, she or he may seek the testimony of teachers and other scholars, either from her or his own or from other institutions.

- g. If the President is the other party to a grievance, she or he may designate one or more appropriate representatives to assist her or him with the case.
- h. When appropriate, the Committee shall secure the advice and expertise of the Director of Human Resources, who is also available for consultation with either the grievant or the other party.
- i. A grievant shall be suspended from full-time faculty responsibilities during the hearing proceedings only if it is deemed necessary by the University in order to protect the rights of, or protect from harm, any member of the University community. A faculty member who is grieving non-reappointment or dismissal whose contract expired during the proceedings of the Committee shall not be considered an employee of the University until and unless the non-reappointment or dismissal decision is reversed.
- j. The burden of proof for all grievances, with the exception of dismissals of tenured faculty, will be borne by the grievant. The Committee will use the “preponderance of the evidence” standard in order to determine whether the party bearing the burden of proof has met this burden.
- k. The Committee's deliberations shall be conducted in private and are confidential. Any party may request a transcript or recording of the hearing, but this request is to be made prior to the hearing. The Committee may await the availability of a transcript of the hearing if its decision would be aided thereby. Otherwise it may proceed to decision without use of a transcript. If necessary, the Committee shall receive secretarial support, provided by the University, to assist in the completion of its work.
- l. The Committee's findings and recommendation, and an explanation of the reasoning used to arrive at them, shall be sent in writing to the President and all principal parties involved in the grievance. The Committee shall attempt to complete its work within 30 working days of the date of its first meeting. Under normal circumstances, the President's decision regarding the grievance will be provided response in writing to the grievant, all principal parties, and the Chair of the Committee shall be provided by 10 working days from receipt of the Committee's findings and recommendations. All documentation from the hearing will be stored securely by Human Resources.

11.3 Appeal to the Board of Trustees

Only in cases involving dismissal of a tenured faculty member, dismissal of a faculty member with an unexpired contract, or denial of tenure may either party submit a grievance appeal to the Board of Trustees, the final authority at Saint Elizabeth University. The appeal to the Board must be received within 10 working days of the receipt of the President's response to the Faculty Hearing Committee's findings. If the appeal is not received within that period, the President's decision is considered binding on all parties. The Board of Trustees has exclusive power to determine whether it will consider such an appeal. If the Board decides to review the grievance, it will determine and notify all principal parties to the grievance as to the calendar and format for their review. All such appeals, if granted, will be based upon the record provided by the Faculty Hearing Committee, although the Board of Trustees may request additional oral and/or written arguments by the principal parties or their representatives.

Appendix A

BOARD OF TRUSTEES STATEMENT OF SHARED GOVERNANCE

The Board of Trustees of Saint Elizabeth University endorses the practice of shared governance which is based on the premise that the best decisions and outcomes are derived from collective intelligence of the entire University community. All members of the University work together in a spirit of respect, mutual support and good will as they serve in their complementary capacities to extend the benefits of higher education to students and through them to the communities they serve.

Effective shared governance requires:

- Well-defined areas of authority that are the primary responsibilities of each of the governance components;
- Recognition that various constituencies are interrelated and that all have a stake in the overall governance of the institution;
- Informed participation, mutual trust, respect, open communication and collaboration among all stakeholders; and
- Accountability of all participants for proper execution of their own role in the shared governance process.

While the Board of Trustees exercises ultimate authority as codified in its bylaws, the other participants in institutional governance should take the lead in their respective areas of expertise. The Board specifically:

- Approves the institutional mission, values and strategic plan;
- Sets institutional policy;
- Selects and periodically assesses the performance of the president;
- Delegates responsibility for strategic planning and institutional operations to the President; and
- Ensures fiscal integrity and educational quality of the institution.

The President and Cabinet has primary responsibility to oversee and coordinate the operations of the College, including but not be limited to:

- Proposing and implementing the institutional mission, values and strategic plan;
- Managing institutional resources;
- Managing institutional support services;
- Overseeing policy and procedure development and compliance;
- Implementing institutional effectiveness, and
- Representing the views and actions of other constituents to the Board.

Faculty are best qualified and should therefore have the primary role through sound and well- established governance structures in the formulation and implementation of academic policy relating to:

- Curriculum;
- Methods of instruction and student learning assessment;
- Academic planning and programs;
- Student academic standards;
- Degree requirements; and
- Appointment, promotion and tenure.

Faculty should have significant input through their governance structure in the following:

- Budget development;

- Strategic planning;
- Program assessment;
- Selection and appointment of key leaders; and
- Development of human resource policies concerning faculty.

The University staff and the students make significant contributions to the University. As such, they have an advisory role in governance.

The Board of Trustees and President of the University are empowered but not required to accept or implement the recommendations of participants in shared governance. In instances of disagreement, the Board of Trustees or Cabinet should provide justification for their position.

The Board of Trustees recognizes a commitment to shared governance, which improves the productivity, quality and reputation of the institution and creates a positive climate for the University community.

