



St Ambrose
University

Faculty Handbook

St. Ambrose University
Davenport, IA

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Faculty Handbook

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FACULTY ASSEMBLY CONSTITUTION AND BY-LAWS

ARTICLE I. THE ORGANIZATION

Name. Section 1.

The name of this organization shall be the St. Ambrose University Faculty Assembly.

Purpose. Section 2.

The purpose of the St. Ambrose Faculty Assembly is to provide a forum for substantive discussion and action relating to the interests and concerns of the St. Ambrose University faculty. The Faculty Assembly is one of the constitutive elements of the University with the students and the Administration.

ARTICLE II. MEMBERSHIP

Members. Section 1.

Membership will be comprised of the faculty of St. Ambrose University including members of the Administration holding faculty rank. The faculty designates the Chief Academic Officer (CAO) to give the official count of full-time faculty eligible to participate and vote on matters relating to faculty governance. The CAO will consult the faculty regarding the qualifications necessary to be considered a full-time member of the faculty. A credentials committee will be appointed by the Chair to certify those eligible for membership in disputed cases, and these cases will be brought before the Faculty Assembly.

Types of Membership. Section 2.

- a. Active Members - All full-time faculty and those administrators holding faculty rank.
- b. Associate Members - All part-time or adjunct faculty members not excluded in Article II, Section 1.

Eligibility Requirements. Section 3.

While all faculty are encouraged to attend and participate in the meetings, only Active Members are eligible to vote and to hold office.

ARTICLE III. GOVERNANCE RESPONSIBILITIES

Powers. Section 1.

The Faculty Assembly is, the President of the University and the Board of Trustees concurring, the legislating and negotiating body in the areas of primary faculty concern, which are as follows:

1. The Faculty Assembly has primary responsibility for curriculum, subject matter and methods of instruction, research, faculty status, and aspects of student life relating to the educational process. On such matters, the power of review or final decision, lodged

in the Board of Trustees or delegated by it to the President, shall be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty.

2. Faculty status and related matters are primary faculty responsibilities; this area includes appointments, reappointments, decisions not to appoint, promotions, the granting of tenure, and dismissal. The Board of Trustees and President shall, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment, except in rare instances and for compelling reasons, which should be stated in detail.
3. The faculty shall actively participate in the determination of policies and procedures governing compensation matters.

Delegation of Responsibility. Section 2.

The Faculty Assembly of St. Ambrose University shall exercise its rights and fulfill its obligations in these matters through itself and, subordinately, through Faculty Governance Committees. These committees have the powers and responsibilities as delegated to them in the Handbook Section II. Although the Faculty Assembly has delegated certain specified oversight to each governance committee, the ultimate responsibility resides in the Faculty Assembly itself. Therefore, the Faculty Assembly reserves the right to review and/or decide any matter or issue addressed by any governance committee.

Proper Governance Role. Section 3.

While safeguarding its ability and right to deal effectively within the areas of its primary governance responsibilities, the Faculty Assembly of St. Ambrose University in no way intends to interfere with the rights and obligations of Administrators and Students that are stated in American Association of University Professors (AAUP) documents or in the Articles of Incorporation of St. Ambrose University.

ARTICLE IV. OFFICERS

Officers. Section 1.

Officers of this organization shall be a Chair and Chair-Elect, who shall be elected by the membership. The Chair will appoint a secretary and a parliamentarian.

Tenure. Section 2.

Term of Office of the Chair and of the Chair-Elect shall be one year. The Chair-Elect shall assume the office of Chair immediately after the election of the new Chair-Elect.

Election. Section 3.

A nominating committee of three members and one alternate shall be elected each year at a meeting previous to the April meeting. Nominations for this committee will be made from the floor, and election will be by ballot. The nominating committee shall meet and select two nominees for the office of Chair-Elect, securing the consent of each nominee for the presentation of his/her name and the promise to serve if elected. Nominees must be active members of the St. Ambrose Faculty Assembly.

The annual election of officers shall be held at the April meeting. Following the report of the nomination committee, the Chair of the Faculty Assembly shall ask whether there are any nominations from the floor. Each nomination from the floor shall be accompanied by a petition signed by no fewer than 10 members of the St. Ambrose Faculty Assembly. Prior consent of the person nominated must be obtained. The vote shall be by ballot of those present.

A majority of votes by members voting is necessary for election. In case of three ballots without a clear majority for a nominee, then the two nominees receiving the highest number of votes will have their names submitted for a run-off ballot. The one receiving the most votes will be considered elected.

Officers elected will assume their duties immediately following the April meeting. If for any reason, the election cannot be held at the April meeting, the current Chair will remain in office until he/she can set a meeting where an election will take place.

Vacancies. Section 4.

A vacancy in the office of the Chair will be filled by the Chair-Elect. Vacancy in the office of the Chair-Elect will be filled for the unexpired term by a special election.

ARTICLE V. MEETINGS AND VOTING

Regular Meetings. Section 1.

The Faculty Assembly will meet monthly and, if possible, on the second Thursday of the month during the school year at 3:05 p.m. In order that all faculty have the opportunity to attend, no classes should be scheduled during this time unless approved by the CAO.

Special Meetings. Section 2.

Special meetings may be called by the Chair, or at the request of 10 members of the Faculty Assembly. At any time, upon the request of the President of the University, the Chair shall call a special meeting.

Quorum. Section 3.

No quorum is required for conducting business.

Voting. Section 4.

All main motions will be sent to a faculty ballot.

For a main motion to pass by faculty ballot requires a simple majority of votes cast.

The Chair is responsible for conducting all faculty ballots. The faculty ballot must be open for at least one week.

The Faculty Assembly may always discuss a motion and amend it by a simple majority vote of members present at the scheduled Faculty Assembly meeting. Any proposed amendments to the main motion must be presented to the Chair in writing for distribution or projection and consideration by the members present at the assembly where the amendment is to be considered.

ARTICLE VI. COMMITTEES

Governance Committees. Section 1.

The Governance Committees of the Faculty Assembly shall be elected in accordance with Section II of the Handbook.

Ad Hoc Committees. Section 2.

The Chair of the Faculty Assembly may appoint Ad Hoc Committees to investigate, review, study or recommend courses of action. Findings from Ad Hoc Committees must be returned to the Faculty Assembly for action.

ARTICLE VII. PARLIAMENTARY AUTHORITY

Robert's Rule of Order Revised shall govern the meetings of the Faculty Assembly in all cases to which they are applicable and in which they are not inconsistent with the Constitution and By-Laws.

ARTICLE VIII. COMMUNICATIONS

Agenda. Section 1.

Main motions should be submitted to the Faculty Assembly Chair one week prior to the Faculty Assembly meeting and should be published electronically by the Monday prior to the Faculty Assembly meeting. Main motions (with amendments, if any) that are being put to faculty ballot will be published at least one week prior to opening the faculty ballot, followed by one week of electronic voting.

The agenda is to be distributed to members on or before Monday preceding the Thursday meeting.

ARTICLE IX. AMENDMENT.

An amendment to this Constitution and to the Faculty Handbook constitutes a main motion. As such it may be moved, seconded and discussed during a meeting of the Faculty Assembly. That main motion and any amendments to it that may result from discussion can be passed by a simple majority of votes cast through a faculty ballot following the procedures outlined in Article V.

SECTION I: THE UNIVERSITY ORGANIZATION AND GOVERNANCE

1.1 HISTORY

1.1.1

St. Ambrose University was founded in 1882 by the Most Reverend John McMullen, first bishop of the newly created (1881) Catholic Diocese of Davenport, Iowa. He recommended that the new institution be named St. Ambrose after a fourth century Roman governor, much loved for his justice, who later became the Bishop of Milan and a doctor of the Church.

1.1.2

The first classes were held in two rooms of St. Margaret's school then located on the present property of the Sacred Heart Cathedral. In recommending that the new institution be called "St. Ambrose," Bishop McMullen voiced his preference that the patron be a doctor of the Church, a Christian known for his intellectual accomplishments.

1.1.3

In October 1885, St. Ambrose was incorporated as St. Ambrose Seminary--a "literary, scientific and religious institution," and moved to its present campus at West Locust and Gaines Streets. The move was made, and the first building wholly devoted to the work of the young institution--the bell-tower section of Ambrose Hall--was built over the objection of those who felt the location was "too far removed from the city."

1.1.4

In January 1908, St. Ambrose Seminary became St. Ambrose College when the Locust Street institution was empowered as such by the State of Iowa and empowered to grant degrees in the arts and sciences.

1.1.5

Despite its "seminary" beginning, from the outset St. Ambrose tended toward its present broad liberal arts program involving Catholics of all vocations and young people of all faiths. The 1885 articles of incorporation stated that "no particular religious faith shall be required of any person to entitle him admission to said seminary." Approximately one-third of the students enrolled are affiliated with religions other than Catholic.

1.1.6

St. Ambrose College became a co-educational institution in April 1968, with the announcement that women would be admitted as full-time students in all academic departments of the College. Earlier women had enrolled in the late afternoon and evening courses, constituting in the decade of the 1930s the "Women's Division of St. Ambrose College." On July 1, 1987, by vote of the Board of Trustees the name and status of St. Ambrose College was changed to St. Ambrose University.

1.1.7

St. Ambrose University today is accredited by the Higher Learning Commission of the North Central Association of Colleges and Secondary Schools and the Iowa Department of Education. The University also holds specialized accreditations from the following organizations: the Association of Collegiate Business Schools and Programs; the National Association for the Education of the Young Child; the Engineering Accreditation Commission of the Accreditation Board of Engineering and Technology; the Commission on Collegiate Nursing Education; the Iowa Board of Education; the Iowa Board of Nursing; the Accreditation Council for Occupational Therapy Education of the American Occupational Therapy Association; the Commission on Accreditation in Physical Therapy Education of the American Physical Therapy Association, and the Council on Social Work Education. Memberships are held in the National Catholic Education Association, the American Council on Education, American Association of Colleges for Teacher Education, the Association of Catholic Colleges and Universities, the Council of Independent Colleges, Iowa Association of Private Colleges and Universities, Iowa College Foundation, and Service Members' Opportunity Colleges.

1.2 BELIEFS

1.2.1

St. Ambrose University, rooted in the Catholic tradition, believes in the inherent God-given dignity and worth of every individual.

1.2.2

As a community of faith, learning and justice: We believe that as individuals we are capable of living in the fullest measure when our lives are freely based on a system of values that acknowledge the reality of a loving God and the necessity of a life affirming moral code.

1.2.3

We believe that in order to achieve the fullest measure of human potential, we need to develop a broad awareness of human cultures, achievements, capabilities and limitations, and to learn specific skills so that we might use our talents in the service of other people and the world in which we live.

1.2.4

We believe that freedom exercised in a responsible fashion is necessary for full personal development and for the highest development of society.

1.2.5

We believe therefore, that people today, as always, need the opportunity for systematic exposure to professional and career education based on the foundation of the liberal arts in an atmosphere where academic freedom is clearly recognized and cherished.

1.3 MISSION

1.3.1

St. Ambrose University – independent, diocesan, and Catholic – enables its students to develop intellectually, spiritually, ethically, socially, artistically and physically to enrich their own lives and the lives of others.

Core Mission Values and Guiding Principles

Catholicity: We treasure and build on our strong Catholic identity in relationship with the Diocese of Davenport. As an independent institution of higher learning, St. Ambrose University embodies our faith tradition through teaching, learning, scholarship and service through openness to those of other faith traditions, and through the pursuit of justice and peace.

Integrity: We believe that as individuals we are capable of living in the fullest measure when our lives are freely based on values that acknowledge a loving god and a life-affirming moral code. Therefore, we teach, learn and work in a climate of mutual respect, honesty and integrity where excellence and academic freedom are cherished.

The Liberal Arts: We are committed to the richness of the liberal arts tradition through quality instruction that fosters development of a broad awareness of humanity in all its dimensions. Ambrosians use their knowledge, talents and career skills in service to others.

Life-long Learning: We believe that people at all stages of life need educational opportunities. Therefore, we offer learning programs with student-centered teaching that lead to baccalaureate and professional graduate degrees in curricula through the doctoral level as well as non-degree offerings at the undergraduate and graduate levels. To meet the needs of our diverse student body, we use a variety of delivery systems and formats in the Diocese of Davenport, the State of Iowa and other authorized locations. We collaborate with other organizations to offer further opportunities around the world.

Diversity: We believe in the inherent God-given dignity and worth of every person. Therefore, we strive to develop an understanding of human cultures, achievements, capabilities and limitations to promote justice and peace and use our talents in service to others and the world. We welcome people from other countries and cultures to study, learn and work at St. Ambrose. Likewise, we encourage Ambrosians to teach, learn, engage in scholarship, and serve abroad.

1.3.2

St. Ambrose University grants baccalaureate degrees and graduate degrees in professional curricula through the doctorate level, as well as non-degree offerings at the undergraduate and graduate levels. The University offers programs and courses using a variety of delivery systems at its main campus in Davenport, at other locations in the State of Iowa and through collaborative agreements with other organizations around the world.

1.4 FUNCTIONS

1.4.1

St. Ambrose University performs its mission by providing for the acquisition, transmittal and application of the liberal arts and sciences together with provision for career opportunities.

1.4.2

The University strives to nourish in its constituents an awareness of the best that has been thought and felt in the Catholic and Christian traditions, while respecting the enduring values of other religions, so that these traditions and values become guiding forces in the individual and society.

1.4.3

The University endeavors to develop an intellectual community in which scholarship, creativity, reflection and leadership are fostered.

1.4.4

The University serves its students and the community at large by applying resources to the educational, cultural, organizational, social, spiritual, physical and personal needs of our times. Through its facilities and programs, the University, in a special way, serves the needs of the Diocese of Davenport.

1.5 GOVERNANCE

1.5.1 The Legal Corporation

The final institutional authority at St. Ambrose University is lodged in a self-perpetuating Board of Trustees. It delegates the conduct of administration to the President, the conduct of teaching and research to the faculty under the concurrent authority of the President. The Board consists of not less than seven nor more than 35 directors. Of these, three are *ex officio* members: The Bishop of Davenport, president of the corporation; the Vicar-General of the Diocese, the vice-president of the corporation; and the President of the University, the secretary-treasurer of the corporation. These three are the officers of the corporation. The Chair of the Faculty Assembly, the Chair of the Staff Assembly, the Presidents of Student Government Organizations, and one representative of the priests of the Diocese of Davenport are *ex officio* non-voting members of the Board.

1.5.2

The term of office of an elected voting member of the Board is five years, with possibility of re-election. The Board bears full responsibility for the University as a corporate entity, approves all major changes in its educational program, is concerned with its expansion and development, and chooses or removes the President of the University after due consultation with representatives of the University community. It also acts on the budget. There are three regular meetings each year.

1.6 ORGANIZATIONAL CHART - Please refer to the handbook or the Human Resource Director for a current chart

1.7 ADMINISTRATIVE OFFICERS

1.7.1 President, St. Ambrose University

1.7.1.1 Basic Function: As Chief Executive Officer of the University, the President is responsible for:

1.7.1.1.1

The effective and efficient operation and growth of the Institution.

1.7.1.1.2

Establishing current and long-range objectives, plans and policies subject to the approval of the Board of Directors.

1.7.1.1.3

The general direction of faculty, administration and financial operations.

1.7.1.1.4

Representing the institution to the general public.

1.7.1.2 Responsibilities: Within the limits of the by-laws and policies established by the Board of Trustees, the incumbent is responsible for the duties set forth below:

1.7.1.2.1

With the advice of the administration and faculty, develops the basic objectives, policies and operating plans of the University; submits these to the Board of Trustees for approval. The President may delegate portions of this responsibility, consistent with sound operations and authorized policies and procedures, together with proportionate authority for their fulfillment, but may not delegate or relinquish any portion of the accountability for results.

1.7.1.2.2

Ensures that the University's policies are uniformly understood and properly interpreted and administered by subordinates; reviews and approves proposed internal policies of subordinate units.

1.7.1.2.3

Ensures that adequate plans for the future development and growth of the University are prepared and participates in their preparation; periodically presents such plans for general review and approval of the Board of Trustees.

1.7.1.2.4

At specific intervals presents proposed operating and capital expenditure budgets for review and approval of the Board of Trustees.

1.7.1.2.5

Ensures the adequacy and soundness of the University's financial structure.

1.7.1.2.6

Ensures that the Board of Trustees is represented to faculty, students, administration and the general public.

1.7.2 Chief Academic Officer

1.7.2.1 Primary Function: As CAO this person is responsible to the President for providing leadership in determining policies and procedures to ensure academic programs of high quality and excellence. Is responsible for planning, budgeting, developing, coordinating and evaluating all academic and academic support programs.

1.7.2.2 Responsibilities:

1.7.2.2.1

Is responsible in consultation with Deans, departments and faculty for recommending faculty members for employment, promotion, tenure, termination and retirement.

1.7.2.2.2

Nominates Deans of the Colleges and supervises their activities with the Colleges.

1.7.2.2.3

Develops with Deans the budgets for the Colleges and supervises expenditures of those Colleges.

1.7.2.2.4

Serves on faculty committees as determined by the faculty governance structure and advises the President on initiatives and responses to faculty legislation.

1.7.2.2.5

Supervises Student Affairs, graduate programs, International Education, St. Ambrose Library, and the Deans of the Colleges.

1.7.2.2.6

Represents the University to various educational associations.

1.7.2.2.7

Works with faculty to develop resources through grant requests to various funding agencies.

1.8 NORMS AND CRITERIA FOR THE EVALUATION OF ADMINISTRATORS

1.8.1 Faculty Goals for the Evaluation of Administrators

1.8.1.1

The faculty should review the performance of the selected administrative offices of the University. The purposes of this process should be to evaluate the work of the office concerned, and to provide feedback to the administrator concerning changes or improvements as indicated by the data. The evaluation process allows faculty the opportunity to present opinions on the effectiveness of the administrator.

1.8.1.2

For the purpose of evaluating administrators, “faculty” is defined as those members of the University community teaching six or more semester hours per academic year.

1.8.1.3

Administrators will be evaluated annually by the faculty for the first three years they hold their positions. Thereafter, administrators will be evaluated every three years by the faculty.

1.8.2 Evaluation Procedure

1.8.2.1

The data gathered in the evaluation process shall be handled in the following ways:

1.8.2.1.1

A faculty committee consisting of two tenured and two untenured faculty members to be appointed by the Faculty Assembly Chair and approved by the Faculty Assembly, and the Faculty Assembly Chair (*ex officio*), will review the data and prepare a summary report. Individual faculty members within the faculty group being surveyed wishing to have access may view the summary report created by the committee, but will not be provided the underlying data. The faculty members who are provided the summary report to review in the Human Resources Office agree to maintain the summary report in a manner consistent with St. Ambrose University’s policies on the confidentiality of personnel information

1.8.2.1.2

The immediate superior of the individual responsible for the office under review shall receive the same information.

1.8.2.1.3

The individual responsible for the office evaluated shall receive a complete report of the data gathered concerning his/her office.

1.8.2.1.4

Administrators will meet with the faculty committee mentioned in 1.8.2.1.1 to discuss the completed report.

1.8.3 Evaluation Criteria

1.8.3.1

Effectiveness in performing one's responsibilities as outlined in the position's job description.

1.8.3.2

Performance of departments/functions within the offices' span of control as determined by the University's current organization chart.

1.8.3.3

Promotion of the mission and values of the University.

1.8.4 Faculty Interest in Administrators Subject to Evaluation

1.8.4.1

Recognizing that the amount of faculty contact with various administrators and offices varies a great deal, the Faculty Assembly regards the following positions as appropriate for faculty review:

1.8.4.1.1 President of the University

1.8.4.1.2 Chief Academic Officer

1.8.4.1.3 Deans of the Academic Colleges

1.9 COMMITTEE STRUCTURE

The following committees are appointed by the President except as noted:

1.9.1

Athletics: The Athletic Board monitors the interaction of the athletic program with the administrative and academic functions of the University. The Athletic Board assists the Athletic Director in the planning and evaluation of the performance of the program. Membership on the board includes the Athletic Director; the Registrar; the Faculty Athletic Representative, who chairs the board; two student representatives; and other members of the faculty and administration chosen by the President to represent the University.

1.9.2

Program: This committee serves to plan and provide a program of intellectual and cultural significance to the faculty, student body and community.

1.9.3

Ad Hoc: Whenever the need arises, the President appoints “ad hoc” committees. The purpose of these committees and their term of service are at the discretion of the President.

1.9.4

Strategic Planning: To initiate and support comprehensive, long range plans and programs for the continuing development and improvement of the University and its objectives.

1.9.5

Marketing: This committee meets as required to develop promotional programs for new or under publicized areas, suggests and/or performs surveys, and suggests solutions to various marketing problems or challenges as they occur.

1.9.6

Human Resources Committee: The Human Resources Committee is appointed by the President to review and make recommendations concerning staff policies and procedures.

SECTION II: ACADEMIC STRUCTURE

2.1 THE FACULTY ASSEMBLY

2.1.1

The Board delegates to the Faculty Assembly primary responsibility for curriculum, educational policy, graduation requirements and faculty status. On these matters the power of review or final decision lodged in the Board or delegated by it to the President should be exercised adversely only in exceptional circumstances, and for reasons communicated to the Faculty. The President possesses a concurrent authority to intervene if the overall good or nature of the institution so demands. In general, however, there will be extensive consultation with the Faculty Assembly so that its fundamental prerogative will not be abridged. In matters other than those of primary faculty concern, faculty input is guaranteed largely according to the degree of their relationship to that concern. The constitution under which the Faculty Assembly operates is included as Appendix A in back of this handbook.

2.1.2

The delegation of primary responsibility as delineated above is vested in the Faculty Assembly. It, in turn, sets up suitable organizational structures such as standing committees to accomplish its purposes. Each year, the Faculty Assembly elects one of its members to the Chair(-Elect) of the Faculty Assembly. The duties of the Chair include appointing a committee to prepare agenda for Faculty Assembly meetings and presiding at such meetings. Generally, matters of faculty concern are discussed along lines prepared either by various standing committees or by an ad hoc committee. In no case can the various committees consider themselves to have power beyond that delegated to them by the Faculty Assembly.

2.1.3

Standing committees responsible to the Faculty Assembly are: Promotion, Tenure and Standards, Board of Studies, Faculty Affairs and Grievance, Academic Support, Faculty Finance, Faculty Development, Educational Policy, University Life, Institutional Review Board, Center for Teaching Excellence, General Education Committee, Faculty Handbook Committee, and Graduate Council.

2.1.4

Membership on these committees is achieved by election and adherence to the principle that all Colleges of the University should be adequately represented. For some committees, student input is important. Therefore a specified number of students will be selected to serve on these committees by the Student Government Association, with final approval of these selections made by the Dean of Students and the Academic Deans. It shall be general University policy to encourage rotation on committees.

2.2 COMMITTEES OF THE FACULTY ASSEMBLY

Each of the faculty members on these committees is elected by the University faculty from two nominees made for each position by the individual Colleges. Nominations to the ballot shall be arrived at in a manner agreed upon by the Chairs of the departments of each college. Chairs of the committees are elected by the committee members and maintain the right to vote. Generally, an individual member of the faculty should not serve concurrently on more than one University committee. Committees are elected during the spring semester.

2.2.1. Committee Vacancies

2.2.1.1 In the case of a committee vacancy in which less than one semester remains in the term associated with the committee seat, the seat shall remain vacant for the remainder of that term.

2.2.1.2 In the case of a committee vacancy in which one or more semester remains in the term associated with that committee seat, a special election will be conducted by the Chair of the Faculty Assembly.

2.2.1.2.1 Said special elections will be conducted by electronic ballot of the full faculty and be completed within two weeks of the Chair of the Faculty Assembly being notified of a vacancy.

2.2.1.2.2 Nominees for a vacated seat will be forwarded to the Chair of the Faculty Assembly by the Dean of the College occupying a vacated seat. A nominating slate for a committee vacancy must conform to the nomination and membership requirements for that committee. A college may use any method it chooses in its internal production of nominations.

2.2.2 Promotion, Tenure and Standards (PTS)

Deals with promotion, non-reappointments, reappointments, granting of tenure and all policy matters relating to professional standards and ethics. Reviews departmental structure and circumstances, but only as these relate to appointment, non-reappointment and reappointment.

2.2.2.1 The committee in making decisions will follow the guidelines established by the Faculty Assembly. This committee reports to the President. Final recommendations and proposals to the committee are made through the Dean of the appropriate College.

2.2.2.2 Membership

CAO (who only votes to break ties), *ex officio*, and ten tenured faculty members: four members from the College of Arts and Sciences, four members from the College of Health and Human Services, and two members from the College of Business, elected to three-year, overlapping terms.

2.2.2.3 Evaluations: The PTS Committee periodically evaluates every full-time, tenure-track faculty member. The Committee is responsible for establishing the schedule of evaluations and for communicating that schedule to faculty. The PTS Committee may review individual faculty outside the announced schedule of evaluations for reasons specified in Section 3.4.6. The review criteria are found in Section 3.7. The purposes of these evaluations are manifold, including decisions to recommend to the appropriate administrative office promotions, contract renewal of probationary faculty, advancement to Emeritus status, tenure, loss of tenure, extension of tenure decision, reprimand, dismissal, or layoffs. Improving the quality of the academic program at the University is the main reason for these procedures.

2.2.3 Faculty Development Committee (FDC)

Explores and makes known opportunities for faculty professional and personal development, including sabbatical leave and FDC grants. Plans new faculty orientation and mentoring programs. Recommends to the CAO expenditures from the Faculty Development Budget. The committee in making decisions about sabbatical leaves will report to the President.

2.2.3.1 Membership

Six faculty members with at least three years of full-time teaching experience: two members from the College of Arts and Sciences, two members from the College of Health and Human Services, one member from the College of Business, and one at-large member elected to three-year, overlapping terms. Two at-large member candidates will be nominated by the Faculty Assembly.

2.2.4 Grievance Committee

In keeping with the University's goals of providing a productive and pleasant working environment for all employees and maintaining cooperative working relationships based on mutual respect and understanding among employees, the Faculty Grievance Committee serves as a duly established forum for the purpose of hearing faculty grievances and providing, through orderly procedure, means for the resolution of such grievances. The Faculty Grievance Committee is a standing committee of the Faculty Assembly with members always in place even during times in which no action is pending.

2.2.4.1 Membership

Chair of the Faculty Assembly and Chair-Elect of the Faculty Assembly (both non-voting *ex officio*); Faculty (three), one from each College, elected at large for overlapping three-year terms of service. Unless unusual circumstances arise, the Chair of Faculty Assembly shall serve as Chair of the Faculty Grievance Committee. If the Chair is unable to serve, the Chair-Elect shall serve as Chair. If neither is able to serve, the elected committee members shall choose a Chair from among their membership. Each elected member of the Committee shall have one vote.

2.2.4.2. Definition: First, it is important to note that a grievance as defined herein does not apply to any complaint or issue that comes within the scope of the University policy

“Compliance With Title IX, Equal Opportunity, Harassment and Nondiscrimination,” and for any such complaints or issues the procedure set forth in the Universal Handbook will be followed. A grievance under this policy is defined as a complaint by a faculty member (full-time, part-time, or adjunct) for one of the following reasons:

2.2.4.2.1 That the University has violated its established policies and/or practices with respect to wages, hours or conditions of work for alleged reasons other than discrimination or harassment.

2.2.4.2.2 That an injustice has been suffered by a member of the faculty at the hands of a member of the University administration, faculty or staff that bears upon the rights of the complainant as a member of the faculty.

2.2.4.2.3 That there is reason to believe that an action jeopardizing the complainant’s professional well-being has occurred or may occur as a result of the action of another member of the University administration, faculty or staff.

2.2.4.2.4 That, by reason of an act contrary to established policy or practice governing members of the University community, the complainant has been unfairly treated by a member of the University administration, faculty or staff.

2.2.4.2.5 Procedures: Unless extraordinary circumstances should arise, the complainant should attempt to achieve resolution of a grievance through informal procedures before proceeding to formal procedures using the time frame given below. A decision to modify the time frame or to bypass utilizing the informal process will be made by the Director of Human Resources.

2.2.4.2.6 Informal Procedures: Unless unusual circumstances occur, a faculty member must begin informal grievance proceedings no later than the end of the 90th working day following the event(s) that precipitated the grievance. Faculty should discuss grievances with the appropriate designees. The request for an initial discussion shall constitute the beginning of the informal procedures. It is strongly suggested (though not required) that, at the initial discussion, the grievance be presented in writing. A grievance against the University or against a member of the administration should be discussed with the CAO. A grievance against a member of the faculty should be discussed with the faculty member’s Department Chair, then with the Dean of the appropriate College, and finally, if necessary, with the CAO. A grievance against a member of the staff should be discussed with the staff member’s supervisor, then with the Vice President of the appropriate division, and then, if necessary, with the Director of Human Resources. A grievance against a committee should be discussed with the Chair of that committee. The complainant should keep careful records of what transpired during each phase of the informal process. If the complainant is not satisfied with the results of these informal efforts, he/she may make use of the formal procedure. Informal procedures are considered complete when the complainant

decides to accept the results or decides to proceed with the formal procedures. There is no time frame during which the informal procedures must be completed.

2.2.4.2.7 Formal Procedures:

2.2.4.2.7.1 Rights of the Complainant: It is the right of a faculty member to make his/her grievances known. Any faculty member who feels a grievance is just and has not been resolved using the informal procedure is encouraged to make use of the formal procedure. In no way will that faculty member's academic appointment or standing be placed in jeopardy due to the filing of a formal grievance.

2.2.4.2.7.2 Obligations of the Complainant: Unless unusual circumstances arise, the complainant must initiate the formal procedure within 30 working days of the termination of the informal procedure. During these 30 days, the complainant shall prepare a petition setting forth the pertinent facts and circumstances of the grievance, the alleged incident(s), the date(s) of occurrence, the person(s) involved, and the law, policy, or regulation allegedly violated. The complainant will also specify the relief that s/he seeks. This document, together with documents charting the progress of the informal procedure, shall be given to the Chair of the Faculty Grievance Committee (normally the Faculty Assembly Chair). A formal grievance form can be obtained from the Human Resources Office. During the formal process, the Faculty Grievance Committee shall maintain strict confidentiality.

2.2.4.2.7.3 Obligations of the Faculty Grievance Committee: The Faculty Grievance Committee shall convene no later than the end of 10 days following the reception of a grievance. This deadline applies even during times the University is not in session. The Committee shall review the grievance and informal grievance documents to determine whether or not the complainant has a legitimate grievance and whether proper informal procedures had been followed. The results of this initial review shall be given to the complainant within three days of this initial review. Should the Committee decide that the grievance is legitimate and that informal procedures have been correctly followed, the complainant and the respondent will be asked to prepare for the formal process.

2.2.4.2.7.4 Formal Grievance Process:

2.2.4.2.7.4.1 Rights of the Grievant and Respondent: The grievant and the respondent shall have the following rights:

- a. To have access to all relevant evidence.
- b. To appear and present their cases, including evidence and witnesses, to the Faculty Grievance Committee. Each party shall have the right to testify.
- c. To question all witnesses who appear before the Committee

- d. To be accompanied before the Committee by a reasonable number of advisers, who may be attorneys. Except for advising their clients, the advisers may not participate at the review.
- e. To challenge the Chair based on the Chair's alleged inability to render an impartial vote. Such a challenge must be expressed in writing to the members of the Faculty Grievance Committee before the formal grievance review session begins.
- f. To challenge any member of the Committee based on the member's alleged inability to render an impartial vote. Such a challenge must be expressed in writing to the Committee Chair before the formal grievance review session begins. Should a member be dismissed, the Chair will select a replacement from the same College. The new member must be approved by the Committee and by both the grievant and respondent.

2.2.4.2.7.4.2 Conduct of the Review Session: The Chair of the Faculty Grievance Committee shall be responsible for conducting the review session in an efficient and decorous manner, and shall, in consultation with other committee members, rule on all procedural and substantive matters relating to the conduct of the review session. The formal rules of evidence applicable to judicial proceedings shall not apply in the review session. The Committee may receive such evidence as a reasonable person would consider relevant in making important personal decisions. During the review session, unless unusual circumstances arise, both the grievant and the respondent shall have the opportunity to make opening and closing statements, to examine and cross-examine witnesses, and to present documentary evidence. During deliberation following the review session, each member of the Committee shall have one vote with the exception of the Chair and Chair-Elect. After deliberation, the Committee will submit its written decision to both the grievant and the respondent within three working days of the close of the session. It is then the duty of the Chair to turn over all records of the proceedings, including the final decision, to the Director of Human Resources.

2.2.4.2.7.4.3 The complainant has the right to terminate the formal grievance proceedings at any point. This can be done by sending a written note to that effect to the Chair of the Grievance Committee. Reasons for termination need not be stated. The complainant is the only party with the right to terminate the formal grievance process.

2.2.4.2.7.5 Appeal Process: Both the grievant and the respondent have the right to appeal the findings of the Faculty Grievance Committee to the President of the University. The appeal must be made in writing within three working days of the Faculty Grievance Committee's decision.

2.2.5 Faculty Finance

In consonance with Faculty directives, this committee reviews issues of budgeting, finance, and expenditures as they relate to academic programs and faculty interests, including but not limited to faculty salary, fringe benefits, compensation issues, University budgets and expenditures, program start-ups and closures, and tuition. The Committee will issue an annual report to the faculty on faculty salary, the budget and fiscal issues to the Faculty Assembly. Members of the Committee will meet on a regular basis with the appropriate committee of the Board of Trustees to discuss faculty concerns.

2.2.5.1 Membership

Chief Financial Officer and CAO (non-voting *ex officio*); six elected faculty members: two from the College of Arts and Sciences; two from the College of Health and Human Services; and two from the College of Business, preferably one from either the department of Accounting or the department of Finance and Economics; elected to three-year, overlapping terms.

2.2.6 Educational Policy

This committee formulates, interprets, and coordinates curricular policy. Final recommendations and proposals to the committee are made through the Dean of the appropriate College. To allow for university-wide discussion of all educational policy decisions, the agenda is published one week before every committee meeting. All materials must be submitted by the time the agenda is set. After committee decisions, a file of revised materials is kept in the CAO's Office. The original documents must be corrected by the author to correspond with the approved policies and submitted to the Chair of the Educational Policy Committee (EPC) within two weeks of approval.

2.2.6.1 Membership

CAO (who only votes to break ties), *ex officio*; the Director of General Education (without vote), *ex officio*; and ten faculty members: four faculty members from the College of Arts and Sciences; four faculty members from the College of Health and Human Services; and two faculty members from the College of Business; all elected to three year, overlapping terms. Three students in good academic standing named by the Deans, one from each of the Colleges and one of which must be a graduate student.

2.2.7 Board of Studies

Serves ~~two~~ **three** functions: 1) monitors each student's progress toward a degree and **upholds the academic integrity policy**; 2) where appropriate administers academic sanctions; **and 3)** serves as an appeals board for students seeking exceptions to academic policies and requirements.

2.2.7.1 Membership

Six faculty members, elected to ~~two~~ **three**-year, overlapping terms: two faculty members from **College of Arts and Sciences**, two faculty member from **College of Health and Human Services**, one faculty member from the College of Business, and one faculty member elected

from the faculty as a whole; two students in good academic standing selected by the college Deans on a rotating basis so that each college is represented every two out of three years. Student terms are one year appointments. A Chair of the Board will be elected from among the faculty members of the board. Non-voting *Ex-officio* membership will include the Registrar, who serves as secretary to the Board; [representative from the Office of Student Retention](#); [representative from the Accessibility Resource Center](#); [representative from the Advising Center](#); [representative from the Counseling Center](#); and [representative from the Student Success Center](#). ~~Assistant Dean for Student Retention; a member of the Academic Support Center; and the Director of the Office of Services for Students with Disabilities of Accessibility Resource Center.~~ The latter [three five](#) *ex-officio* members serve in an advisory capacity in cases regarding dismissal, [appeals](#), and probation.

2.2.8 Academic Support

Reviews policies affecting students and faculty developed by the following offices to ensure consistency with the mission of the University:

Admissions	Information Technology
Bookstore	Library
Career Center	Records and Registration
Financial Aid	Student Accounts
General Accounting	Student Success Center

The Committee reviews and evaluates annual reports of these offices and meets with directors of these offices on a regular basis, at least once every five years. The Committee addresses concerns about the policies and procedures of the above offices raised by members of the campus community. The committee makes policy recommendations to the appropriate officers and directors and to the Faculty Assembly. The Committee submits regular reports to the University official responsible for assessment as part of the University's on-going assessment of academic support services to help ensure organizational excellence and accountability to the Higher Learning Commission of the North Central Association and other external agencies. Procedures for submitting reports to be considered by the Committee can be found on the Academic Support Committee pages of the CAO webpage. After Committee review, a file of these reports is kept in the CAO's office.