Appendix B

PROFESSIONAL DEVELOPMENT PLAN

Name _____

Current Rank/Position _____

The purpose of a professional development plan is to establish a process that helps you as a faculty member reflect on your work at St. Elizabeth University. This document incorporates those activities that reflect your participation in the broader university and professional community and enables you to document and comment on your teaching, your service to your program/area, your participation in broader university initiatives, and your contributions to a wider professional community. The sections of this document are meant to highlight activities that are reciprocal between your support of the mission of the University and the Universities support of your professional development. It should reflect your current work and your future goals.

Listed below you will find criteria essential to quality professional development for university faculty. These criteria attempt to highlight the need for reciprocity between your effort in enacting the mission of the University and the Universities support of your professional development. These criteria should inform and support all your work at the University.

1. Opportunities for Professional Growth

Opportunities should exist to enable faculty members to broaden their knowledge, abilities, and skills, to address challenges, concerns, and needs, and to find deeper satisfaction in their work.

2. Employment Equity

All faculty members have the right to be treated fairly by the University in regard to all aspects of their employment, to have access to the tools necessary to do their work, and to have status as a member of the faculty.

3. Collegiality and Respect

A culture should exist for faculty members to feel that they belong to a mutually respectful community of colleagues who value their unique contributions to the University and who are concerned about their overall wellbeing.

4. Academic Freedom and Autonomy

All faculty members have the right to freely express their views in research and in the publication of research, in the classroom discussing their subjects, and the right to make decisions about how to perform their work.

5. Flexibility

All faculty members should be able construct work arrangements that maximize their contributions to the University as well as enhance the meaningfulness of their work and personal lives.

Based on these elements please answer the following sections with regard to your work in the current academic year (20xx-20xx) and the work you plan to do over the next academic year (20xx-20xx).

SCHOLARSHIP OF TEACHING:

Please list the courses you taught in the last academic year.

FALL 20XX	SPRING 20XX

Do you feel you have had the opportunity to teach a broad range of courses? Are there courses you would like to teach? Please explain.

Describe your teaching style. Are there any new teaching/learning strategies you are interested in pursuing (i.e. Technology, collaborative/interdisciplinary teaching, etc.)?

Did you feel you had all the resources necessary to teach in the manner you wanted? Please explain.

Have you provided any field trips, workshops and/or extracurricular opportunities for your students? If so, please list.

Have you directed any student research projects?

Describe your role in any curriculum development within the program. Are there any courses you would like to develop?

SCHOLARSHIP OF SERVICE:

Describe any leadership role you have assumed within the program/area.

List any committees you have served on along with any leadership role you have assumed.

List any participation you have had in campus-wide events.

Are you a member of any professional organizations? If so, please list any leadership positions you have held.

List any community service you have participated in related to your profession and as a representative of the University.

SCHOLARSHIP OF APPLICATION/ INTEGRATION AND DISCOVERY:

Please list any publications you had in the last year.

Please list any conferences you attended in the last year (be sure to include the location and date).

Please list any presentations you made in the last year (be sure to include the name and date of the conference/institution).

Did you initiate any student involvement with professional organizations? Please give details.

Did you receive any honors? Please give details.

What has been your role as an academic advisor? Include the number of students, both undergraduate and graduate, for which you are the primary advisor and any students for which you are the secondary advisor

PROFESSIONAL REFLECTION:

In what ways are you fulfilling the expectations of the University for a faculty member of your rank? Please explain.

What would you like to accomplish professionally during your next three years at SEU?

In what ways will you work to continue to move the mission of the University forward?

Outline the plan necessary for you to accomplish your professional goals in the following faculty work areas for the 20xx-20xx academic year. Include the resources you will need to reach your goals.

SCHOLARSHIP OF TEACHING

(Standard of three assignments per semester)

SCHOLARSHIP OF SERVICE

(Minimum of one area per academic year)

SCHOLARSHIP OF APPLICATION, INTEGRATION AND/OR DISCOVERY

(Minimum of one area per academic year)

Appendix C

PROCEDURE FOR UPDATING FACULTY HANDBOOK

1. Recommended changes to the Faculty Handbook (FH) from the faculty should be forwarded to Vice President for Academic Affairs (VPAA) no later than the first Monday of January.
2. Changes recommended by members of the Administration are sent to VPAA, who notifies the Faculty Affairs Committee (FAC) with the request of comment before action is taken.
3. The VPAA integrates approved changes (other than as noted below*) into the FH with an explanation of major changes. Changes are highlighted so that adequate review can occur. Substantive changes are to be forwarded to the FAC by the first Monday in February. The FAC will communicate recommended changes to the faculty. Comments from the faculty will be received by the first Monday of March. Careful consideration will be given to the comments offered to the faculty.
4. The Office of Academic Affairs will post the update on the Academic Affairs webpage with notation of changes no later than April 15.
5. The final version of the handbook will be available by August 1.

*Editing the format of changes that do not result in substantive changes to policy or procedure are made at the discretion of the VPAA.

Appendix D

Based on his work *Scholarship Reconsidered* [1990], Ernest Boyer's Model includes four different categories of scholarship:

- The Scholarship of Discovery that includes original research that advances knowledge;
- The Scholarship of Integration that involves synthesis of information across disciplines, across topics within a discipline, or across time;
- The Scholarship of Application or Scholarship of Engagement that goes beyond the service duties of a faculty member to those within or outside the University or College and involves the rigor and application of disciplinary expertise with results that can be shared with and/or evaluated by peers; and
- The Scholarship of Teaching and Learning that is the systematic study of teaching and learning processes. It differs from scholarly teaching in that it requires a format that will allow public sharing and the opportunity for application and evaluation by others.