2.2.8.1 Membership

Two administrators appointed by the CAO, non-voting *ex officio*. Five faculty members, elected to three-year, overlapping terms: two faculty members of the College of Arts and Sciences; two faculty members of the College of Health and Human Services, and one faculty member of the College of Business. Three students in good academic standing named by the Deans (one student from each college).

2.2.9 The Institutional Review Board (IRB) and the Institutional Animal Care and Use Committee (IACUC)

The Institutional Review Board is established, in compliance with Federal regulations, to review and approve all research involving human subjects and certain animals performed at its facilities and by its agents. It is also the policy of the University that no research conducted under its jurisdiction should be contrary to the mission of the institution.

2.2.9.1 IRB/IACUC Membership

Includes ~~10~~ 11 members chosen to meet the following criteria (based on Federal guidelines and requirements) who will be selected as follows:

- a. One appointed Chair who is a member of the full-time faculty. Interested candidates will submit letters of interest to the CAO. The Chair will be appointed by the CAO and the President of the University. The appointed Chair will serve a three-year renewable term.
- b. ~~Four~~ Five appointed members:
 - One scientist (as defined in the National Institutes of Health (NIH) 1993 Protecting Human Research Institutional Guidebook; pp. 2-4), who is a member of the full-time faculty;
 - One non-scientist who is a member of the full-time faculty;
 - One member recommended by the Graduate Council;
 - One member who is in no way affiliated with St. Ambrose University. Interested candidates will submit letters of interest to the CAO. The member recommended by the Graduate Council will be a full-time faculty member and be designated as a Graduate Affiliate Faculty or Graduate Faculty Member; this person need not send a separate letter of interest. One of the committee members must have experience in animal research. ~~teach some courses at the graduate level; this person need not send a separate letter of interest.~~ The appointed members will be appointed by the CAO and the President of the University and will serve three-year renewable terms.
 - One attending veterinarian to fulfill IACUC responsibilities.
- c. Four members elected by the full-time faculty in accordance with the guidelines set forth below. (These members will serve three-year overlapping terms.)
 - One member from nominees from the College of Health and Human Services;
 - One member from nominees from the College of Business;
 - Two members from nominees from the College of Arts and Sciences. One of these members must be from one of the departments in Subdivision I and the other member must be from one of the departments in Subdivision 2 (see 2.2.8.2).
- d. A non-voting *ex-officio* member who is the ~~current Vice President of Institutional Research~~ appointed federal liaison for the university or other individual as designated by the President of the University. This member will serve in an advisory capacity and will not have voting privileges.

2.2.9.2 College of Arts and Sciences: Subdivisions

- a. Subdivision 1: Art, Economics, English, History and Geography, Languages and International Studies, Music, Philosophy, Political Science and Leadership Studies, Theatre, Theology
- b. Subdivision 2: Biology, Chemistry, Criminal Justice, Mathematics, Physics, Engineering and Natural Sciences, Psychology, Social Work, Sociology.

2.2.9.3 Qualifications/Responsibilities: Appointed Chair

In addition to the requirements set forth in 2.2.8.1 herein, concern for human subjects, institutional goals, and mission as they relate to research activities. Exceptional organizational skills and attention to detail, strong written and verbal communication skills, conflict resolution skills, computer skills, database management skills, experience conducting research, experience with institutional review board and federal guidelines regarding research is highly desirable, completion of [NIH human subjects computer ethics research](#) training, grant application experience, demonstrated ability to deal appropriately with sensitive information and situations, openness and understanding of different discipline is a must. Assertiveness, integrity, and wisdom in dealing with academic culture are also highly desirable characteristics for this position. Master's degree required, doctorate preferred.

Ensures University compliance with [NIH guidelines the Code of Federal Regulations and the Animal Welfare Act](#) established for research. Assures that forms available on the [website SAU Portal](#) are current and accurate. Has current knowledge of federal research guidelines and disseminates this information to the Institutional Review Board (IRB), [IACUC](#), and campus community. Facilitates professional dialogue and discourse among all committee members to protect human subjects, [certain animals](#), and the institution. Includes scheduling committee meetings, publishing meeting schedule, establishing deadline dates for submission on a semester basis, maintaining communications between the administrative assistant assigned to the [IRB committee](#) (who maintains official records/documents), committee members, and researchers. Provides training to faculty, staff, and students regarding the institutional research board policies and procedures. Directs meetings, communicates results on reviewed projects (approved and disapproved) and requests for changes to appropriate parties. Seeks outside consultation on projects that the board deems additional feedback and assistance is warranted.

2.2.9.4 Qualifications/Responsibilities: Appointed Members

In addition to the requirements set forth in section 2.2.9, concern for human subjects, institutional goals, and the mission as they relate to research activities. Exceptional organizational skills and attention to detail, strong written and verbal communication skills, conflict resolution skills, computer skills, database management skills, experience

conducting research, experience with institutional review board and federal guidelines regarding research is highly desirable, completion of [NIH human subjects computer ethics research](#) training, grant application experience, demonstrated ability to deal appropriately with sensitive information and situations, openness and understanding of different discipline is a must. Assertiveness, integrity, and wisdom in dealing with academic culture are also highly desirable characteristics for this position. Master's degree required, doctorate preferred.

Ensures University compliance with [NIH guidelines Code of Federal Regulations and the Animal Welfare Policy](#) established for research. Has current knowledge of federal research guidelines and disseminates this information to the [IRB committee](#) and campus community. Facilitates professional dialogue and discourse among all committee members to protect human subjects, [certain animals](#), and the institution. Assists the Chair in providing training to faculty, staff and students regarding [the institutional research board committee](#) policies and procedures.

2.2.10 University Life Committee

Reviews policies affecting students and faculty developed by offices of the Student Services Department, including the following offices:

Student Activities	Residence Life
Security	Campus Recreation
Health Services	Counseling Services
International Student Services	Campus Ministry

The Committee reviews and evaluates annual reports of these offices and meets with directors of these offices on a regular basis, at least once every two years. The Committee addresses concerns about the policies and procedures of the above offices or about other issues related to student life raised by members of the campus community. The Committee makes policy recommendations to the Dean of Students and/or to the appropriate administrator, and communicates to the Faculty Assembly through regular reports. The Committee submits regular reports to the University official responsible for assessment and evaluation as part of the University's on-going assessment and evaluation of student life issues to help ensure organizational excellence and accountability. Procedures for submitting reports to be considered by the Committee can be found on the University Life Committee pages of the CAO's web page. After Committee review, a file of these reports is kept in the Assessment and Evaluation Center.

2.2.10.1 Membership

The Dean of Students, a staff member appointed by the Dean of Students, a representative from the ACCEL Program, and five faculty members: two from the College of Arts and Sciences, two from the College of Health and Human Services and one from the College of Business; elected to three-year, overlapping terms. Three students will be named by the

Deans, one from each of the colleges, selected from students in good academic standing. One of these students should be a graduate student.

2.2.11 Center for Teaching Excellence

The Center for Teaching Excellence strives to improve the quality of teaching and learning at St. Ambrose University. The Center provides faculty with resources, information, and expertise to improve their teaching skills, experiment with new ideas, explore instructional issues, and document teaching ability for performance reviews. The Center assists faculty members in course development and revision, providing services for faculty teaching in existing as well as developing programs. The Center's activities reflect St. Ambrose University's commitment to understand and improve the teaching and learning environment. The program is service oriented and University-wide, staffed and administered by faculty, for faculty.

2.2.11.1 Teaching Center Advisory Board: The Board serves in an advisory capacity to the Director of the Center for Teaching Excellence. The members work with the Director to ensure that the mission and goals of the Center are accomplished. The members share resources, information, and expertise to help faculty enhance their teaching.

2.2.11.2 Membership

Five faculty members: two from the College of Arts and Sciences, two from the College of Health and Human Services, and one from the College of Business; and an Education Specialist (staff member or elected from any college). Members serve two year, overlapping terms.

2.2.11.3 The director will be selected by the advisory board and elected by the faculty.

2.2.12 General Education Committee

The General Education Committee shall monitor, evaluate, and promote all matters pertaining to general education, including, but not limited to:

- a. The mission, goals, and student learning outcomes of General Education;
- b. Assessment of student learning outcomes; and
- c. Use of evidence to support and improve student learning outcomes.

2.2.12.1 Membership

Membership on the General Education Committee shall include two members from the College of Arts and Sciences, two members from the College of Health and Human Services, one member from the College of Business, one member from ACCEL, Dean of the College of Arts & Sciences (ex officio), the Associate Director of General Education and the Director of General Education, who will serve as the committee Chair.

- a. The Associate Director and Director are appointed by the CAO, in consultation with the Chair of Faculty Assembly;
- b. All other members shall be selected at the discretion of the colleges and administrative offices represented on the General Education Committee;

- c. Duration of terms and rotation: Year One: replace one Arts and Sciences member and the Health and Human Services member; Year Two: replace the College of Business and the ACCEL members; Year Three: replace the other Arts and Sciences member and the other Health and Human Services member.

2.2.13 Faculty Handbook Committee

The Faculty Handbook Committee is one of the standing committees of the Faculty Assembly. Its purpose is to carry out continuing study of the Faculty Handbook and to be the channel for the amendment or revision of the Handbook. The Faculty Handbook spells out the rights and responsibilities of the faculty, and faculty contracts are construed and interpreted in light of the provisions of the Faculty Handbook.

This committee will meet when updates are required or requests are made that relate to Faculty Handbook issues.

2.2.13.1 Membership

The members of the Faculty Handbook Committee are as follows: five voting members – two faculty members from the College of Arts and Sciences, two faculty members from the College of Health and Human Services; and one faculty member from the College of Business. Members will serve two-year, overlapping terms.

2.2.13.2 Responsibilities

The duties and responsibilities of the Faculty Handbook Committee are to:

- a. Maintain and update the Faculty Handbook based on University policies and procedures as well as federal regulations governing employment and employers;
- b. Review proposals for changes to the Faculty Handbook for consistency and duplication with the Faculty Handbook, when requested to do so by the Faculty Assembly, and to report results to Faculty Assembly;
- c. Process proposed changes or amendments to the Faculty Handbook through the Faculty Assembly, with recommendation on adoption of said changes;
- d. Communicate with the appropriate faculty committees as deemed necessary; and
- e. Initiate whatever action is necessary to fulfill its duties and responsibilities.

2.2.14 Graduate Council

The Graduate Council is a body of the faculty in which matters of concern to graduate education may be discussed and the mission of graduate education at St. Ambrose fulfilled. The Graduate Council serves in an advisory capacity to the Dean of Graduate and Adult Education and the Office of Graduate Studies, in matters related to graduate education. The Graduate Council will serve in an advisory capacity on academic issues related to graduate education and as a primary voice for graduate faculty. The Graduate Council collaborates with PTS to develop, review, and support recommendations related to graduate faculty standards. The Graduate Council collaborates with EPC to review, establish, and update educational policies that govern graduate education. The Graduate Council recommends priorities for graduate education and

supports efforts to achieve them. The Graduate Council develops, reviews, and recommends policies and procedures for graduate education (e.g., marketing, recruitment, admissions, retention, criteria for graduation, graduate assistantships and financial aid) and advocates for prioritizing graduate education resources (e.g., financial, support services). The Graduate Council provides a venue/forum to identify and monitor quality indicators of graduate education (e.g. retention rates, graduate rates, GPA, faculty course loads).

2.2.14.1 Membership

The Graduate Council is convened by the Dean of Graduate and Adult Education and consists of the following voting members: SAU graduate program directors, two faculty representatives from the College of Arts and Sciences, two faculty representatives from the College of Health and Human Services and one faculty representative from the College of Business. Elected members will serve three-year, overlapping terms. Non-voting ex-officio members include: the Dean of Graduate and Adult Education, College Deans, the Chief Academic Officer, the Vice President for Enrollment Management, the Director of Graduate Admissions, the Director of the School of Education, and a GSGA officer representative.

2.3 FACULTY MEETINGS

2.3.1 The Faculty Assembly holds meetings monthly during each semester and also at the discretion of the Chair or by request of 10 members of the Assembly. At the discretion of the President of the University, a meeting of the faculty may be called.

2.4 COLLEGES AND THEIR DEPARTMENTS, SCHOOLS, AND PROGRAMS

St. Ambrose University is made up of four Colleges with departments, schools and programs within the Colleges as follows:

College: An administrative division of the University that houses a group of academic departments and/or schools.

Department: An administrative unit of one of the Colleges responsible for a particular area of study.

School: Accreditation standards for some degree programs require that the program be administered by a School rather than a Department. The designation "School" is reserved for such cases. At St. Ambrose University, the term "School" denotes an administrative unit of one of the Colleges of the University. A School consists of a director, a faculty, support staff, and a significant number of full-time students. The members of a school are united by their common involvement in a single discipline or career specialty.

Program: A program of academic study leading to a degree, major, minor, concentration or certificate.

2.4.1 College of Arts and Sciences

Department of Art
Department of Biology
Department of Chemistry
Department of Computer and Information Sciences (including Master's)
Department of Engineering and Physics
Department of English
Department of History
Department of International Studies
Department of Mathematics
Department of Modern Languages and Cultures
Department of Music
Department of Pastoral Studies (Master's)
Department of Philosophy
Department of Political Science
Department of Psychology
Department of Sociology and Criminal Justice
 Criminal Justice program (Master's)
Department of Theatre
Department of Theology
Department of Women's Studies

2.4.2 College of Business

~~Department of Accounting (including Master's)~~
~~Department of Communication~~
~~Department of Finance, Economics and Decision Sciences~~
~~Department of Managerial Studies (including Master's and Doctoral)~~
~~Department of Marketing~~
~~HL McLaughlin Master of Business Administration~~
Department of Accounting (including Master's)
Department of Economics
Department of Finance
Department of Management (including Doctoral)
Department of Marketing
Master's of Business Administration
Master's of Organizational Leadership

2.4.3 College of Health and Human Services

Department of Kinesiology
Department of Nursing
 BSN program
 MSNA program
Department of Occupational Therapy (Master's)

Department of Physical Therapy (Doctoral)
Department of Speech, Language Pathology (Master's)
School of Education
 Department of Special Education
 Department of Educational Administration (Master's)
 Department of Education in Teaching (Master's)
 Children's Campus
School of Social Work (Master's)

2.5 COLLEGE DEANS

2.5.1 College Deans serve as advocates for the faculty they represent and liaisons between the faculty and administration.

2.5.2 Responsible for planning, budgeting, developing, coordinating, assessing and evaluating the academic and other programs of the College, and encourages excellence in teaching and administration of these programs.

2.5.3 Recommends in consultation with departments and faculty for employment, promotion, tenure, post-tenure review, termination and retirement.

2.5.4 Makes recommendations to the University President regarding the appointment of academic department Chairs, and supervises their activities with departments.

2.5.5 Develops with Chairs the academic department budgets and supervises expenditures of those departments.

2.5.6 Works with faculty committees as determined by the faculty governance structure and advises the CAO on initiatives and responses to faculty legislation and proposals.

2.5.7 Works with faculty to develop resources through grant requests to various funding agencies.

2.5.8 Works with all administrative offices on recruitment, advising, marketing and promotion of the College and the University.

2.5.9 Strengthens relationships with internal and external constituents.

2.5.10 Engages in environmental scanning to identify potential opportunities and threats to the college.

2.5.11 Supports departments in seeking and continuing specialized accreditation, where appropriate.

2.5.12 Identifies new initiatives relevant to the college and leads in their implementation.

2.6 DEPARTMENT CHAIRS—UNDERGRADUATE

2.6.1 A Chair/Director is the chief officer responsible for facilitating the operation and development of a department, the fundamental academic unit within the University. Reporting directly to the college Dean, the Chair/Director serves as the spokesperson of the department concerning all official transactions, and s/he functions as a key liaison in collaborations between departments, across the college and the University. Working in close cooperation with the department members, the department Chair/Director makes decisions that reflect consultation, build on consensus, and encourage cooperation among department members. The responsibilities of the Chair/Director include: developing and administering effective departmental policies and practices that are consistent with college and University provisions; making recommendations concerning budget, curriculum and personnel; managing all the resources assigned to the department; coordinating departmental assessment and program reviews; fostering collegial environment that supports the faculty members' performance and development, and the department's capacity to carry out its mission and accomplish its objectives with distinction.

In order to facilitate the professional development and success of the department Chair/Directors, the Office of the CAO will collaborate with the academic Deans in providing an experienced mentor during the first year of the Chair/Director's term, along with an orientation program and periodic education in tasks such as budget management, strategic planning, personnel relations, Americans with Disabilities Act, employment laws, among others.

2.6.2 Appointment, Term and Performance Review

2.6.2.1 The department Chair/Director is recommended by the college Dean after consultation with the academic department to the CAO for appointment. A department Chair/Director should typically be a tenured full-time faculty member who remains active in teaching, scholarship/creativity and service.

2.6.2.2 Extenuating circumstances notwithstanding, the department Chair/Director remains accessible throughout the calendar year, to attend to necessary duties.

2.6.2.3 The appointment is typically for a five-year term, renewable, and contingent on satisfactory performance reviews every two years.

2.6.2.4 The department Chair/Director's performance review is conducted by college Dean, and includes feedback of department faculty and staff members.

2.6.2.5 The department Chair/Director receives compensation commensurate with position requirements—i.e. the size and operational complexity of the department; this compensation may be in the form of reassigned time, compensation or both.

2.6.3 Responsibilities

The department Chair/Director has operating authority to:

2.6.3.1 Manage or delegate routine administrative responsibilities in such areas as budget, class scheduling, workloads regarding teaching and student advising, dedicated instructional space and equipment, departmental requirements for majors and minors, curriculum changes, and assessment of student learning;

2.6.3.2 Convene meetings with the department instructional staff a sufficient number of times each semester deemed necessary by operational procedures;

2.6.3.3 Direct departmental review to recommend full-time and adjunct or part-time faculty/ staff members for employment, tenure, promotion and termination, in accordance with University policies governing such decisions;

2.6.3.4 Oversee faculty/ staff searches in the department, in accordance with college and University guidelines and policies; communicate the department's recommendations to the college Dean;

2.6.3.5 Ensure that new faculty/staff members receive appropriate guidance and mentoring;

2.6.3.6 Advocate for resources and foster conditions that support the department members' professional development;

2.6.3.7 Ensure that a program review is carried out when designated by the Educational Policies Committee and, when applicable, as outlined by the program's accrediting body;

2.6.3.8 Make recommendations to the FDC concerning faculty sabbatical leave requests, in consultation with the college Dean;

2.6.3.9 Plan and implement an annual departmental budget in consultation with the department members and the college Dean; advocate for resources to support all new ventures approved through the planning process;

2.6.3.10 Evaluate annually and revise as needed the department's mission, philosophy, strategic plan, policies/procedures and curriculum in collaboration with faculty and staff;

2.6.3.11 Work with the college Dean and other department Chair/Directors in supporting the missions and functions of the college;

2.6.3.12 Work with faculty to propose educational initiatives, and collaborate with the University grants officer to seek grants from various funding agencies;

2.6.3.13 Work with University committees and advise the college Dean on initiatives and responses to faculty legislation and proposals;

2.6.3.14 Facilitate collaboration between the department and the relevant administrative offices on recruitment, advising, marketing and promotion.

2.7 DIRECTOR - GRADUATE PROGRAMS, SCHOOLS AND DEPARTMENTS

2.7.1 Directors are additionally responsible for maintaining accreditation status and fulfilling other duties outlined in their respective position descriptions.

2.8 GRADUATE FACULTY MEMBER DEFINITION

2.8.1 At St. Ambrose University, Graduate Faculty Members include tenure-track, tenured, or emeritus faculty at the Assistant, Associate, or Professor rank who hold a terminal degree or equivalent and whose regular assignments include teaching graduate courses. Graduate Faculty Members must participate in ongoing scholarship, professional development, and professional service appropriate to the graduate program's mission, and they are eligible to direct a master's thesis or doctoral dissertation. Graduate Faculty Members are appointed by the CAO based on recommendation from the Program Director and Dean of the College.

2.8.2 Affiliate Graduate Faculty Members include full-time or part-time individuals who hold a professional degree or master's degree or its equivalent and whose regular assignments include teaching graduate courses. Affiliate Graduate Faculty Members must demonstrate evidence of continuing scholarship, professional development, and professional service appropriate to the graduate program's mission. Affiliate Graduate Faculty Members are appointed by the CAO based on recommendation from the Program Director and Dean of the College.

2.9 SCHOOLS

2.9.1. At St. Ambrose University, the term "School" denotes an administrative unit of one of the Colleges of the University. A School consists of a director, faculty, support staff and a significant number of full-time students. The members of a school are united by their common involvement in a single discipline or career specialty.

2.9.2 Ordinarily, this sort of organizational unit arises in response to a recognized and distinct body of knowledge and/or the requirements of specialized accreditation.

2.9.3 A school has a Director who:

2.9.3.1 is appointed on a continuing basis with an annual evaluation by the Dean and a three-year review, which will include a consultation by the Dean with each of the faculty in the program;

2.9.3.2 acts as administrative head of the program with no requirement for rotation;

2.9.3.3 is a full-time tenure track or tenured faculty member (ordinarily tenured in established programs);

2.9.3.4 serves on a 12-month contract;

2.9.3.5 is granted adequate release time from teaching (based on duties, size of faculty, and enrollments) to carry out the needed administrative responsibilities. New programs may require more release time to allow for the large amount of curriculum development and recruitment of students and faculty.

2.9.4 Schools manage their own budget through the Director, subject to supervision of the Dean, and make requests to the planning committee for additions to baseline. Requests to the planning committee for budget increases are made through the Dean.

2.9.5 Schools determine recommendations regarding faculty status, including such things as hiring, promotion, termination and tenure. The Director forwards through the Dean and the CAO, the School's recommendations to the University's PTS Committee for approval.

2.9.6 Tenured faculty from the School can be elected to the PTS Committee according to the regulations and procedures in the Faculty Handbook.

2.9.7 Schools determine the courses to be offered, degree requirements and curricula for the programs in the School. The Director forwards these determinations through the Dean for approval by the University's Educational Policies Committee.

2.9.8 Faculty from the School, just as all full-time faculty from the Colleges, are eligible for election to all committees of the Faculty Assembly, according to the regulations and procedures in the Faculty Handbook.

SECTION III: FACULTY PERSONNEL POLICIES

3.1 ACADEMIC FREEDOM AND RESPONSIBILITY

3.1.1 Endorsing AAUP Principles

St. Ambrose University endorses the 1940 Statement of the Principles on Academic Freedom and Tenure with 1970 Interpretive Comments (*AAUP Policy Documents & Reports*, Tenth Edition, 2006) formulated by the Association of American Colleges and the AAUP. All members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 Statement of the Principles on Academic Freedom with 1970 Interpretive Comments.

3.1.2 A Fundamental Right

A fundamental right (as well as a professional responsibility) of the member of a teaching faculty is always to exercise and cherish academic freedom. This privilege and obligation involves the dissemination of knowledge through teaching; the augmentation of knowledge through research and publication; and the continuing enhancement of scholarly expertise in a specific academic discipline. At St. Ambrose, academic freedom is recognized as a right of the classroom teacher, the teacher involved in research and publication, and the student. Research and publication are ancillary to good teaching and conscientious student counseling.

3.1.3 Exercised with Discretion and Tact

It should be obvious that the faculty member is an employee of an institution, as well as a citizen and member of a learned profession. These facts impose special obligations on faculty members when they speak or write in their capacity as private individuals. There is a danger that views of an individual faculty member may be interpreted as positions taken by the teaching profession generally and by St. Ambrose University in particular. Accuracy and tact are needed in many cases so that such incorrect inferences are not likely to be drawn. While respecting a student's right to academic freedom, faculty should also make a student aware of the accompanying responsibilities inherent in academic freedom and encourage students to use discretion while expressing their views. The freedom to learn and the freedom to teach are integral to a sound education.

3.2 DESCRIPTION OF FACULTY EMPLOYMENT STATUS AND RANK

3.2.1 Terms and Conditions of Employment

The terms and conditions of every appointment to the faculty will be stated or confirmed in writing by the CAO, and a copy of the appointment document will be supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy will be given to the faculty member.

3.2.2 Minimum Faculty Qualifications Policy

St. Ambrose University employs competent faculty members who are qualified to accomplish the mission and goals of the institution. It is assumed that St. Ambrose faculty members who

are delivering college level course content are appropriately qualified to do so. The University is expected to have personnel policies and practices in place to ensure that faculty are qualified and maintain expertise in their respective area of teaching and scholarship. When determining acceptable qualifications of its faculty, St. Ambrose gives initial consideration to the highest earned degree in the discipline while also considering: competence; effectiveness; undergraduate and graduate degrees; related work experiences (“tested experience”); research and scholarship in the field; professional licensure and certifications; honors and awards; continuous documented excellence in teaching; or other demonstrated competencies and achievements that contribute to expertise associated with effective teaching and student learning outcomes.

The following guidelines should be used when determining “minimum faculty qualifications” at St. Ambrose University, realizing that Colleges and Departments may formulate discipline specific standards leading to compliance. These will inform and be reflected in faculty expectations for performance going forward, but shall not be viewed or employed in a punitive manner. Faculty development is central to ensuring a well-qualified faculty. In instances where programs or majors involve discipline-specific, external accreditation, those standards may guide minimum credential and expectations as well as maintenance of expertise.

I. Degree Earned:

- A. Earned doctorate or terminal degree in the discipline or Master’s degree in the teaching discipline (or sub field in which they are teaching) or Master’s degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
- B. Faculty teaching in undergraduate programs should hold a degree at least one level above that of the program in which they are teaching.
 - a. Faculty members teaching general education courses, or other non-occupational/ specific courses within a discipline (i.e., 100 and 200 level courses not designed to prepare people directly for a career), hold a Master’s degree or higher in the discipline or ‘subfield’ (as specified by the discipline). If a faculty member holds a Master’s degree or higher in a discipline or subfield other than that in which he or she is teaching, that faculty member should have completed a minimum of 18 graduate credit hours in the discipline or subfield in which they are teaching.
 - b. Faculty teaching in professional related programs must hold a Bachelor’s degree or Master’s degree in the discipline or field and have a combination of education, training and “tested experience” as determined by the department or program.
- C. Faculty teaching in graduate programs should have a record of research, scholarship, achievement, or “tested experience” (see below) appropriate for the disciplines taught in a graduate program and as approved by the college Dean.
 - a. Faculty guiding doctoral education should have a record of scholarship and preparation to teach at the doctoral level. Research and scholarship should be appropriate to the program and degree offered.

- b. Faculty teaching in Master's level programs may possess an equivalent degree of mastery provided they are otherwise qualified through any of the following means:
 - i. A terminal degree in either the discipline or a very closely related sub-discipline.
 - ii. "Tested experience"
 - iii. Contributions to scholarship in the discipline.

II. Tested Experience

A faculty member may be qualified based on experience that a department or program determines is equivalent to credit hours or CEU's earned in a subfield or specific teaching discipline.

- A. Tested experience includes a breadth and depth of experience outside of the classroom in real-world situations relevant to the discipline in which the faculty member would be teaching. Tested Experience may include any of the following:
 - a. Faculty who have practical experience in the area that they will be teaching as determined by years in a specific position engaging relevant skills and holding relevant responsibilities.
 - b. Faculty who have a skill set relevant for a specific course or discipline as demonstrated by years in a specific position with professional certifications or credentials relevant to the course/discipline.

Faculty at St. Ambrose, upon appointment, are given one of the following statuses and must adhere to "minimum qualifications" and maintenance of expertise as outlined in the faculty handbook:

- Probationary/Tenure-Track Probationary faculty (subject to annual reviews as outlined in the faculty handbook)
- Tenured faculty (as defined in the faculty handbook and granted by the President of the University)
- Clinical faculty (eligible for advancement in rank under Section 8.2.4 of the faculty handbook)
- Visiting faculty
- Non-Tenure-Track faculty (may be advanced in rank according to criteria discussed in Section 3.2.4. of the faculty handbook)
- Librarian (non-tenure) faculty
- Part-Time faculty
- Adjunct faculty (various ranks, instructor, lecturer)

3.2.3 Types of Faculty Status

All faculty appointments to the rank of instructor or higher fall in one or more of the statuses listed below.

3.2.3.1 Probationary/Tenure-Track

Probationary faculty are subject to annual reviews as outlined in Section 3.3.2. Probationary faculty members will be informed each year by the CAO in writing of his or her appointment and of all matters relative to his or her eligibility for the acquisition of tenure. Tenure policy and the tenure review are covered in Section 3.4.

3.2.3.2 Tenured

Tenured faculty have been granted tenure by the President of the University at the recommendation of the PTS Committee. Tenure policy, including the loss of tenure, is covered under Section 3.4. Periodic reviews of tenured faculty are covered under Section 3.8.

3.2.3.3 Clinical

Clinical faculty, including requirements for advancement in rank, are discussed under Section 7.

3.2.3.4 Visiting

Visiting faculty, including requirements for advancement in rank, are discussed under Section 3.9.

3.2.3.5 Non-Tenure-Track

Non-tenure-track faculty follow the same procedures and criteria for advancement in rank as tenure and probationary faculty; these are discussed under Section 3.2.4.

3.2.3.6 Librarian (non-tenure)

Librarian faculty are discussed under Section IX.

3.2.3.7 Part-Time

Part-time faculty are discussed under Section VII.

3.2.3.8 Adjunct

Adjunct faculty are discussed under Section VII.

3.2.4 Faculty Rank

Faculty are given one of the following four ranks: Professor, Associate Professor, Assistant Professor or Instructor.

3.2.4.1 Professor, Adjunct Professor

- a. Ph.D., Ed.D., or equivalent terminal post-professional degree

- b. Completion of 11 years of full-time college faculty experience (eligible to apply during the 11th year and effective beginning with the 12th year if granted)
- c. Evidence of continuing professional growth beyond that expected of the Associate Professor level.

3.2.4.2 Associate Professor, Adjunct Associate Professor

- a. Ph.D., Ed.D., or equivalent terminal post-professional degree
- b. Completion of six years of full-time college faculty experience (eligible to apply during sixth year and effective beginning with the seventh year if granted)
- c. Evidence of continuing professional growth beyond that expected of the assistant professor level

3.2.4.3 Assistant Professor, Adjunct Assistant Professor

- a. Completion of one of the following:
 - Post-baccalaureate master's degree and completion of three years college teaching experience (eligible to apply during third year and effective beginning with the fourth year if granted)
 - Post-baccalaureate master's degree and completion of appropriate level of professional experience
 - Ph.D., Ed.D., or equivalent terminal post-professional degree
- b. Evidence of continuing professional growth beyond that expected of the instructor level

3.2.4.4 Instructor, Adjunct Instructor, Lecturer

- a. Master's degree or written evidence of candidacy for this degree
- b. Promising teaching ability as evidenced by:
 - The recommendation from the school where the graduate work has been done or an appropriate professional endorsement
 - Graduate hours completed

3.2.4.5 In certain circumstances, the Dean, with the approval of the CAO, may make proportionate allowances for part-time teaching, or substitute other professional experience for college teaching experience, which will be set forth in the faculty member's initial appointment letter.

3.2.5 Advancement in Rank

Faculty members qualify for advancement in rank by maintenance of high standards and integrity in teaching, scholarship and service. Of particular significance is evidence of continuing intellectual development, as revealed by graduate study, participation in professional

organizations, publications or equivalent performance, and excellence in teaching and in advising.

3.2.5.1 Notice of Eligibility for Advancement

The PTS Committee through the office of the CAO will notify the faculty member, the Department Chair, and the Dean of the faculty member's eligibility for advancement. This occurs once for the first year of the faculty member's eligibility.

3.2.5.2 Application for Advancement

Once notified of eligibility, the faculty member directs all communications relating to advancement in rank to the PTS Committee through the office of the CAO. Faculty members seeking to be promoted have the responsibility to apply for the advancement in rank.

Individual faculty will submit the following materials:

- a. A statement of self-evaluation with respect to the faculty performance criteria described in Section 3.7.1 and 3.7.2.
- b. All materials from one course of the faculty member's choosing. "All materials" means everything that would be distributed to students, including handouts, quizzes, and exams.
- c. Copies of syllabi for all courses taught since previous review.
- d. Current curriculum vita (CV).
- e. Other supporting evidence as appropriate.

3.2.5.3 Recommendation for Advancement

Advancement in rank may be recommended in two ways: 1) an independent letter of evaluation and recommendation for advancement in rank may be made by the Department Chair in consultation with department faculty 2) recommendation for advancement in rank may be made by five faculty members holding at minimum the rank to which the candidate aspires. In either case, these recommendations must be made through the Dean, who also provides an independent letter of recommendation, no later than the date specified in the notification letter from the CAO. A faculty member whose promotion is contingent upon degree requirements (see Section 3.2.3) must notify the CAO as soon as possible when the date of acquiring the degree is known. Faculty members who miss the deadline may apply for advancement in rank in a subsequent academic year. Faculty members seeking advancement should provide evidence of their continuing intellectual development by addressing each of the items presented in Section 3.7 and by providing evidence of continuing professional growth beyond that expected of their current rank.

3.2.5.4 Review and Recommendation Regarding Advancement

The PTS Committee will consider advancement in rank for individuals who satisfy the specific conditions in Section 3.2.3 and have been recommended by the department Chair or by five faculty members holding the minimum rank to which the candidate aspires and the Dean of the College.

3.2.5.5 Advancement Decisions and Communications

The PTS Committee makes its recommendations directly to the President. A copy of this letter will be sent to the faculty member. The President will inform the candidate of the advancement decision no later than May 1 of the year preceding the academic year in which the advancement is to take effect. If advancement in rank is not to be granted, the administration must set forth, in writing, the reasons for denial of advancement.

3.3 PROBATIONARY FACULTY

3.3.1 Probationary Appointments

3.3.1.1 Probationary faculty members receive one-year contracts, subject to renewal. The length of the probationary period will be determined at the time of the initial appointment. Unless a mutually agreed upon extension has been granted, the total period of full-time probationary service at St. Ambrose will not exceed seven years.

3.3.1.2 The faculty member will be advised, at the time of initial appointment, of the substantive standards and procedures generally employed in decisions affecting renewal and tenure. Any special standards adopted by the faculty member's department or school will also be brought to his/her attention. The faculty member will be advised of the time when decisions affecting renewal or tenure are ordinarily made, and will be given an opportunity to submit material that he/she believes will be helpful to an adequate consideration of his/her circumstances.

3.3.1.3 Whenever the University fills any tenure-track position it must, through the office of the CAO, supply the PTS Committee with the following information:

3.3.1.3.1 The rank given to the in-coming faculty member;

3.3.1.3.2 The understanding of the University with regard to the completion or non-completion of the academic training and/or degree(s) of the in-coming faculty member;

3.3.1.3.3 The understanding of the University with regard to the time schedule governing renewal and tenure decisions on the in-coming member;

3.3.1.3.4 Any other information about the in-coming faculty member and the conditions of his/her employment that are pertinent to, and might affect, later re-appointment and tenure decisions by the PTS Committee.

3.3.1.4 The CAO may suspend the probationary period when one of the following circumstances occur:

- a. A probationary faculty member receives an approved leave of absence or extension
- b. A probationary faculty member accepts a part-time position

Suspension of the probationary period should not advance the faculty member's record of teaching. The CAO in consultation with the PTS Committee shall provide the faculty member with written notice of the suspension of the probationary period.

3.3.1.5 The PTS Committee may recommend to the President an extension of the probationary period under extenuating circumstances at the faculty member's request. Faculty seeking to extend the probationary period must request an extension in writing in the year of tenure eligibility, prior to the tenure deadline for materials. The extension requested may be no more than two years.

3.3.2 Annual Review of Probationary Faculty

The probationary faculty member will receive written feedback (Faculty Feedback Form) that may include possible concerns. This feedback will become part of the probationary faculty member's cumulative portfolio.

3.3.2.1 Review Schedule

The University, through the PTS Committee, will review probationary faculty annually.