Appendix E

GUIDELINES FOR FACULTY ASSEMBLY MEETINGS

A) As a part of shared governance at Saint Elizabeth University, Faculty Assembly meetings are held once-a-month on the last Monday of each month in the academic year, unless the University calendar prevents this occurrence. In such cases, Assembly meetings will be held on an alternate Monday, as determined by the Office of Academic Affairs.

1) Attendance

All full-time faculty are expected to attend Faculty Assembly meetings. Part-time faculty are invited but not required to attend these meetings. Any guests who attend Assembly meeting must have permission from the Executive Council Officers. Attendance will be kept at each meeting and will be posted on the Faculty Assembly Moodle page.

2) Length and Method

Faculty Assembly meetings will be scheduled on the calendar at 3:30 pm until 5:00pm. Extending the meeting beyond 5 p.m. requires a separate motion to that effect. A simple majority vote is required to carry such a motion. Meetings are conducted using a virtual conference platform (e.g. Zoom or the like) and will be hosted by the Faculty Assembly President or other designated Executive Council Officer. Meetings will not be recorded.

3) Recording Meeting Minutes

A person on the Executive Council of the Faculty Assembly will be designated at each meeting to record the meeting minutes. Following the meeting, the Executive Council will review these for accuracy. Minutes will also be posted on the Faculty Assembly Moodle page prior to the next Assembly meeting for approval by the Assembly. Minutes are necessary for record keeping as a part of Saint Elizabeth University's accreditation by the Middle States Commission on Higher Education Accreditation.

4) Conducting the Meeting

The Faculty Assembly meeting observes common parliamentary procedure. An Assembly meeting can be held without a minimum number of members. However, in a meeting where at least one motion is to be proposed, the minimum number (i.e. a quorum) of voting members who must be present. A quorum shall consist of a simple majority of all University faculty with voting privileges.

Agenda items shall be ordered as follows:

1. Welcome and Opening Prayer
2. Approval of Assembly meeting minutes (from previous meeting)
3. Matters left over from a previous agenda
4. Committee Reports
5. New business
6. Announcements

5) Committee Reports

Reports should be informative and succinct and should apprise the faculty of significant developments in the work of the committee. If the agenda for a particular faculty meeting is unduly heavy, the President of the Faculty Assembly may defer committee reports until the next regularly scheduled faculty meeting, but they may not be deferred beyond one meeting.

6) Matters Requiring a Vote

Prior to the meeting, the Committee presenting an item for a vote should contact the Faculty Assembly President

and request the item be placed on the meeting agenda. A written motion and rationale, written by the presenting Committee, shall be shared with the Assembly on the Faculty Assembly Moodle site. At the meeting, the presentation of the motion should be limited to necessary explanatory comments.

7) Voting Procedures

The responsibility of announcing a vote rests upon the Faculty Assembly President. Motions brought to the Faculty Assembly may be introduced by the respective Committee Chair or designated Committee member, followed by a discussion of the motion among the Assembly. A motion to for a vote is required and should be seconded by another member of the Assembly before a vote occurs.

Major policy changes, such as those in the areas of curricula, mission, and tenure, will require a two-thirds majority of those present and voting; this vote should be conducted electronically to best record the outcome. A simple majority of those present and voting is required for the passage of all other motions, which can be determined verbally or using an electronic poll in Moodle or a web conferencing platform.

All Faculty Assembly matters requiring a vote will be conducted electronically through Moodle by an Officer of the Executive Council. All votes will be conducted anonymously and will have the options of *yes*, *no*, or *abstain*. **A quorum, defined as a majority vote of all full-time faculty, is required for a motion to pass, unless otherwise stated in the motion's description.** A time period for voting must be indicated at the time of the motion; this time period may be extended to allow for a sufficient number of total votes to be cast.

If an informal motion is made during the Assembly meeting, it may be voted upon electronically through the web conferencing platform (e.g. Zoom or the like) using a poll or verbally, with the voting members indicating their vote by displaying an electronic symbol or other action that clearly allows for a visual count.

The final vote tally (for Major policy changes) is required to be recorded on the Motion form and must be filed with both the a) Faculty Assembly records and the b) Committee records for future reference. For informal votes, the final tally of votes should be stated in the meeting minutes.

Voting for committee members - Committee member elections, which are to be discussed at Assembly meetings (when needed), will be conducted electronically through the Faculty Assembly Moodle site by the Election Officer of the Faculty Affairs Committee (see Faculty Affairs Committee description in Section 10.3.3). Nominations for committee members will be taken as described in the Faculty Handbook by each respective committee.

8) Announcements

Announcements that are reminders of dates/events can be given at Assembly meetings at the discretion of the Assembly President but should be very brief.

8) Parliamentary procedure vocabulary applicable to Faculty Assembly Meetings

Types of vote

Majority – more than half of the votes cast, exclusive of abstentions.