3.3.2.2 Review Materials

Each year every probationary tenure-track faculty member will submit to the PTS Committee Chair the following materials:

- a. A statement of self-evaluation with respect to the faculty performance criteria described in Section 3.7. Basic criteria of special concern:
 - For first-year renewal: 3.7.1.1-2
 - For second-year (and beyond) renewal: 3.7.1.1-2, and 3.7.1.3-5
 - At the time of tenure: 3.7.1, and 3.7.2
- b. All materials from one course of the faculty member's choosing. "All materials" means everything that would be distributed to students, including handouts, quizzes, and exams.
- c. Current curriculum vita (CV)
- d. Other supporting evidence as appropriate

3.3.2.3 Independent Letter of Recommendation

The Chair of the faculty member's department (or, if the Chair is not tenured, a tenured faculty member within the department or the Dean of that college) will be asked to write an independent letter of evaluation and recommendation for the probationary faculty member. "Independent" means that the Chair's letter will not simply be based upon information provided by the faculty member under review, but include other sources of

information available to Chair, such as student ratings, observation of classroom behavior and interactions with colleagues. Before this letter is sent to the PTS Committee, it must be signed as seen by the faculty member.

3.3.2.4 Recommendation from Dean of the College

The Dean of the College will forward an independent letter of recommendation to the PTS Committee, and this recommendation must be read and signed as seen by the faculty member.

3.3.2.5 Additional Materials

The faculty member may submit additional supporting materials to the Chair of the PTS Committee at his or her discretion. In addition to any materials listed above, the PTS Committee may ask the CAO to provide past student ratings as well as any other written documentation regarding the faculty member's performance.

3.3.2.6 Acknowledgement of Review Materials

All materials, information, data and reports provided to the committee for the purpose of decision making shall be made available to the faculty member in sufficient time for the faculty member to review and make comments. The faculty member will acknowledge in writing that all materials used by the committee have been reviewed.

3.3.2.7 Written Feedback from Review

The PTS Committee will provide written feedback to the faculty member in the form of a Faculty Feedback Form that may include possible areas of growth and improvement. This feedback form will also become part of the faculty member's cumulative portfolio.

3.3.2.8 The PTS Committee Recommendation

The PTS Committee will make its written recommendation concerning contract renewal directly to the CAO. A copy will be sent to the faculty member.

3.3.2.9 Written Notification

The CAO will provide the faculty member with written notification of the status of his or her contract. If the faculty member so requests, the reasons given in explanation of the non-renewal will be confirmed in writing.

3.3.2.10 Confidentiality of Review

The content of the evaluation is confidential, that is, confined to the appropriate University persons and bodies and the faculty member being evaluated. It should only be released with the consent of the faculty member.

3.3.2.11 Right to Respond

The faculty member retains the right to:

- a. Comment in response to the evaluations to the PTS Committee.

- b. Address any dissatisfaction with the procedural issues through the faculty grievance procedure.
- c. Provide a response to Chair and Dean letters by notifying the PTS chair of intent to respond within 10 calendar days of signed as seen date and submitting a response letter within 30 calendar days from the signed as seen date.
- d. Appeal the PTS Committee recommendation first to the PTS Committee to ask for reconsideration. The PTS Committee will review its recommendation and notify the faculty member of the outcome of the review. If the faculty member remains unsatisfied with the decision of the PTS Committee, he/she may appeal to the President.

3.3.3 Non-Renewal of Probationary Appointments

Written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of his/her appointment as follows:

- a. 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;
- b. 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 expires at the end of that academic year. At least six months in advance of its termination, if the initial two-year appointment terminates at some time other than the end of the academic year,
- c. At least 12 months before the expiration of an appointment after two or more years of service at the institution.

3.4 TENURE POLICY

Faculty Obligations

3.4.1 Definition of Tenure

Tenure is a term designating guaranteed continuous appointment to full-time faculty members until retirement (Section 3.10). It is an assertion of mutual commitment on the part of the faculty member as well as the University and cannot be taken lightly. It means the individual is committed to continued personal development and high levels of achievement as a member of the St. Ambrose academic community.

3.4.2 Resignation

Resignation by a faculty member holding tenure should be given in a formal written notification to the CAO as soon as possible.

3.4.3 Eligibility for Tenure

Probationary faculty are eligible for tenure during the sixth year of a tenure-track faculty appointment, which includes time credited for full-time faculty appointments at other

regionally accredited institutions of higher learning (college or university), and who meet the criteria specified in Section 3.7. Prior service at other institutions or in related fields will not automatically be credited toward fulfillment of the probationary period; the status of the prior service is established at the time of the initial appointment at St. Ambrose. No more than three years of credit toward tenure will be granted to new faculty members at St. Ambrose, and the status of prior service will be established by the Dean, with the approval of the CAO, at the time of the faculty member's initial appointment at the University.

3.4.3.1 Notification of eligibility for tenure

At the beginning of the sixth year of a tenure-track appointment as defined in Section 3.4.3 above, the PTS Committee, through the office of the CAO, will notify the faculty member, the department Chair, and the Dean of the faculty member's eligibility for tenure.

3.4.4 The Tenure Decision

Tenure is granted as the result of a favorable decision by the President of the University acting on the recommendation of the PTS Committee. Tenure becomes immediately effective upon notification in writing from the President of the University to the faculty member. If tenure is not granted, the Administration must set forth, in writing, the reasons for denial of tenure if the faculty member so requests. If denied tenure, the faculty member will receive a terminal contract for the following year.

3.4.4.1 Review Materials

Individual faculty will submit the following materials to the PTS Committee:

- a. A written application for tenure that addresses the evaluation criteria listed in section 3.7.
- b. All syllabi for courses currently in the faculty member's repertoire
- c. All materials from one course of the faculty member's choosing. "All materials" means everything that would be distributed to students, including handouts, quizzes and exams.
- d. Current CV
- e. Other supporting evidence as appropriate

3.4.4.2 Independent Letter of Recommendation

The Chair of the faculty member's department (or, if the Chair is not tenured, a tenured faculty member within the department; or if the faculty member is the Chair, the Dean of that college) be asked to write an independent letter of evaluation and recommendation. "Independent" means that the Chair's letter will not simply be based upon information provided by the faculty member applying for tenure, but include other sources of information available to Chair, such as student ratings, observation of classroom behavior and interactions with colleagues. Before this letter is sent to the PTS Committee, it must be signed as seen by the faculty member.

3.4.4.3 Recommendation from Dean of the College

The Dean of the College will forward an independent letter of recommendation to the PTS Committee, and this recommendation must be read and signed as seen by the faculty member.

3.4.4.4 Additional Materials

The faculty member applying for tenure may submit additional supporting materials to the Chair of the PTS Committee at his or her discretion. In addition to any materials listed above, the PTS Committee may ask the CAO to provide past student ratings as well as any other written documentation regarding the faculty member's performance for its use in considering the faculty member's application.

3.4.4.5 Acknowledgement of Materials

All materials, information, data, and reports provided to the committee for the purpose of decision making shall be made available to the faculty member in sufficient time for the faculty member to review and make comments. The faculty member will acknowledge in writing that all materials used by the committee have been reviewed.

3.4.4.6 Interview

After all of the submitted information has been reviewed by committee members and the faculty member, the Chair of the PTS Committee will contact the faculty member to arrange an interview with the committee.

3.4.4.7 Written Feedback from Review

The PTS Committee will provide written feedback to the faculty member in the form of a Faculty Feedback Form that may include possible areas of growth and improvement. This feedback form will also become part of the faculty member's cumulative portfolio.

3.4.4.8 The PTS Committee Recommendation

The PTS Committee will make its written recommendation concerning tenure directly to the President. A copy will be sent to the faculty member.

3.4.4.9 Written Notification

The President will provide the faculty member with written notification of his or her tenure status.

3.4.4.10 Confidentiality of Recommendation

The contents of the evaluation are confidential, that is, confined to the appropriate University persons and bodies and the faculty member being evaluated. It should only be released at the discretion and consent of the faculty member.

3.4.4.11 Right to Respond

A faculty member retains the right to:

- a. Comment in response to the evaluation to the PTS Committee.
- b. Address any dissatisfaction with procedural issues through the faculty grievance procedure.
- c. Appeal the PTS Committee recommendation first to the PTS Committee to ask for reconsideration. The PTS Committee will review its recommendation and notify the faculty member. If the faculty member remains unsatisfied with the decision of the PTS Committee, he/she may appeal to the President.

3.4.5 Denial of Tenure

If the faculty member is denied tenure, he/she will receive a terminal contract for the following year. In the event that a tenure decision was not made prior to the deadline for notification of non-extension of appointment, an appropriate form of extension or compensation, mutually agreed upon, would be arranged.

3.4.6 Loss of Tenure

3.4.6.1 Grave Reasons

Once tenure is granted, it will be discontinued only for grave reasons.

- a. **Physical or Mental Inability:** Physical or mental inability to fulfill contractual obligations may be cause for the termination of tenure. In cases of ill health, termination of the tenure agreement may take place after an uninterrupted period of absence equal to an academic semester.
- b. **Failure to Perform Satisfactorily:** A pattern of failure to meet minimum standards for satisfactory performance of assigned academic duties for unapproved reasons cannot be tolerated. Therefore a pattern of consistently poor performance of assigned academic duties for unapproved reasons shall be cause for the termination of tenure.
- c. **Professional Incompetence:** Professional incompetence shall constitute cause of the termination of tenure. Because the probationary period allows the University ample opportunity to assess the qualifications of the faculty member, it must be assumed that he/she possesses competence in his/her field. Therefore, the charge of professional incompetence can be made only in instances in which a pattern of serious departures from the disciplinary standards for the content of a given course or courses has taken place.

3.4.6.1.1 Process for Termination

In such instances, termination may take place only when such neglect continues after formal written warning has been given to the faculty member signed by the department Chair and the Dean. The warning should specify the corrective action(s) required by the faculty member and the time frame in which the action(s) should take place. A copy of the warning shall be filed with the PTS Committee. Should the faculty member fail to take the necessary corrective action(s) in the specified time frame, the Dean shall ask

for the concurrence of the PTS Committee in making a recommendation for the termination of tenure to the President.

3.4.6.1.2 Right to Respond

The faculty member retains the right to comment in response to the evaluation and will have the opportunity to respond to the committee. If an agreement cannot be reached, the faculty member may appeal to have the record revised through the faculty grievance procedure.

3.4.6.2 Clear and Present Danger

Faculty may also have their tenure terminated in instances where the faculty member's behavior constitutes a clear and present danger to public order or safety.

3.4.6.3 Moral Turpitude

Tenure may be terminated in instances, either in private or public life, in which moral turpitude is involved, and in which serious unfavorable publicity for St. Ambrose University is created.

3.4.6.4 Tenure termination, academic freedom and Church teaching

Contracts may not be renewed and tenure may be terminated in instances in which faculty members, either in the classroom or in public circumstances, advocate ideas or engage in activities that are in conflict with the teaching authority of the Roman Catholic Church. However, the University explicitly recognizes the faculty member's academic freedom to pursue issues and ideas in the spirit of an honest and conscientious search for the truth.

3.4.6.5 Reduction in Size of Faculty

Tenure may also be terminated in instances in which the University must make an adjustment in the composition of the faculty, or in which a general reduction in the size of the faculty is necessary. In such instances, the University shall clearly demonstrate the need for such termination in each individual case.

3.5 PROCEDURES FOR DISMISSAL AND IMPOSITION OF SANCTIONS

3.5.1 Cause for Dismissal

Adequate cause for a dismissal will be related directly and substantially to the fitness of a faculty member in his/her professional capacity as a teacher. Reasons for dismissal have been outlined in Section 3.4.6.

3.5.2 Informal Attempts at Resolution

Dismissal of a faculty member before the end of a specified term of employment will be preceded by a) a discussion between the faculty member and the appropriate administrative officers looking toward a mutual settlement, and b) an informal inquiry by the Promotion,

Tenure, and Standards Committee which, should it fail to effect an adjustment, shall make a recommendation to the President.

3.5.3 Formal Dismissal Proceedings

The President or the President's designate shall present the faculty member with a statement of reasons for dismissal, framed with reasonable peculiarity. The President will direct the CAO, in conjunction with the Deans of the colleges of Arts and Sciences, Business, and Health and Human Services, to establish nominations and balloting procedures to create an ad hoc Faculty Dismissal Action Committee.

3.5.3.1 Faculty Dismissal Action Committee

The Faculty Dismissal Action Committee shall serve as a hearing committee in formal faculty dismissal proceedings and make recommendations to the President.

3.5.3.2 Membership

The Faculty Dismissal Action Committee shall consist of eight members of the St. Ambrose University faculty who hold tenure: four from the College of Arts and Sciences, two from the College of Business, and two from the College of Health and Human Services. These members shall be elected by the vote of the members of the faculty who hold tenure.

3.5.3.3 Term of Service

Members of the Faculty Dismissal Action Committee shall serve until it has made its recommendation to the President and received notification from the President that their services shall no longer be required.

3.5.4 Suspension of Faculty Member Facing Dismissal

Pending a recommendation from the Faculty Dismissal Action Committee and action by the President, the faculty member shall be suspended, or assigned other duties in lieu of suspension, only if immediate harm to himself/herself or others is threatened by his/her continuance. Before suspending a faculty member facing dismissal, the President shall consult with the PTS Committee concerning the propriety, the length, and other conditions of the suspension. A suspension which is intended to be final is a dismissal and will be treated as such. The faculty member's salary and basic employee benefits shall continue during the period of suspension.

3.5.5 Preliminary Contact between Faculty Dismissal Action Committee and the Faculty Member Facing Dismissal

The Faculty Dismissal Action Committee may, with the consent of all parties concerned, hold preliminary meetings before formal hearings in order to a) simplify the issues, b) effect stipulations of facts, c) provide for the exchange of documentary or other information, and d) achieve such other appropriate preliminary objectives as will make the hearing fair, effective and expeditious.

3.5.6 Notification of Formal Hearing

Service of notice of a formal hearing with specific reasons for dismissal in writing shall be made at least 15 business days prior to the hearing. The hearing will be private.

3.5.6.1 Waiver of Formal Hearing

The faculty member may waive a hearing or may respond to the alleged reasons for dismissal in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges made against him/her, or asserts that these charges do not support a finding of adequate cause, the Faculty Dismissal Action Committee shall evaluate all available evidence and rest its recommendation upon the evidence in record.

3.5.7 Record of Formal Hearing

A verbatim record of the hearing or hearings shall be taken and a typewritten transcript will be made available to the faculty member facing dismissal without cost, at his/her request. The President shall provide the Faculty Dismissal Action Committee with a member of the support staff to take the record of the hearing(s), to prepare a transcription of this record, and to provide general clerical assistance to the Committee during its existence.

3.5.8 Burden of Proof

The burden of proof that adequate cause does exist rests with the institution, and shall be satisfied only by clear and convincing evidence in the record considered as a whole.

3.5.8.1 Evidence and Preparation of Defense

The faculty member facing dismissal will be afforded an opportunity to obtain necessary witnesses, documentation, and other evidence. The President and the administration shall cooperate with the Faculty Dismissal Action Committee for reasonable requests to secure witnesses and make documentation and other evidence available. The Faculty Dismissal Action Committee shall grant reasonable adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made. Such adjournment shall ordinarily be no longer than five business days.

3.5.9 Conduct of Formal Hearing

The Faculty Dismissal Action Committee will conduct its formal hearing(s) in a manner consistent with the formal grievance process outlined in Section 2.2.4.2.8.4. The finding of fact and the decision are to be based solely on the hearing record.

3.5.10 Recommendation to the President

The Faculty Dismissal Action Committee shall make a recommendation to the President. The Committee may conclude that there is adequate cause for the faculty member's dismissal and recommend this action to the President. The Committee may recommend a penalty less severe than dismissal in its report to the President. Should the Committee not find adequate cause and recommend that the faculty member not be dismissed, the President may accept or reject this recommendation. If the President rejects this recommendation, he/she shall state his/her

reasons for doing so in writing to the Faculty Dismissal Action Committee and to the faculty member, and provide an opportunity for response before informing the governing board.

3.5.11 Action by the Board of Trustees

If dismissal or other severe sanction has been recommended, the President shall, on appeal of the faculty member, transmit to the Board of Trustees the record of the case. The Board of Trustees shall designate an ad hoc three-member Review Panel to review the appeal. The Board's review shall be based on the record of the Faculty Dismissal Action Committee hearing, and it will provide opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision of the Faculty Dismissal Action Committee will either be sustained, or the proceedings will be returned to the committee with specific objections. If required by the Board, the Committee will reconsider, taking into account the stated objections and receiving new evidence if necessary. The Board of Trustees will make a final decision only after study of the Committee's reconsideration and final recommendation from the Board Review Panel.

3.5.12 Imposition of Sanctions Other than Dismissal

If the administration believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such severe sanction, according to Section 3.5.3.

3.5.13 Imposition of Minor Sanctions

If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, it shall notify the faculty member of the basis of the proposed sanction and provide him/her with an opportunity to persuade the administration that the proposed sanction should not be imposed. A faculty member who believes that a major sanction has been incorrectly imposed under this paragraph, or that a minor sanction has been unjustly imposed, may petition the Faculty Grievance Committee for such action as may be appropriate.

3.5.14 Terminal Salary or Notice

If the appointment is terminated, the faculty member will receive salary or notice in accordance with the following schedule:

- a. at least three months, if the final decision is reached by March 1 (or three months prior to the expiration of the first year of probationary service);
- b. at least six months, if the decision is reached by December 15 of the second year of service (or after nine months, but prior to 18 months of probationary service);
- c. at least one year, if the decision is reached after 18 months of probationary service, or if the faculty member has tenure.

This provision for terminal salary or notice need not apply in the event that the conduct justifying dismissal involved moral turpitude. On the recommendation of the Faculty Dismissal

Action Committee, or the President, the governing board, in determining what payments, if any, will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

3.5.15 Right of Appeal

If any faculty member feels that he/she has cause for grievance in any matter not covered by the procedures described in the foregoing regulations, he/she may petition the Faculty Grievance Committee for redress. The petition will set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to his/her case. The Grievance Committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the committee such a settlement is not possible, or is not appropriate, the committee shall report its findings and recommendations to the petitioner and to the appropriate administrative officer, and the faculty body, and the petitioner will, at his/her request, be provided an opportunity to present his/her case to them

3.6. LAYOFF, TERMINATION AND RECALL PROCEDURES IN CASES OF CURTAILMENT OR FINANCIAL STRESS

It is understood that in a viable university, it may be necessary to adjust programs and staff through normal attrition. This adjustment may be accomplished by not renewing term contracts in specific departments. When the adjustment is ineffective in addressing the problem, it may be necessary for the University, because of substantial curtailment or discontinuance of a program or extraordinary financial stress, to retrench. Retrenchment means a necessary reduction in full-time faculty because of financial stress or lack of work.