Tabling – A method of postponing action is to lay the motion on the table. This motion to table is not debatable or amendable. A question laid on the table remains there until taken from the table or until the close of the next regular meeting; if not taken up by that time, the motion dies.

Postponing – A second method of postponing action is to postpone the motion to a definite time, such as the next meeting. This motion is debatable and amendable.

Motion to reconsider – When a member wishes to reconsider the vote on a motion that has been carried or lost, he or she moves to reconsider the motion. The motion is made as a result of new information concerning the original motion. For example, a group has voted to purchase a piece of equipment. Later on in the meeting, the group learns that there is not enough money in the treasury to buy the projector.

Note that only a member who voted on the winning side of a main motion may make a motion to reconsider. The motion to reconsider must be made at the same meeting as the main motion. At a later time a motion to repeal must be used

Appendix F

Evaluation of Non-tenured Faculty

NON-TENURED FACULTY PRE-OBSERVATION FORM

1. The date and time for the Instructional Observation is to be established by the instructor and evaluator.
2. The Pre-Observation Form is to be completed by the instructor and given to the evaluator prior to the Instructional Observation.
3. A follow-up conference to evaluate and discuss the observation will be held at the conclusion of the semester during the Summative Review.

Name _____ Area _____

Location _____ Course _____

DESCRIPTION OF THE CLASS FOR THE INSTRUCTIONAL OBSERVATION

1. Briefly describe your objectives for the class session and their relationship to the overall course.
2. Identify the method(s) of instruction designed to achieve these objectives.

<input type="checkbox"/> Lecture	<input type="checkbox"/> Collaborative activity
<input type="checkbox"/> Laboratory	<input type="checkbox"/> Simulation/role playing
<input type="checkbox"/> Class Discussion	<input type="checkbox"/> Technology (Identify)
<input type="checkbox"/> Team Teaching (<i>Identify other instructors</i>) _____	
<input type="checkbox"/> Other (<i>Identify</i>) _____	
3. How will the students participate?

NON-TENURED FACULTY OBSERVATION INSTRUMENT

The categories listed below constitute the expectations of the Saint Elizabeth University for thenon-tenured faculty member. Indicators will be assessed utilizing classroom observation and student evaluations by the Department Chair or Program Director. The evaluator will indicate specific strengths, make general comments on the class observed, and provide suggestions for improvement based upon the observation of instruction, review of the syllabus, and student evaluations. The instructor will be provided with the Classroom Observation results during the Summative Evaluation Conference. If there are any critical characteristics that the evaluator is unable to observe, they should discuss this with the faculty member before the Summative Evaluation Conference. Any indicators rated “Needs Improvement” should be discussed in the written Summative Evaluation.

Instructor:

Semester:

Course Number and section:

Program:

Course Title:

Number of Students:

INSTRUCTIONAL TECHNIQUES BEING USED *(Please check all that apply):*

- Lecture
- Collaborative activity or Group Work
- Laboratory
- Simulation/Role Playing
- Class Discussion
- Technology Demonstration or Activity *(Identify)* _____
- Team Teaching *(Identify other faculty)* _____
- Other *(Identify)* _____

A. INSTRUCTIONAL PEDAGOGY

The instructor:	Effective	Needs Improvement	Not Observed
1. Came prepared for class			
2. Communicated clearly and effectively with students			
3. Exhibited command of the course content/subject matter			
4. Demonstrated ability to select and implement instructional strategies			
5. Exhibited enthusiasm and competence when presenting information			

6. Demonstrated ability to use questioning and discussion techniques			
7. Used class time efficiently			

Evaluator Comments:

B. INTERACTION WITH STUDENTS

The instructor:	Effective	Needs Improvement	Not Observed
1. Encouraged involvement in class discussion or activities			
2. Interacted with students in a positive and courteous manner			
3. Demonstrated a concern for student understanding			
4. Encouraged students to express appropriate opinions and offer suggestions			
5. Promoted sensitivity to diversity in the classroom			

Evaluator Comments:

C. INNOVATION

Teaching is the primary focus of a faculty member at the College. Did the instructor implement any unique or innovative instructional practices during the lesson? If so, please comment:

D. OVERALL EVALUATION OF CLASS:

As evidence by the quality of the class, the methods applied, instructor/student interaction, and instructional materials employed, and student evaluations, the instructor is skilled, prepared, and able to effectively educate students in this content area.

Effective

Needs Improvement

SUMMATIVE EVALUATION WORKSHEET

This worksheet is for use in formulating the written Summative Evaluation. Classroom observation, course evaluations, materials received from the faculty member, and any other relevant materials should be used.