3.6.1 Rationale for Program Curtailment or Redirection

When the administration thinks there is a bona fide state of financial stress, it shall consult with the Faculty Finance Committee to present its reasons for program curtailment or redirection. A serious disagreement between the Finance Committee and the administration over the proposed curtailment or reduction shall be resolved by the Board of Trustees according to its ordinary procedures.

3.6.2 Recommendation for Layoffs

With the concurrence of the Faculty Finance Committee (or the Board of Trustees), the administration will present to the PTS Committee its recommendations for specific layoffs. The administration and the PTS Committee will seek to solve the problem with minimal disruption of the educational programs of the University.

3.6.3 Order for Retrenchment

Recognizing that consideration must be given to the specialties of individuals in order to maintain a program, the following order for retrenchment will be followed: (In unusual

circumstances when special experience is essential to the department, this order may need to be modified.)

- a. Part-time faculty.
- b. Faculty Members on full-time temporary appointment.
- c. Non-tenured faculty on continuing appointment in inverse order of continuous service with St. Ambrose.
- d. Tenured faculty in inverse order of continuous service with St. Ambrose.
When two or more faculty members in b, c, or d above have the same amount of continuous service, the faculty member with the lesser rank shall be the first to be laid off.

Before a probationary full-time or tenured full-time faculty member is retrenched, the University shall endeavor to place that person in another suitable position for which the faculty member has qualifications.

3.6.4 Rehiring Retrenched Faculty

The University shall not fill a teaching position which a retrenched faculty member is qualified to fill for a period of three years from the date of release without first offering the position to the retrenched faculty member and allowing three weeks for the individual to accept or decline the offer. The faculty member with appropriate qualifications, greater length of service and who claims the position available shall be re-employed. It is the responsibility of retrenched faculty to keep the President's Office apprised of the faculty member's current address. It is the responsibility of the President's Office to notify the retrenched faculty member if a new teaching position becomes available.

3.6.5 Written Notification of Layoff or Retrenchment

In the event that lay off procedures are to be instituted, all departments and faculty likely to be affected should be informed as soon as possible in writing. In any case, written notification shall be provided at least 60 days prior to any final retrenchment action initiated by the University. Faculty laid off following these procedures shall receive the following notice in advance of the effective date of their lay off:

- a. Non-tenured faculty with less than one year of service shall receive at least four months notice of lay off.
- b. Non-tenured faculty with less than two years but more than one year of service shall receive at least six months notice of lay off.
- c. Tenured faculty and non-tenured faculty with more than two years of service shall receive at least 12 months notice of lay off.

3.6.6 Right to Appeal

Any faculty member who is to be affected by a retrenchment decision shall have the right of appeal to the PTS Committee before the action of lay off is final.

3.7 EVALUATION CRITERIA FOR TENURE AND ADVANCEMENT IN RANK

These criteria are used by the PTS Committee to evaluate faculty as per Section 2.2.2.3. The following sections include lists of “possible behaviors” and “possible evidence” that could be used by a faculty member to document that the criteria for tenure and/or advancement in rank have been met. These lists are not intended as, nor should be used as, checklists of required activities. Rather, they attempt to provide possible ways in which a faculty member can demonstrate patterns of behavior that support meeting of the criteria. Additional and/or alternate behaviors and evidence that indicate the criteria have been met are welcome. To exceed expectations in any area, a faculty member should show evidence of multiple behaviors and/or exhibit behavior exceptionally well.

3.7.1 Documentation of Evidence of Professional Development

It is the responsibility of the candidate for tenure and/or advancement in rank to provide fully documented evidence that the criteria have been met. Meeting the criteria generally makes one eligible for tenure. As stated in Section 3.2.4, minimally meeting the criteria does not guarantee advancement in rank, as one must also show evidence of continuing professional growth beyond that expected of the previous level. Faculty will be evaluated as meeting, exceeding, or below expectations.

Basic Criteria:

3.7.1.1 Possession of expertise needed by department or a related department

A. Broad Background in the Discipline

Possible behaviors that generally meet expectations include: has expertise to teach the range of courses assigned by the department; can competently extend the range of courses taught; etc.

B. Stays Current in the Discipline

Possible behaviors that generally meet expectations include: attends meetings, seminars or workshops relevant to discipline; reads journals relevant to discipline; reviews new material for possible course adoption; revises syllabi and/or classroom presentation to reflect new trends and ideas; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: educational background; memberships in organizations; past and current teaching load; participation in conferences, meetings, seminars and workshops; course materials, including syllabi; current scholarship activities; etc.

3.7.1.2 Demonstrated effectiveness in teaching.

A. Course Delivery Skills

Possible behaviors that generally meet expectations include: regularly seeks and uses most effective ways of presenting material; teaches in ways appropriate to the course, including

class size, audience and course content; presents material clearly, effectively and according to the schedule established in the syllabus; maintains student engagement; etc.

B. Course Design Skills

Possible behaviors that generally meet expectations include: provides a syllabus meeting the requirements in Section 5.3. ; allows students adequate opportunities to participate; follows schedule and policies in syllabus; etc.

C. Course Administration

Possible behaviors that generally meet expectations include: keeps class lists and records up to date and secure; adheres to administrative requests and deadlines; provides feedback on individual student progress; uses the available student support services to assist students who are performing poorly; returns exams, papers, etc. in a timely manner; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: student rating forms; student testimonials; student exit interviews; syllabus assessment; classroom visitations; department, university, or professional awards; evaluation of course content; pedagogical scholarship; activities undertaken to improve teaching effectiveness; sponsorship of students (dissertation/thesis/honors program); etc.

3.7.1.3 Service to students extending beyond classroom instruction to student advisement and direction.

A. Quality of Advisement and Direction

Possible behaviors that generally meet expectations include: maintains working relationships with students; recommends students for appropriate awards, fellowships, internships, jobs; follows up on students who have not registered; meets with prospective students visiting campus; is able to advise students on post-graduation opportunities; is able to advise students on general education and major requirements, and new academic opportunities; responds to instructor concerns about advisees; carries active advisee caseload comparable to department average; is knowledgeable concerning student support activities; encourages students to join campus clubs and activities; helps students who are not his/her advisees when needed; etc.

B. Availability to Students

Possible behaviors that generally meet expectations include: maintains office hours as indicated in Section 5.1.5; provides multiple means of contact; varies office hours to meet departmental needs; returns calls and correspondences in a timely manner; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: student rating forms; student and colleague testimonials; copies of recommendations written for students; logs of specific meetings with prospective students; report of advisee load as compared with department average; syllabi showing office hours and multiple means of contact; observation of office hours; etc.

3.7.1.4 Willingness and capacity to participate effectively on University committees and in the institutional, cultural, and student affairs aspects of the University.

A. Participation in Committees

Possible behaviors that generally meet expectations include: willingness to serve on committees; service on committees through election, appointment or volunteer; service in a leadership capacity on committees; effective committee membership; regular attendance of faculty meetings; etc.

B. Participation in Institutional, Cultural, and Student Affairs

Possible behaviors that generally meet expectations include: attendance at student activities and events; attendance at institutional events; active involvement with a student organization; assistance with productions involving students; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: CV listing committee memberships; letter from committee chair; reporting of unsuccessful attempts to join committees; report of specific student activities/events and/or involvement with student organizations; etc.

3.7.1.5 Ability to relate positively with peers and students.

A. Positive Professional Relationships with Peers

Possible behaviors that generally meet expectations include: communicates effectively with colleagues about various aspects of teaching and about ideas and developments in the discipline; displays positive attitude about teaching and the discipline; cooperates with distribution of workloads and scheduling of courses and meetings; works productively on committees; cultivates positive working relationships with staff and administration; etc.

B. Positive Professional Relationships with Students

Possible behaviors that generally meet expectations include: is available to and approachable by students; interacts with students to demonstrate and foster respect for individuals, the discipline and the institution; interacts with students to display and encourage trust in the teacher-student relationship; behaves toward students in a fair and non-differential manner; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: colleague and student testimonials; sample correspondence; commendations or awards; examples of positive relationships with peers and/or students; student ratings; etc.

3.7.1.6

The completion of a terminal academic degree from an accredited institution. The completion of all educational requirements in one's professional field or in inter-disciplinary fields where the needs of the department and the University require it.

3.7.2 Additionally, evidence of at least three of the following:

3.7.2.1 Membership and involvement in the activities of professional organizations

Possible behaviors that generally meet expectations include: membership in professional organizations, regional and national; attendance at meetings of professional organizations; etc.

Possible methods of evaluation that may be considered in determining if a faculty member meets the criteria include: CV listing memberships; report of conference attendance; etc.

3.7.2.2 Involvement in scholarly research and publication, which includes creative achievements in fine arts public events

Possible behaviors that generally meet expectations include: involvement in original scholarship; involvement in research that results in publication; involvement in major recitals/performances/exhibitions related to the faculty member's discipline; conference presentations at professional organizations; service as a reviewer for peer-reviewed research; encouragement of student involvement in research; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: CV listing scholarly activities; class syllabus showing student involvement in research; summary of student research projects; etc.

3.7.2.3 Participation in community service.

Possible behaviors that generally meet expectations include: participation in a variety of community service activities; participation in community service activities related to the faculty member's discipline; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: report of specific community service activities; awards and recognitions relevant to community service activities; etc.

3.7.2.4 Participation in development of new courses and programs, in institutional support projects, and in preparation of grant proposals.

Possible behaviors that generally meet expectations include: involvement in the development of new courses or programs; involvement in the development of projects as needed by the institution; participation in the preparation of grant proposals; involvement in institutional support projects (e.g. strategic planning, master planning); etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: CV listing above activities; report of involvement in above activities; etc.

3.7.3. Cumulative Portfolio

In order to facilitate the evaluation of faculty, each faculty member will maintain a cumulative portfolio available to the PTS Committee. The portfolio will include:

- a. An official transcript of completed graduate work during the current year
- b. Indication of attendance or participation at professional meetings of professional societies and organizations
- c. A plan of scholarship
- d. A list of publications, presentations, performances, and other related activities
- e. Evidence of service to the St. Ambrose community, and the community beyond St. Ambrose
- f. Evidence of promoting successful teaching

3.8 PROCEDURE FOR PERIODIC REVIEW OF TENURED FACULTY

In the course of its work to maintain high standards, the PTS Committee conducts an in-depth evaluation of each tenured faculty member at least every five years. The purpose of this review is both evaluative and developmental: to allow the PTS Committee to assess the faculty member's professional development and growth, and to assist the individual faculty member setting goals and objectives for the next review cycle. It is understood that it is not a re-evaluation or revalidation of the faculty member's tenured status.

3.8.1 Review Schedule

Each year the CAO's office will provide the PTS Committee Chair with a list showing when each faculty member is up for review. The Chair of the PTS Committee will contact faculty members to request the materials by the end of the preceding spring semester. Individual faculty members are responsible for noting when they will be reviewed, and having materials ready by the beginning of the fall semester in the year of review. The PTS Committee will answer any questions about the review process.

3.8.2 Review Materials

Individual faculty will be asked to submit the following materials:

- a. A statement of self-evaluation addressing the criteria listed in Section 3.7, including a personal assessment of professional growth during the last five years and goals for the future.
- b. All materials from one course of the faculty member's choosing. "All materials" means everything that would be distributed to students, including handouts, quizzes and exams.
- c. Copies of syllabi for all courses taught since previous review
- d. Current CV
- e. Other supporting evidence as appropriate

3.8.3 Independent Letter of Evaluation

The Chair of the faculty member's department (or, if the Chair is not tenured, a tenured faculty member within the department; or if the faculty member is the Chair, the Dean of that college) will be asked to write an independent letter of evaluation. "Independent" means that the Chair's letter will not simply be based upon information provided by the faculty member under

review, but include other sources of information available to Chair, such as student ratings, observation of classroom behavior and interactions with colleagues. Before this letter is sent to the PTS Committee, it must be signed as seen by the faculty member.

3.8.4 Letter from Dean of the College

The Dean of the College will forward an independent letter to the PTS Committee, and this letter must be read and signed as seen by the faculty member.

3.8.5 Student Ratings

Additional materials that will be made available to the PTS Committee include past student ratings.

3.8.6 Acknowledgement of Materials

All materials, information, data and reports provided to the committee for the purpose of decision making shall be made available to the faculty member in sufficient time for the faculty member to review and make comments. The faculty member will acknowledge in writing that all materials used by the committee have been reviewed.

3.8.7 Interview

After all of the submitted information has been reviewed by committee members and the faculty member, the faculty member will have an interview with the committee.

3.8.8 Written Feedback from Review

The PTS Committee will provide written feedback to the faculty member in the form of a Faculty Feedback Form that may include possible areas of growth and improvement. This feedback form will also become part of the faculty member's cumulative portfolio.

3.8.9 Confidentiality of Evaluation

The content of the evaluation is confidential, that is, confined to the appropriate University persons and bodies and the faculty member being evaluated. It should only be released with the consent of the faculty member.

3.8.10 Right to Respond

The faculty member will have the opportunity to respond to the evaluation and seek a change from the PTS Committee of the original findings. If an agreement cannot be reached, the faculty member may appeal to have the record corrected through the faculty grievance procedure.

3.9 FACULTY WITH LIMITED-TERM APPOINTMENTS

Visiting faculty positions allow the University to support new academic initiatives or address needs that do not yet warrant a tenure track appointment but do warrant more stable and substantive support than adjunct hiring tends to provide. A visiting faculty appointment sets a timeframe in which the new initiative is given a chance to succeed or the short-term need is met in an academically responsible manner. Such hiring therefore holds both the hiring unit

and the University to a greater degree of accountability than that implicit in the hiring of adjuncts.

3.9.1 Visiting Faculty Appointments

Visiting faculty members receive one-year contracts, subject to renewal up to three times.

3.9.2 Role of the Dean

The Dean of the college will make the appointment to the visiting faculty member with the approval of the CAO. At the time of appointment, the Dean will determine the teaching load and other responsibilities of the visiting faculty member. The Dean will also advise the visiting faculty member of the substantive standards and procedures generally employed in decisions affecting renewal. Any special standards adopted by the faculty member's department, program or school will also be brought to his/her attention.

3.10 RETIREMENT

3.10.1 Faculty Member Discretion

Retirement from full-time teaching occurs at the discretion of the faculty member.

3.10.2 Notification of Intention to Retire

A faculty member intending to retire should notify the CAO by February 15th.

3.11 ADVANCEMENT TO EMERITUS STATUS

The designation of Faculty Emeritus may be conferred upon selected faculty per the procedures defined in 3.11.2. The purposes of conferring Faculty Emeritus status are to:

- A. Recognize substantial employment service at St. Ambrose University
- B. Recognize faculty who have contributed to the overall well-being and improvement of St. Ambrose University through teaching, scholarship, service on committees, service to students as advisors or through co-curricular activities, and/or through leadership and service to the communities the university serves
- C. Recognize faculty who have demonstrated commendable and praiseworthy performance while an employee of St. Ambrose University

3.11.1 Recommendation

Recommendations for Emeritus status are made by the PTS Committee upon reviewing applications from full-time faculty members. Eligible faculty will have at least ten years of continuous service and have announced retirement from full-time service or are within the first twelve months of retirement. Final approval of emeritus status is conferred by the president of the university and becomes effective no earlier than the date of retirement.

3.11.2 Criteria for Advancement

In applying to the PTS Committee for this status, a faculty member will submit the following:

- a. A letter of support from the department chair, program director, or dean
- b. A statement of rationale for seeking emeritus status
- c. An explanation of teaching effectiveness using criteria in section 3.7.1.2 in the faculty handbook as guidelines
- d. An explanation of service to the university and its constituents using criteria in sections
- e. 3.7.1.3-3.7.1.5 in the faculty handbook as guidelines
- f. An explanation of professional practices using criteria in section 3.7.2 in the faculty handbook as guidelines

3.11.3 Provisions of Emeritus Faculty

Emeritus status provides for:

- a. Access to all University facilities equal to that of full-time faculty;
- b. Entrance to all athletic, cultural and social events on a basis equal to the full-time faculty;
- c. Use of an office, if available and needed;
- d. Access to and use of all resources of the Library;
- e. Access to research facilities as available and agreeable to the department;
- f. Use of an on-campus mail-box;
- g. Access to retirement benefits, and the possibility of part-time teaching.

3.12 RESIGNATIONS

3.12.1 Notification of Intention

A non-tenured faculty member should inform the Department Chair of his/her intention by January 15th; the CAO should be notified, in writing, by March 15th.

3.13 SALARY

3.13.1 12-month basis

Faculty members are paid on a 12-month basis.

3.13.2 Salary Deductions

Miscellaneous deductions such as State and Federal taxes, hospitalization, sheltered annuity, and pension are computed in an equal amount each month.

SECTION IV: FACULTY LEAVE AND FRINGE BENEFIT POLICIES

4.1 LEAVE OF ABSENCE

4.1.1

Application for a leave of absence without pay for study, research or other academic activity by a faculty member must be made to the Committee on Promotion, Tenure and Standards through the appropriate Dean. Such leaves will not exceed one academic year unless the request for an extension is approved. A grant of leave depends on the purpose for the leave and the availability of a qualified substitute. Any request for a leave or extension of a leave must be made by December 31st of the year preceding the semester(s) for which the leave is requested.

4.1.2 Faculty Leave Under FMLA-Compensation

4.1.2.1 Pursuant to the Family Medical Leave Act (FMLA), eligible faculty members are entitled to up to twelve (12) weeks of unpaid leave, or in certain circumstances involving military leave up to twenty-six (26) weeks of unpaid leave. The FMLA does not require that employers offer faculty members or other employees any paid leave. However, St. Ambrose University goes beyond what is legally required by the FMLA, and offers eligible faculty members paid leave in the circumstances outlined below.

4.1.2.2 When a faculty member takes FMLA leave because of their own or eligible family member's serious medical condition, the faculty member may be paid up to 12 weeks of pay depending on the approved medical certification period.