Domain	Prompts	Notes	Recommendations
Teaching	<ul style="list-style-type: none"> • Classroom Observation • Course Evaluations • Curriculum work • Innovation • Student Research 		
Professional Services	<ul style="list-style-type: none"> • Advising • Anticipates Programmatic Needs • Active Participation in Committees and Professional Organizations 		
Research	<ul style="list-style-type: none"> • Traditional Research • Presentations • Publications • Collaborative Work • Community Outreach 		

Professional Conduct	<ul style="list-style-type: none">• Punctuality• Adheres to Deadlines• Maintains Confidentiality• Follow College Policies and Procedures• Exhibits Concern for Students• Takes Responsibility for Work• Treats All Persons Respectfully and Professionally		
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Appendix G

PHASED RETIREMENT POLICY (FACULTY ONLY)

A phased retirement plan is available (at the option of the faculty member and the University) for faculty members who have served at least ten years and have attained the age of 59½. Requests for phased retirement are due to the VPAA by the first work weekday in September of the year before the reduction in workload is to start. Phased retirement is for a period of no more than two years. Faculty who enter phased retirement relinquish their tenure; and, are required to maintain ½ of their responsibilities as a full-time faculty member.

Phased Retirement

Faculty members at Saint Elizabeth University have no mandatory retirement age. Individual senior faculty members, however, may desire flexibility in electing a phased retirement plan, which provides an alternative to full employment or complete retirement.

Phased Retirement

Phased retirement is not an employee entitlement; it is voluntary for both the University and the employee, and all the terms or arrangements (including expectations for teaching, advisement, and other normal faculty duties) will be mutually agreed upon and documented. Phased retirement may be available to faculty members who are at least 59 ½ years of age and have been employed at the University full-time for at least ten years. Tenure ceases at the time one initiates a phased retirement contract, and participants retire at the end of the agreed upon period.

Phased retirement allows for no more than half of a full-time load for the normal contractual year for a period of one to two years, with the amount of load and length of service to be negotiated as part of the contract. Participants may not increase their teaching load after the initial agreement is made. Persons in phased retirement receive full-time benefits (to the extent permissible by law, regulations of the benefit carrier, and the Internal Revenue Code) and a salary proportionate to their full-time salary and the percent of service load negotiated. Salary increases for which the individual would have qualified as a full-time faculty member will be provided at the proportional rate in effect at the time such increase would ordinarily be granted. During the period of phased retirement the faculty member retains all rights, privileges and responsibilities of a full-time faculty member, except that eligibility for sabbaticals and paid leaves (other than sick leave and vacation, if applicable) is relinquished.

Exceptions and Disclaimers

The University retains the right to allow exceptions to the phased retirement program. The program may be reviewed, modified or terminated at any time without affecting already existing arrangements. Participation in the phased retirement plan does not confer any additional employment rights upon the participant.

Procedure

1. An individual desiring to initiate phased retirement will submit a written request through his or her school dean to the Vice President for Academic Affairs (VPAA) no later than the first workday of September of the intended final full-time contract year.
 2. The VPAA will consult with the dean, department chair and others as appropriate to evaluate the request in terms of planning, personnel needs, support requirements, and other pertinent factors.
 3. The VPAA will review the proposed agreement terms with the Human Resources Director or her/his designee for benefit and program review.
 4. The VPAA will approve, not approve, or suggest a modification to the recommendation and present the recommendation to the President for approval.
 5. The VPAA will report the President's decision to the applicant and the school dean.
 6. All terms and conditions will be stipulated in writing with the term contract and signed by the applicant and the Vice President of Academic Affairs. As with all contracted positions, continued satisfactory performance is expected.
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Appendix H

Saint Elizabeth University (SEU) Promotion and Tenure Criteria Rubric

Updated 10/7/2020 - Three components: Teaching, Service, and Scholarship

TEACHING				
	Level 4 Excellent	Level 3 Very Good	Level 2 Acceptable	Level 1 Needs Improvement
Delivery of Instruction	<ul style="list-style-type: none"> • Excellent student teaching evaluations (in-class and/or online), including student comments, as compared to SEU peer faculty • Excellent classroom observation report(s) by chairperson and/or dean or post-tenure review committee 	<ul style="list-style-type: none"> • Above-Average student teaching evaluations (in-class and/or online) as compared to SEU peer faculty • Above-Average classroom observation report(s) by chairperson and/or dean or post-tenure review committee 	<ul style="list-style-type: none"> • Average student teaching evaluations (in-class and/or online) as compared to SEU peer faculty • Average classroom observation report(s) by chairperson and/or dean or post-tenure review committee 	<ul style="list-style-type: none"> • Below-average student teaching evaluations (in-class and/or online) over several semesters, as compared to SEU peer faculty, with little-to-no effort by the faculty member to improve • Below-average classroom observation report(s) by chairperson and/or dean or post-tenure review committee
Classroom Pedagogy	<ul style="list-style-type: none"> • Creating innovative teaching pedagogies • Leadership role in departmental/program curriculum development • Excellent utilization of technology in course delivery • Teaching awards and similar distinctions 	<ul style="list-style-type: none"> • Application of discipline appropriate teaching pedagogies • Active participation in departmental/program curriculum development • Participation in faculty development workshops • Good use of technology in course delivery 	<ul style="list-style-type: none"> • Application of traditional teaching pedagogies • Participation in departmental/program curriculum development • Participation in some faculty development workshops • Adequate usage of technology in course delivery 	<ul style="list-style-type: none"> • Non-involvement in departmental/program curriculum development • Unprepared for class (traditional and/or online) duties • Failure to remain current with one's academic field • Limited usage of technology in course delivery • Failure to return graded assignments in a timely manner • Failure to maintain sufficient levels of interaction with students, both online and in-person

Saint Elizabeth University Promotion and Tenure Criteria Rubric

Scholarship	Excellent	Very Good	Acceptable	Needs Improvement
	Level 4	Level 3	Level 2	Level 1
a. Scholarly Activity	<p><i>To be recognized as Excellent, the applicant shall fulfill the criteria for one or more of the identified accomplishments:</i></p> <p>Publishes/presents scholarship in national/international monographs and peer reviewed journals (or equivalent creative work) that makes significant and recognized contributions to the discipline; shares and presents scholarship and creative activities at national or international organizations and conferences. Substantial funded research grant or contract. Major leadership role in disciplinary accreditation process.</p>	<p>Presentations or articles in regional refereed journals that make contributions to the discipline; creative efforts appraised by external reviewers with recognized expertise as making a contribution to the discipline; shares and presents scholarship and creative activities at regional organizations and conferences; major supporting role in disciplinary accreditation process.</p>	<p>General, non-discipline specific or minor article of note or presentations published in regional refereed journal; evidence of demonstrated scholarly activities in progress but not yet published; articles in non- refereed journals; creative efforts; book reviews; case study publications; articles in professional newsletters; presentations at local professional meetings or on campus.</p>	<p>Insufficient evidence of scholarly activity; rarely attends professional meetings; little evidence of leadership in and contribution to the individual's discipline both within the college and in the larger community of scholars. Little or no evidence of scholarly activity.</p>
b. Professional/Career Development	<p>Outstanding progress in career development; very active program of professional development; continually seeks ways to improve professional knowledge and skills. Relates professional development to areas that enhance ability to improve student learning.</p>	<p>Good progress in career development; active professional development experiences; seeks further career development opportunities. Relates professional development to areas that enhance ability to improve student learning.</p>	<p>Some limited progress in career development; plans or initiates professional development activities, but does not always follow through.</p>	<p>Progress slow; little evidence of involvement in professional development activity.</p>

Saint Elizabeth University Promotion and Tenure Criteria Rubric				
Service	Excellent	Very Good	Acceptable	Needs Improvement
	Level 4	Level 3	Level 2	Level 1
a. University Service	Supports the mission and priorities of the college through leadership and dedicated participation in governance and college initiatives. excellent evaluations by committee colleagues; major leadership role in college level accreditation process or task forces, etc.	Demonstrates leadership in governance and college initiatives; attends committee meetings regularly; good evaluations by committee colleagues; major supporting role in college level accreditation process or major special initiative.	Participates in college community and service projects when available; usually attends committee meetings.	Not interested in service or involvement in college community other than as required by job; only becomes involved if release time or extra pay is provided; consistently fails to attend committee meetings.
b. Department Service & Advising	Supports the mission and priorities of the department through active involvement and leadership in departmental initiatives and tasks; excellent evaluation from department chair. Significant advising load; consistently and widely available to students for academic and other advising; provides strong support network for advisees.	Participates actively in departmental initiatives and tasks; good evaluation from department chair. Advising load appropriate to disciplinary need; consistently available to assigned students	Participates sporadically in departmental initiatives; average evaluation from department chair. Appropriate advising load; available to students during posted office hours; generally provides accurate information.	Rarely participates in departmental initiatives; below average evaluation from department chair. Does not provide adequate and accurate support for student advisees; maintains minimum office hours and is frequently not available.

<p>c. Community Service</p>	<p>Provides professional leadership to outside organizations i.e, consulting, coordinating conferences, and service. Contributes substantially to external community through leadership roles, representing the college and enhancing community relations.</p>	<p>Participates consistently and actively in activities outside the college to share professional knowledge; contributes consistently to the community by participation in civic and charitable activities</p>	<p>Participates occasionally in activities outside the college to share professional knowledge; occasionally participates in community service to civic or charitable activities.</p>	<p>Does not share professional knowledge outside the college. No evidence of interest in representing the college favorably in the community.</p>
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Appendix I

PROPOSED SABBATICAL REQUEST FORM

Date: _____

A. Applicant Information

1. Applicant's name: _____
2. Faculty Rank: _____
3. Department/Program _____
4. Years of full-time service at Saint Elizabeth University: _____
5. Dates of Prior Sabbatical Leaves, if Applicable: _____
6. Please attach Current CV

Included: _____

B. Identification of the Specific Financial Plan Requested (50% or 100% of Regular Salary) and the Semester(s) During which Leave is Being Requested.