4.1.2.3 When a faculty member has an approved leave period before and/or following childbirth and recovery, relating only to that period of time during which there is an approved medical certification stating that the faculty member is incapacitated from performing her job duties, the faculty member may be paid up to twelve (12) weeks of pay depending on the approved medical certification period. If a faculty member receives an approved medical certification for less than twelve (12) weeks, the faculty member will receive paid leave for the period covered by the medical certification, and unpaid leave for the balance of the leave, up to twelve (12) weeks of leave.

Eligible faculty who adopt or receive a child for foster placement are eligible to receive six (6) weeks of paid parental leave. Additional unpaid leave, up to twelve (12) weeks of leave, may be available for the adoption or foster care of a child in accordance with the Family Medical Leave Act (FMLA).

4.1.2.4 Parental leave is available to male and female faculty members as leave without pay for the purpose of bonding with and nurturing a newborn a newly adopted child or a new foster child placement in accordance with the Family Medical Leave Act (FMLA).

4.1.2.5 A faculty member's receipt of paid leave does not extend the leave time permitted under the St. Ambrose FMLA policy, and FMLA leave will not exceed twelve (12) weeks (except in the case of certain forms of approved military leave where the leave may be extended to twenty-six (26) weeks).

4.1.3 Military Leave Policy

4.1.3.1

It is the policy of the University to grant leaves of absence which allow faculty who are members of the National Guard or a Reserve Unit to meet their military obligations. This policy will also apply to retired or separated military members who are recalled to active duty. Faculty members should notify their Department Chair, College Dean and the Human Resource Office in writing of any military status, current or pending, that makes them eligible to be called up for active duty.

4.1.3.2

For annual training or limited active duty not to exceed 14 days that occurs during the academic year, the faculty member will be paid the difference between his/her military pay and his/her regular pay. The faculty member must present a military pay voucher to the University general accounting office to receive this benefit. Health, life insurance, disability and other benefit programs will remain in effect.

The academic year will be considered as those dates given in the faculty member's annual SAU contract, excluding the usual University holidays and vacations.

4.1.3.3

For active duty of more than 14 days during the academic year, the faculty member will be granted a military leave of absence without pay. After one month of active duty, health, life insurance, disability and other benefit programs will be suspended, except for dependent tuition remission, provided that insurance is provided for the member and the member's family by the U.S. government. Faculty dependents will have the option of continuing University insurance coverage under the Consolidated Omnibus Budget Reconciliation Act (COBRA) health benefit provisions, if they so desire.

4.1.3.4

Upon a faculty member's return from active duty, he/she will be reinstated to the same academic rank, status and pay as if no interruption in employment had occurred, provided that the following conditions are met:

The faculty member has satisfactorily completed the period of active duty. (Note: A copy of DD214 will be presented to the Human Resource Office as evidence.)

The faculty member is qualified to perform the duties of his/her position. (Note: An employee who sustains a disability during their military service which makes him/her unable to perform the duties of either his/her old or an equivalent position will be offered any other position which is available and for which he/she is qualified.)

The faculty member must reapply for employment within 90 days of the completion of military service.

4.1.3.5

When the faculty member returns to work, the amount of time spent in the service will count toward any cost of living raises, but will not count toward promotion or tenure.

4.1.3.6

The faculty member's cumulative length of service that causes absence from the University may not exceed a period of five years, unless mandated by Federal law.

4.2 SABBATICAL LEAVE POLICY

4.2.1 Definition

Sabbatical leave is a leave of absence with pay granted to full-time tenured faculty members in recognition of service to the University in order to provide opportunity for further professional development. Leaves of absence without pay are not to be considered sabbatical leaves.

4.2.2 Eligibility

Tenured full-time faculty who have taught at St. Ambrose for six or more years are eligible for sabbatical. Applications from tenured faculty are accepted the year prior to the intended sabbatical period. A minimum of six years of full-time teaching at St. Ambrose must occur between sabbaticals.

4.2.3 Benefits

4.2.3.1 Sabbatical leave provides full salary for one semester or half salary for the entire academic year (two semesters).

4.2.3.2 During the Sabbatical Leave period, all other benefits (tenure, life insurance, retirement plans, etc.) will remain in force.

4.2.3.3 A faculty member granted sabbatical leave must make arrangements after signing an agreement to return to St. Ambrose for at least one full academic year of teaching following sabbatical leave.

4.2.4 Application Procedure

4.2.4.1 The eligible faculty member must present a written application to the Faculty Development Committee. Such application must be presented to the committee and copied to the Dean of his/her college on or before October 1st of the year preceding the semester(s) for which the sabbatical is requested.

4.2.4.2 The procedure for the application is available on the Faculty Development Web Site. The FDC will review this procedure annually. The sabbatical application must include:

4.2.4.2.1 The rationale for the sabbatical. Identify the number of years of full-time teaching at St. Ambrose, and the number of years since the last sabbatical [if any]. Include a description of the sabbatical, and provide a rationale for the project and its importance. Explain why it is valuable work.

4.2.4.2.2 A set of objectives or outcomes. A description of what will be accomplished during the sabbatical. Include the various parts of the project and an estimated timeline. Identify the importance of these components to the project.

4.2.4.2.3 A set of activities to accomplish the objectives. A description of concrete activities necessary to accomplish the parts of the project. Give concrete evidence that all activities are needed to achieve a clear objective.

4.2.4.2.4 The values gained from the sabbatical for the faculty member and the University. A description of how the project will contribute to professional development as an SAU professor as well as contribute to the faculty member's service to the University.

4.2.4.2.5 Letters of Support for and or Acknowledgement of a Sabbatical Request. A detailed letter from the Department Chair and the Dean of the college supporting the project and the request for a sabbatical. The letters not only should shed light on the value of the project to the professional development of the applicant and to the University but also should indicate a careful consideration of staffing needs.

4.2.4.3 The FDC provides recommendations to the President, who ultimately grants sabbatical requests.

4.2.5. Faculty Committee Responsibilities during Sabbatical

4.2.5.1. The Faculty Development Committee chair will contact sabbatical leave recipients before March 15 of the year before the awarded sabbatical leave to determine who does and does not intend to continue positions during the sabbatical leave on the committees as outlines in 2.1.3.

4.2.5.1.1. The Faculty Development Committee chair will forward these names to the Chair of the Faculty Assembly.

4.2.5.2. The committee seat shall be filled by special election in the Spring preceding the sabbatical.

4.2.5.2.1. The term will last only the length of the sabbatical.

4.2.5.2.2. If the faculty member on sabbatical, procedures outlines in 2.2.1. will be followed.

4.2.6. Procedure at the Completion of Sabbatical Leave

The faculty member will submit a report of his/her sabbatical activities to the Faculty Development Committee.

4.3 PROFESSIONAL EXPENSES

4.3.1 Travel Allowance, Travel, Dues, Journals

4.3.1.1 The University will provide a fixed amount (\$500.00 for each academic year) for each full-time faculty member to use for professional travel, dues or journals.

4.3.1.2 These funds may be rolled over for a second year (up to \$1000.00).

4.3.1.3 These funds are received upon request through the office of the Dean of the appropriate college in a once-a-year allocation.

4.3.2 Research and Study

Requests for financial aid involving research and study must be made to the FDC which receives funding from the Office of the CAO.

4.4 THE FACULTY FRINGE BENEFIT PACKAGE

Refer to Universal Handbook Sections 33.300 through 35.300.

SECTION V: ACADEMIC ORGANIZATIONAL INFORMATION

5.1 TEACHING SCHEDULE AND RELATED DUTIES:

5.1.1 Course Assignments

Each full-time faculty member is expected to teach the number of semester hours stated in the letter of appointment. (This number should not exceed 24 semester hours per year.)

Equivalency will be determined by application of standards developed and agreed to in light of guidelines from professional associations, faculty, Department Chairs, Program Directors, and Deans, and approved by the CAO. Subject to accreditation limitations, recommendations for loads that exceed 12 semester hours in one semester, including ACCEL and other University programs, are made to the College Dean by Department Chairs and Program Directors, and are subject to final approval of the CAO and the President.

5.1.2 Equity

In striving for equity in teaching load, Department Chairs and Program Directors will consider the number of preparations, the number of students taught, research projects, faculty development activities and administrative responsibilities.

5.1.3 Determination of Assignments and Teaching Load

Teaching assignments and load will be made by the Department Chair or Program Director with the approval of the College Dean and the CAO. Overload pay is determined by schedules available in the office of the CAO. Teaching assignments will include equitable participation, if needed, in day, evening and weekend offerings.

5.1.4 Role of the CAO

The CAO, in consultation with the College Dean, the Department Chair or Program Director, and Registrar, assigns limitations of registration for the classes.

5.1.5 Reduction of Teaching Load for Faculty with Administrative Assignments

Members of the teaching faculty who also have administrative staff assignments should have a reduced teaching load or additional compensation.

5.1.5.1 Office Hours

Every full-time faculty member must be available to students a minimum of five posted hours a week.

5.1.5.2 Posting of Office Hours

A schedule of such hours must be posted on the faculty member's office door or other clearly visible location and sent to the Department Chair or Program Director at the start of each semester. Adherence to the schedule is a primary faculty obligation.

5.1.6 Outside Employment

5.1.6.1 Written approval of the CAO is required for compensated activities outside the University. No approval is needed for compensated activities that occur outside of normal University operating hours and are less than eight hours per week. Faculty are discouraged from teaching for other universities and colleges.

5.1.6.2 Outside employment of more than one day each week is discouraged.

5.1.6.3 No approval is needed for occasional outside lectures, research or consulting.

5.1.7 Absences

5.1.7.1 Faculty members are expected to be present and to be engaged in carrying out their academic duties throughout the academic year, excluding the usual University holidays and vacations (except for members whose contract specifically indicates otherwise). The academic year begins one week before registration week and extends through the week following commencement. Attendance is required of all full-time faculty members at commencement ceremonies during the academic year; written permission for absences must be obtained from the CAO.

5.1.7.2 Members of the faculty who are detained from meeting classes because of illness or other unavoidable circumstances should notify the Records and Registration office and the Department Chair/Program Director in advance or as soon as possible.

5.1.7.3 Absence from class for various other reasons, unless authorized by the Department Chair/Program Director with the approval of the Dean of the College, is not tolerated. Notifications for such absences must be made through the Department Chair/Program Director.

5.1.7.4 The appointment of a substitute for classroom teaching duties cannot be made without approval from the Department Chair/Program Director and the College Dean.

5.1.7.5 All faculty are required to meet with their classes at the assigned time during final examination week of each session.

5.1.8 Related Duties

In addition to teaching, faculty are also expected to:

5.1.8.1 Serve in the department on committees, in developing and updating the curriculum (including program review) and in assisting in administrative duties.

5.1.8.2 Be willing to serve on governance, ad hoc and appointed committees (at least one per year).

5.1.8.3 Advise up to 25 students per year. Faculty in departments that have few majors and few advisees may have additional advisees assigned.

5.1.8.4 Attend all scheduled Faculty Assembly meetings, unless University duties prevent attendance.

5.1.8.5 Cooperate with the recruitment efforts of the University by being willing to schedule appointments with prospective students, if requested.

5.2 CLASSROOM PROCEDURE

5.2.1 Class Meetings are to be held at the time and place designated in the official course schedule. Changes in time or place of meeting must be made through the Registrar, acting for the CAO.

5.2.1.1 Under the general supervision of the Registrar, all faculty members administer their own examinations. Any request to be absent from an examination must be cleared through the Department Chair.

5.2.2 Undergraduate Grades

5.2.2.1 In accordance with the authorized grading system as described in the General Catalog, grades must be reported to the Registrar at the time designated.

All grades of first-year students are to be reported at mid-term. Final semester grades must be submitted to the Office of the Registrar at the time designated by the Registrar.

5.2.2.2 Any grade changes must be initialed by the instructor involved, on the official record in the Registrar's Office.

5.2.3 Classroom Care

It is the responsibility of each instructor to see that the classrooms are left in good order.

5.2.4 Student Attendance Policy

5.2.4.1 Differences in the nature of certain courses, in faculty teaching styles and in student learning styles make one attendance policy for all classes and for all faculty an impractical objective.

5.2.4.2 Each faculty member should develop his/her attendance policy and communicate this clearly to all students in each class at the beginning of the session in the course syllabus.

5.2.4.3 A procedure should be established by each faculty member for verifying or accepting excuses. The Educational Policy Committee recognizes that there should be some limit to the number of excused absences but questions any policy that would not recognize a legitimate excuse occasionally for an absence from class.

5.3 SYLLABI

5.3.1 Faculty are required to distribute a course syllabus either in print or online, to their students at the beginning of the semester. For the content expectations, please see the guidelines set forth by the EPC.

SECTION VI: LECTURER DEFINITION AND POLICIES

6.1 DEFINITION

6.1.1

A Lecturer is a full-time renewable appointment. A Lecturer holds a position that is focused primarily on teaching courses. A Lecturer faculty is one whose skills, professional experiences and connections, and teaching abilities qualify them to deliver essential components of the curriculum that complement those of tenure track faculty. These faculty members may also act as faculty advisors for student clubs or lead other student-oriented events as well as participate in academic advising.

A lecturer should possess a level of expertise, experience and/or skill set that complements the overall department faculty. A lecturer has credentials, professional training, or a professional degree that demonstrates their qualifications for the position. They may have a terminal academic degree, but it is not a requirement of the position.

This position is eligible for promotion to a Senior Lecturer during the sixth year of service and is subject to annual review within the department with oversight from the Dean. The specific teaching load and departmental expectations outside of the classroom will be clearly defined by the department and Dean in the job advertisement as well as in the employment contract. Lecturer faculty appointments will be limited to no more than 15% of the total instruction by full-time faculty within the university, and no more than 25% of the total instruction provided by full time faculty within any given department as calculated by the CAO consistent with AAUP recommendations.

6.2 RESPONSIBILITIES

6.2.1

Following a formal search led by an appointed committee within the department, Lecturers receive letters of appointment from the CAO, in consultation with the Department Chair or Program Director and Dean. This letter will detail responsibilities the Lecturer will have in the department and University, which should be consistent with the original job posting. These responsibilities might include:

- a. Teaching duties;
- b. Office hours for student consultation;
- c. Academic advising;
- d. Department service in the form of meeting attendance, curricular development and review, and committee service throughout the academic year.

6.3 REASONS FOR EMPLOYING LECTURERS

6.3.1

This position allows for the hiring of individuals who, while perhaps lacking a terminal degree, bring value to the campus community in the form of credentials and professional experience relevant to the department and consistent with the standards of the University as a whole. This position allows for more flexibility with staffing and may be more cost-effective for certain disciplines where there is a shortage of doctoral-qualified faculty. This type of appointment may also be useful in a field that has courses that are more applied in nature, where someone with a certain set of experiences can be of great value.

6.4 APPOINTMENT AND TYPES OF CONTRACTS

6.4.1

Lecturer faculty appointments are made by the CAO upon written recommendations of the Dean in consultation with the appropriate Department Chair/Program Director. Appointments are term, for a specified length of time. It is understood that a lecturer position is not intended as entry into a tenure-track position. Further, these positions should be examined on a regular basis to determine if a tenure track line would be more appropriate (e.g., if program growth is sustained for several years, if a department is utilizing a high number of adjunct faculty, or if there is a need for faculty with terminal degrees and the ability to fulfill other expectations).

6.5 EVALUATION, RENEWAL, AND PROMOTION

Annual evaluation of Lecturer faculty takes place at the department level. Department Chairs and Program Directors evaluate Lecturers taking into account available student evaluations as well as peer faculty observation and classroom visits. During the first two years of employment, one-year renewal contracts will be issued. After at least two successful reappointment reviews, the contract period will typically be on a three-year rolling appointment. The length of this contract will be decided by the Chair/Director and Dean, in consultation with the CAO, and will be based on projected need and the faculty member's performance documented during at least two performance reviews. Ranks for Lecturer faculty include Lecturer and Senior Lecturer.

6.5.1 Advancement in Rank

Lecturer faculty members qualify for advancement in rank by maintenance of high standards and integrity in teaching, professional development and department service. Of particular significance is evidence of continuing professional development, as revealed by participation in professional organizations and excellence in teaching and related responsibilities. Lecturers are eligible to apply for advancement of rank during the sixth year of full time employment. The PTS committee evaluates applications for advancement in rank and makes recommendations to the CAO.

6.5.2 Notice of Eligibility for Advancement

The PTS Committee through the office of the CAO will notify the faculty member, the Department Chair, and the Dean of the Lecturer faculty member's eligibility for advancement. This occurs once in the first year of the lecturer's eligibility.

6.6 DOCUMENTATION OF EVIDENCE OF PROFESSIONAL DEVELOPMENT

The following sections include lists of "possible behaviors" and "possible evidence" that could be used by a faculty member to document that the criteria for advancement in rank have been met. These lists are not intended as, nor should be used as, checklists of required activities. Rather, they attempt to provide possible ways in which a faculty member can demonstrate patterns of behavior that support meeting of the criteria. Additional and/or alternate behaviors and evidence that indicate the criteria have been met are welcome. To exceed expectations in any area, a faculty member should show evidence of multiple behaviors and/or exhibit behavior exceptionally well.

6.6.1 Documentation of Evidence of Professional Development

It is the responsibility of the candidate to provide fully documented evidence that the criteria have been met. Meeting the criteria generally makes one eligible for promotion. Minimally meeting the criteria does not guarantee advancement in rank, as one must also show evidence of continuing professional growth beyond that expected of the previous level. Faculty will be evaluated as meeting, exceeding, or below expectations.

Basic Criteria:

6.6.1.1 Possession of expertise needed by department or a related department

A. Broad Background in the Discipline

Possible behaviors that generally meet expectations include: has expertise to teach the range of courses assigned by the department; can competently extend the range of courses taught; etc.

B. Stays Current in the Discipline

Possible behaviors that generally meet expectations include: attends meetings, seminars or workshops relevant to discipline; reads journals relevant to discipline; reviews new material for possible course adoption; revises syllabi and/or classroom presentation to reflect new trends and ideas; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: educational background; memberships in organizations; past and current teaching load; participation in conferences, meetings, seminars and workshops; course materials, including syllabi; etc.

6.6.1.2 Demonstrated effectiveness in teaching

A. Course Delivery Skills

Possible behaviors that generally meet expectations include: regularly seeks and uses most effective ways of presenting material; teaches in ways appropriate to the course, including class size, audience and course content; presents material clearly, effectively and according to the schedule established in the syllabus; maintains student engagement; etc.