1. Full-year Sabbatical, 50% of Regular Salary: _____
2. 1-semester Sabbatical, 100% of Regular Salary: _____
3. Semester(s) Requested: _____

C. Title of Sabbatical Project

Title:

Statement of Objectives

Objectives:

D. Justification (Benefits to the Individual, Department/Program, and University)

E. Project Timetable:

F. Non-Technical Summary of the Project:

G. Technical Description of the Project. Including Pertinent Literature References, If Applicable

H. Description of Arrangement with the Host Institution, and an attached Statement of Understanding, if Applicable.

Statement of Understanding from Host Institution, if

Applicable: Included: _____

I. Complete Accounting of Additional Sources Of Funds, if Applicable.

J. Attached Statement, Jointly Prepared by the Applicant and Department Chair, (or relevant School Dean if the applicant is a Department Chair) of the Anticipated Impact that the Absence of the Faculty Member Will Have on the Department, Including a Plan of How the Department Course Offerings Will Be Covered:

Included: _____

K. A letter of evaluation from Department Chair, (or relevant School Dean if the applicant is a Department Chair), of the sabbatical proposal and a letter of recommendation regarding granting of the leave from the Department:

Included: _____

Date Received: _____

Approved: _____ **Denied:** _____

Comments:

Dean Signature/Date: _____

VPAA Signature/ Date: _____

Appendix J

BY-LAWS of the FACULTY ASSEMBLY of
the
SAINT ELIZABETH UNIVERSITY

May 2016

Prepared by

SHARED
GOVERNANCE

TASK FORCE

1.101 By-laws of the Faculty Assembly of Saint Elizabeth University

ARTICLE 1

Name

The name of this organization shall be the "Faculty Assembly of Saint Elizabeth University." The members of the faculty, when assembled in a duly convened meeting, shall consider and vote on issues and matters listed below as within their powers.

ARTICLE 11

Authority

The authority of the Faculty Assembly of Saint Elizabeth University is derived from the Board of Trustees. All final powers reside in the Board of Trustees or, as delegated by them, in the President and the University Administration.

ARTICLE 111

Purpose

Consistent with the Board of Trustees' shared governance policy, "the faculty are best qualified and should have the primary role through sound and well established governance structures in the formulation and implementation of academic policy relating to:

- Curriculum;
- Methods of instruction and student learning assessment;
- Academic planning and programs;
- Student academic standards;
- Degree requirements; and
- Appointment, promotion, and tenure.

Faculty should have significant input through their governance structure in the following:

- Budget development;
- Strategic planning;
- Program assessment;
- Selection and appointment of key leaders; and
- Development of human resource policies concerning faculty."

ARTICLE IV

Definition of the Faculty's Role in Shared Governance

- A. In areas in which faculty have the primary role, as determined by the Board of Trustees, a deliberative vote will be taken to establish the opinions, concerns, and recommendations of the Assembly. In these matters, faculty have the primary responsibility to make recommendations and, where appropriate, forward those recommendations to the appropriate college officials. In instances where the review is by the Vice President of Academic Affairs and the President and the decision is in opposition to the faculty's recommendation, the matter will be returned to the faculty with a written rationale for reconsideration within ten working days. After reconsideration, the faculty may resubmit the matter to the administration within ten working days. When a majority of the faculty strongly disagree with an administrative decision(s) or policy(ies), the Faculty Assembly President shall communicate this sentiment and its rationale to the appropriate administrator for additional review and consideration. A response to the matter by the appropriate administrator will be returned to the faculty with a written rationale within ten working days. Final responsibility for any ensuing decisions resides with the college president and/or Board of Trustees.
- B. In areas in which faculty have a significant input, as determined by the Board of Trustees, a deliberative vote will be taken to establish the opinions, concerns, and recommendations of the Assembly. In these matters, faculty will make recommendations and, when appropriate, forward those recommendations to the appropriate college officials. In instances where the review is by the Vice President of Academic Affairs and the President and the decision is in opposition to the faculty's recommendation, the matter will be returned to the faculty with a written rationale for reconsideration within fifteen working days. After reconsideration, the faculty may resubmit the matter to the administration within fifteen working days. When a majority of the faculty strongly disagree with an administrative decision(s) or policy(ies), the Faculty Assembly President shall communicate this sentiment and its rationale to the appropriate administrator for additional review and consideration. A response to the matter by the appropriate administrator will be returned to the faculty with a written rationale within fifteen working days. Final responsibility for any ensuing decisions resides with the college president and/or Board of Trustees.

ARTICLE

V

Powers

The Faculty Assembly of Saint Elizabeth University has established By-laws of the Assembly that provide for membership, committees, officers, meetings and procedures governing the operation of the Assembly.

ARTICLE
VI

Amendments

The By-laws of the Assembly may be amended by a two-thirds vote of full-time faculty members voting online or in person. If two-thirds of full-time faculty members vote to amend the By-laws of the Assembly, the amendment becomes effective upon approval by a vote of the Board of Trustees.

ARTICLE
VII

Membership

The membership of the Faculty Assembly shall be the full-time faculty members and those with Professor Emeritus status who are currently teaching at the University. Part time and adjunct faculty members may attend meetings but shall have no vote.

ARTICLE VIII
Officers

The Faculty Assembly shall have five officers who comprise the Executive Council: the President, who must be a tenured faculty member; the chairpersons of the Academic Life and Faculty Affairs Committees; and one representative elected from the School of Arts and Sciences and one from the School of Professional Studies. The President and the representatives from the two schools shall be elected for three-year terms by online or in person vote of eligible faculty in April. The Chairperson of Faculty Affairs will serve as Vice President of the Assembly. Each year the Council will select a secretary-treasurer of the Assembly from the membership of the Council.

ARTICLE IX
Duties of Officers

A. The President shall:

1. Serve as the President of the Faculty Assembly
 2. Set the agenda for the Faculty Assembly
 3. Convene meetings of the Faculty Assembly and of the Executive Council
 4. Chair and direct the activities of the Executive Council of the Faculty Assembly
 5. Relay to the Faculty Assembly information that is judged to be of interest or which is directed to the Officers for distribution
 6. Represent the Faculty Assembly in conveying resolutions, recommendations or suggestions of the Faculty Assembly to the appropriate administrators
 7. Represent the Faculty in other matters on which the Faculty Assembly wishes its chief officer to speak or act on its behalf
-

- B. The Vice President shall:
 1. Preside at meetings of the Faculty Assembly whenever the President is absent
 2. Assume the powers and duties of the office of the President for the duration of an absence from or vacancy in that office
 3. Assist the President in carrying out the duties of the Faculty Assembly

- C. The Secretary-Treasurer shall:
 1. Assist the President of the Faculty Assembly in preparing communications and documents
 2. Maintain a list of the current members and terms of office for faculty members selected or appointed to any Saint Elizabeth University Faculty Committees
 3. Keep minutes of Executive Council meetings and of Faculty Assembly meetings
 4. Post agendas and minutes of Executive Council and Faculty Assembly online.

ARTICLE X

Meetings

There shall be no fewer than three meetings per semester of the Faculty Assembly each academic year. Assembly meetings shall be distinct from any faculty meetings scheduled by the University President, Vice President of Academic Affairs (VPAA) or the Academic Deans. The procedures for calling Assembly meetings and setting their agendas are:

- A. Regular meetings of the Faculty Assembly are held in accordance with a schedule established in advance by the Executive Council and shared with the Vice President of Academic Affairs in April for the following academic year.
 - B. Additional meetings may be called when the Executive Council judges them necessary, or when written request for a meeting has been submitted to the Executive Council by 20 percent of the full-time voting faculty members.
 - C. The agenda and minutes of the regularly scheduled meeting shall be posted by the Secretary-Treasurer to all members at least seven days prior to the date of the meeting.
 - D. The President prepares the Assembly agenda, but any member of the Faculty Assembly may present for discussion under New Business any matter within the jurisdiction of the faculty for discussion and delegation to an appropriate committee.
 - E. A majority of the full-time voting membership, excluding members on leave or on sabbatical, constitutes a quorum. On matters of academic policy, a majority vote of the Faculty Assembly is required. The President of the Faculty Assembly forwards the voting results to the Vice President of Academic Affairs to be reported to the President.
 - F. On matters where the administration seeks a consultative vote, the Assembly President will convey the results of the Assembly's vote to the appropriate
-

- administrator(s).
- G. The Executive Council of the Faculty Assembly may invite members of the administration or others to report to or respond to the Assembly on issues of common interest or concern.
 - H. The President of the University, the Vice President of Academic Affairs, or the Academic Deans may call meetings with the faculty. Policy proposals arising from these meetings that affect the areas to which the faculty have primary responsibility for making recommendations must be submitted to the Faculty Assembly for a vote. Scheduling of such meetings is the joint responsibility of the Executive Council and the appropriate administrator(s).
 - I. The Vice President of Academic Affairs may grant release time to the Assembly President.

ARTICLE XI Amendments

Motions to amend the By-laws of the Faculty Assembly must be introduced and discussed at a regularly scheduled Faculty Assembly meeting. Not less than 30 days after the amendment has been discussed, the Faculty Assembly may approve the amendment by a two-thirds online or in-person vote. Amendments shall become effective after review and approval by the President of the College, who then submits the change(s) to the Board of Trustees for their approval. The Faculty Affairs committee will make the appropriate changes to the By-laws.

1 1.201 Committees

The Executive Council of the Faculty Assembly

A. Purpose

The purpose of the Executive Council of the Faculty Assembly is to provide leadership for faculty issues, to represent the faculty, and to act in support of faculty interests.

B. Responsibilities

The responsibilities of the Executive Council of the Faculty Assembly are:

1. To advance proposals and recommendations from committees of the faculty.
 2. To serve as a liaison between the Faculty Assembly and the University President, the Vice President of Academic Affairs, Deans, and other appropriate administrators
 3. To call on committee chairs for reports;
 4. To receive and disseminate information related to governance shared by the administrative and faculty committees with members of the Faculty Assembly;
-

5. To serve as the coordinating body for committee functions;
6. To keep permanent records of Faculty Assembly meetings and procedures;
7. To carry out the necessary business of the Faculty Assembly;
8. To provide communication between the faculty and administration regarding recommendations of interest to the faculty;
9. To send issues regarding major academic policies to the Faculty Assembly for consideration.

C. Membership

The membership of the Executive Council shall consist of:

1. President of the Faculty Assembly;
2. Chair of the Academic Life Committee;
3. Chair of the Faculty Affairs Committee;
4. One elected representative from the School of Arts and Sciences
5. One elected representative from the School of Professional Studies

D. Faculty Committees that currently exist and appear in the Faculty Handbook are:

1. The Academic Life Committee
 2. The Committee on Admission and Student Academic Standing
 3. The Faculty Affairs Committee
 4. The Promotion and Tenure Committee
 5. The Faculty Hearing Committee
 6. Permanent Committee on General Education
-