B. Course Design Skills

Possible behaviors that generally meet expectations include: provides a syllabus meeting the requirements in Section 5.3.; allows students adequate opportunities to participate; follows schedule and policies in syllabus; etc.

C. Course Administration

Possible behaviors that generally meet expectations include: keeps class lists and records up to date and secure; adheres to administrative requests and deadlines; provides feedback on individual student progress; uses the available student support services to assist students who are performing poorly; returns exams, papers, etc. in a timely manner; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: student rating forms; student testimonials; student exit interviews; syllabus assessment; classroom visitations; department, university, or professional awards; evaluation of course content; pedagogical scholarship; activities undertaken to improve teaching effectiveness; sponsorship of students (dissertation/thesis/honors program); etc.

6.6.1.3 Service to students extending beyond classroom instruction to student advisement and direction

A. Quality of Advisement and Direction

Possible behaviors that generally meet expectations include: maintains working relationships with students; recommends students for appropriate awards, fellowships, internships, jobs; follows up on students who have not registered; meets with prospective students visiting campus; is able to advise students on post-graduation opportunities; is able to advise students on general education and major requirements, and new academic opportunities; responds to instructor concerns about advisees; carries active advisee caseload comparable to department average; is knowledgeable concerning student support activities; encourages students to join campus clubs and activities; helps students who are not his/her advisees when needed; etc.

B. Availability to Students

Possible behaviors that generally meet expectations include: maintains office hours as indicated in Section 5.1.5; provides multiple means of contact; varies office hours to meet departmental needs; returns calls and correspondences in a timely manner; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: student rating forms; student and colleague testimonials; copies of recommendations written for students; logs of specific meetings with prospective students; report of advisee load as compared with department average; syllabi showing office hours and multiple means of contact; observation of office hours; etc.

6.6.1.4 Ability to relate positively with peers and students

A. Positive Professional Relationships with Peers

Possible behaviors that generally meet expectations include: communicates effectively with colleagues about various aspects of teaching and about ideas and developments in the discipline; displays positive attitude about teaching and the discipline; cooperates with distribution of workloads and scheduling of courses and meetings; works productively on committees; cultivates positive working relationships with staff and administration; etc.

B. Positive Professional Relationships with Students

Possible behaviors that generally meet expectations include: is available to and approachable by students; interacts with students to demonstrate and foster respect for individuals, the discipline and the institution; interacts with students to display and encourage trust in the teacher-student relationship; behaves toward students in a fair and non-differential manner; etc.

Possible evidence that may be considered in determining if a faculty member meets the criteria include: colleague and student testimonials; sample correspondence; commendations or awards; examples of positive relationships with peers and/or students; student ratings; etc.

6.7 RIGHTS AND BENEFITS

6.7.1

Lecturers are eligible to participate as voting members in the governance activities of the Faculty Assembly. These faculty are also eligible to participate in college and departmental meetings as full members with voting rights. Faculty in this position are eligible for benefits that are available for other full-time faculty including retirement benefits, health insurance, etc. This also includes applying for FDC funding and other sources of internal professional development funds. Lecturer faculty whose contracts are renewed will receive the percentage pay raise given to tenure-track faculty members.

SECTION VII: PART-TIME AND ADJUNCT FACULTY HANDBOOK

7.1 GENERAL

7.1.1

Faculty who are not on a full-time contract fall into one of two categories: Part-time Faculty or Adjunct Faculty. This section of the handbook outlines the rights and responsibilities for both classifications of faculty and is governed by the overall beliefs, missions and functions (Section 1.2-4) of St. Ambrose University. It is intended to accord with the University's commitment to academic freedom (Section 3.1). It is also intended to embody this institution's policy of offering equal employment opportunity to all who apply irrespective of race, color, religion, age, sex, national origin, pregnancy status, disability status or veteran status.

7.2 DEFINITIONS AND RESPONSIBILITIES

7.2.1

Part-time faculty are employees of the University who teach less than the average full-time load. Part-time faculty are hired on an annual basis and participate actively in department activities, including curriculum development, advising, committee work and other areas of University service as outlined in the letter of appointment. Part-time faculty are expected to possess credentials acceptable to their department of hire and consistent with the standards of the University as a whole. Part-time faculty appointments are not tenure track appointments. Time spent in this position does not automatically count toward tenure or promotion if hired fulltime.

7.2.1.1 Reasons for employing part-time faculty

St. Ambrose employs part-time faculty members whose skills and teaching abilities qualify them as effective teachers for the following reasons:

- a. to deliver essential components of the curriculum of a department or program in order to complement full-time expertise;
- b. to grant departments and programs the flexibility to hire experienced faculty who maintain active professional commitments in the field, but who also want to make a substantial contribution to academic life.

7.2.1.2 Part-time faculty responsibilities

Part-time faculty members receive letters of appointment from the President, in consultation with the CAO and Department Chairs and Program Directors that outline their responsibilities to their departments and the University. These responsibilities include:

- a. Teaching duties in classroom and clinical settings;
- b. Office hours for student consultation;
- c. Academic advising;

d. Department service, including meeting attendance, curricular development and review, committee service, and student recruitment, throughout the academic year.

7.2.2

Adjunct faculty are those employees who may teach one to two courses a semester on a temporary basis, depending on the department's needs. Adjunct faculty are expected to possess credentials acceptable to their department of hire and consistent with the standards of the University as a whole.

Adjunct faculty appointments:

- a. last no longer than one semester;
- b. are not tenure track appointments;
- c. do not automatically accrue time towards tenure or promotion, if hired full-time.

7.2.2.1 Reasons for employing adjunct faculty

St. Ambrose employs adjunct faculty members whose skills and teaching abilities qualify them as effective teacher for the following reasons:

- a. to offer special courses, technology or programs that do not attract enough students to warrant a full-time instructor;
- b. to offer courses scheduled at a location and/or time when full-time faculty are unavailable to teach them;
- c. to test new courses and programs and to build course offerings in curricula with limited numbers of students;
- d. to provide a flow of ideas from the world of work to the classroom;
- e. to allow the University to adapt to fluctuating enrollments, either in particular programs or across the institution.

The use of adjunct faculty enables this institution to enrich classroom teaching, ensure that contemporary practice and classroom teaching are in consonance, build bridges to the local community, and be flexible toward unexpected social economic changes.

7.2.2.2. Adjunct faculty responsibilities

- a. Each adjunct faculty is required to conduct assigned classes in accordance with the catalog descriptions and the guidelines provided by the Department Chair/program director;
- b. Each adjunct faculty is expected to be available for student consultation for each course taught;
- c. Each adjunct faculty is expected to maintain standards of teaching worthy of accreditation;

d. Adjunct faculty may attend department, college and University faculty meetings as non-voting members.

7.3 APPOINTMENT AND TYPES OF CONTRACTS

7.3.1 Part-Time Faculty

7.3.1.1 Part-time faculty appointments are made by the President upon written recommendations of the CAO in consultation with the appropriate Department Chair/Program Director and Dean. Appointments are term, for a specified length of time, ordinarily not more than one year per contract period. Generally, initial appointments are made for one academic year and may be at any rank.

7.3.1.2 Continuation of employment depends on the results of evaluation by the Department Chair/Program Director and students.

7.3.1.3 The CAO authorizes initial placement of part-time faculty into the ranks. Rank and salary placement are determined by giving credit for each year of past college teaching or other appropriate educational experience and up to one-half year for each year of related experience.

7.3.1.4. General guidelines the CAO uses to determine seniority and thereby both rank and salary placement are as follows:

- a. One year of full-time service in teaching at the college level is equivalent to one year of experience for rank and salary determination.
- b. Eighteen semester hours of part-time faculty teaching experience are equivalent to one year of experience for rank and salary determination.

7.3.1.5 Terms of Employment

Because this institution has a complex selection process for full-time, tenure-track faculty and clinical faculty, it is understood that a part-time position is not intended as entry into full-time employment. Only if the institution has specified in writing that a part-time position is a prelude to full-time employment could this rule be abrogated.

No part-time faculty are placed on tenure track while having part-time status

7.3.2 Adjunct Faculty

7.3.2.1 Adjunct faculty appointments are made by the President upon written recommendations of the CAO in consultation with the appropriate Department Chair/Program Director and Dean. Adjunct faculty are issued a contract on a per-course basis, based on need. The University reserves the right to cancel the course if minimum enrollment is not met. In such cases, all provisions of the contract are cancelled.

7.3.2.2 Continuation of employment depends on student demand and the results of evaluation by Department Chair/Program Director and students.

7.3.2.3 The CAO authorizes initial placement of adjunct faculty into the ranks. Rank and salary placement is determined by giving credit for each year of past college teaching or other appropriate educational experience and up to one-half year for each year of related experience.

7.3.2.3.1 General guidelines the CAO uses to determine seniority and thereby both rank and salary placement are as follows:

- a. One year of full-time service in teaching at the college level is equivalent to one year of experience for rank and salary determination
- b. Eighteen semester hours of part-time faculty teaching experience are equivalent to one year of experience for rank and salary determination

7.3.2.4 Terms of Employment

All adjunct faculty members will be compensated only for sessions during which he/she has specified contractual duties and for which specific services have been rendered.

7.3.2.4.1 Because this institution has a complex selection process for full-time, tenure-track faculty and clinical faculty, it is understood that an adjunct teaching assignment is not intended as entry into regular employment. Only if the institution has specified in writing that an adjunct position is a prelude to regular employment could this rule be abrogated.

No adjunct faculty are placed on tenure track while having adjunct status.

7.4 EVALUATION, RENEWAL AND PROMOTION

7.4.1 Evaluation

Evaluation of part-time and adjunct faculty takes place at the department level. Department Chairs and Program Directors evaluate part-time and adjunct faculty, taking into account available student evaluations. Department Chairs and Program Director should refer to the performance criteria stated in Section 3.7 when evaluating part-time and adjunct faculty.

7.4.1.1 Part-time faculty will be evaluated primarily on the basis of (1) their classroom performance, (2) student evaluations, (3) performance in departmental activities as stated in the contract, and (4) recommendation by their Department Chair.

7.4.1.2 Since adjunct faculty are not ordinarily responsible for student advising or committee work, they will be evaluated primarily on (1) their classroom performance, (2) student evaluations, and (3) recommendation by their Department Chair.

7.4.2 Renewal

6.4.2.1 While part-time and adjunct faculty are subject to either year-to-year or term-to-term contracts with no guarantee for continued employment, Department Chairs/Program Directors will make every effort to offer continued employment to part-time and adjunct faculty members who have received successful evaluation results.

6.4.2.2 Department Chairs/Programs Directors will attempt to assess the future needs of the department/program for part-time and adjunct faculty so that such faculty members can be informed of their future utilization.

7.4.3 Promotion

7.4.3.1 Part-time and adjunct faculty members qualify for advancement in rank by maintenance of high standards and teaching of scholarship. Of particular significance is evidence of continuing intellectual development as revealed by graduate study, participation in professional organizations, on-the-job professional experiences, publications or equivalent performance, and excellence in teaching. The PTS Committee will consider promotion in rank for individuals who satisfy the specific conditions found in Section 3.2.3 and who have been recommended by the Department Chair/Program Director.

7.4.3.2 It is the responsibility of the candidate for promotion to provide fully documented evidence of continuing growth relevant to the criteria found in Section 3.7.

7.4.4.3 The candidate should understand that while satisfaction of these criteria makes him/her eligible for consideration for promotion, minimal attainment of these criteria does not guarantee promotion.

7.5 RIGHTS AND BENEFITS

7.5.1 Participation in University Affairs

Part-time and adjunct faculty members are strongly encouraged to participate, as non-voting members, in the governance activities of the Faculty Assembly.

While part-time faculty have responsibilities to participate in departmental meetings, adjunct faculty have no such requirements. Thus, adjunct faculty are strongly encouraged to participate, as non-voting members, at college and departmental meetings.

7.5.2 Professional Development

Means of improving instruction should be sought out through professional meetings, societies, workshops and the current literature of the field. Aid and assistance in these matters may be obtained from colleagues, Department Chairs, program coordinators, academic supervisors, and the Faculty Development Committee.

7.5.3 Benefits

67.5.3.1 Employee benefits that are available for full-time faculty are not automatic for part-time and adjunct faculty. However, individuals may negotiate with Department Chairs/Program Directors for benefits. Chairs/Program Directors will give consideration to longevity and continuity of employment when hearing these requests. Request of benefits will in no way negatively affect the individual part-time or adjunct faculty member making such a request.

7.5.3.2 Compensation

7.5.3.2.1 Part-time faculty members whose contracts are renewed will receive the percentage pay raise given to full-time faculty members

7.5.3.2.2 Adjunct faculty who have taught up to 36 credit hours at St. Ambrose University will receive a base compensation level of \$900 per credit hour - or contact hour, when applicable - for courses they teach (\$1,000 with a terminal degree).

Adjunct faculty teaching between 37 and 72 credit hours at St. Ambrose will receive \$925 per credit hour - or contact hour, when applicable - for courses they teach (\$1,025 with a terminal degree).

Adjunct faculty who have taught more than 72 credit hours at St. Ambrose will receive \$950 per credit hour - or contact hour, when applicable - for courses they teach (\$1,050 with a terminal degree).

A market analysis of the base compensation level for adjunct faculty will be prepared and presented to the Faculty Finance Committee every three years and the rates adjusted, as necessary and as funds are available.

SECTION VIII: CLINICAL FACULTY PERSONNEL POLICIES

8.1 ACADEMIC FREEDOM AND RESPONSIBILITY

8.1.1 Academic Freedom and Responsibility for Clinical Faculty

The statements on academic freedom and responsibility in Section 3.1 apply to all members of the faculty hired on the clinical track.

8.2 DESCRIPTION OF CLINICAL FACULTY EMPLOYMENT STATUS AND RANK

8.2.1 Terms and Conditions of Employment

The terms and conditions of every appointment to the clinical faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the clinical faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy will be given to the faculty member.

8.2.2 Description of Clinical Faculty

Due to the unique educational demands and practice nature of some of the academic disciplines at St. Ambrose, there is a need to hire faculty where a significant amount of their time will be devoted to supervising the practical application of the discipline as defined in the letter of appointment. While the full specific responsibilities of these faculty may vary across departmental boundaries, the main emphasis of the position will be on clinical teaching and administrative service. No more than 50 percent of the load can be devoted to classroom teaching.

8.2.3 Clinical Faculty Rank

Full-time clinical faculty are given one of the following four ranks; Clinical Professor, Clinical Associate Professor, Clinical Assistant Professor or Clinical Instructor.

8.2.3.1 Clinical Professor

- a. Ph.D., Ed.D., or equivalent terminal post-professional degree
- b. Completion of 11 years of full-time college clinical teaching experience or its equivalent
- c. Evidence of continued professional growth beyond that expected of the Clinical Associate Professor level

8.2.3.2 Clinical Associate Professor

- a. Clinical doctorate (such as MD, DO, JD, DPT, OTD); Master's with approved board certifications or approved fellowships; Ph.D., Ed.D., or equivalent terminal post-professional degree

- b. Completion of six years of full-time college clinical teaching experience or its equivalent
- c. Evidence of continuing professional growth beyond that expected of the clinical assistant professor level

8.2.3.3 Clinical Assistant Professor

- a. Post-baccalaureate Master's degree and completion of three years college clinical teaching experience, or Clinical doctorate (MD, DO, JD, DPT, OTD); Master's with approved board certifications or approved fellowships; Ph.D., Ed.D., or equivalent terminal post-professional degree.
- b. Evidence of continuing professional growth beyond that expected of the clinical instructor level.

8.2.3.4 Clinical Instructor

- a. Master's degree or written evidence of candidacy for this degree
- b. Promising clinical teaching ability

8.2.4 Advancement in Rank

Clinical faculty members qualify for advancement in rank by maintenance of high standards and integrity in clinical teaching, professional development and service. Of particular significance is evidence of continuing intellectual development, as revealed by graduate study, participation in professional organizations, publications or equivalent performance, and excellence in clinical teaching and related responsibilities.

8.2.4.1 Notice of Eligibility for Advancement

The PTS Committee through the office of the CAO will notify the faculty member, the Department Chair, and the Dean of the clinical faculty member's eligibility for advancement. This occurs once in the first year of the clinical faculty member's eligibility.

8.2.4.2 Application for Advancement

Once notified of eligibility, the clinical faculty member directs all communications relating to advancement in rank to the PTS Committee through the office of the CAO. Clinical faculty members seeking to be promoted have the responsibility to apply for the advancement in rank. The clinical faculty member applying for advancement in rank will submit the following materials to the Chair of the PTS Committee:

- a. statement of self-evaluation with respect to the clinical faculty performance criteria described in their letter of appointment and to the qualifications outlined in section 7. This statement need not be longer than two pages;

- b. Current CV;
- c. examples of teaching materials .

8.2.4.3 Review and Recommendation Regarding Advancement

Advancement in rank may be recommended by the Department Chair/ Program Director in consultation with department faculty. These recommendations (signed as seen by the applicant) must be made through the Dean no later than the date specified in the notification letter from the CAO. A clinical faculty member whose promotion is contingent on acquiring an advanced degree or certification should notify the CAO as soon as possible when the date of acquiring the new credentials is known. Clinical faculty members who miss the deadline may apply for advancement in rank in the following academic year.

The PTS Committee will consider advancement in rank for individuals who satisfy the specific conditions in Section 8.2.4.2 and have been recommended by the Department Chair and the Academic Dean of the College.

8.2.4.4 Additional Materials

In addition to the letters from the Chair and the Dean and the faculty member's self-evaluation, the clinical faculty member may submit additional materials to support the application for advancement. The PTS Committee may ask the CAO to provide past student ratings as well as any other written documentation regarding the clinical faculty member's performance.

8.2.4.5 Acknowledgement of Review Materials

All materials, information, data and reports provided to the PTS Committee for the purpose of decision making shall be made available to the faculty member in sufficient time for the faculty member to review and make comments. The faculty member will acknowledge in writing that all materials used by the committee have been reviewed.

8.2.4.6 Advancement Decisions and Communication

PTS makes its recommendations directly to the President. The President will inform the candidate of the advancement decision no later than May 1 of the year preceding the academic year in which the advancement is to take effect. If advancement in rank is not to be granted, the administration must set forth, in writing, the reasons for denial of advancement.

8.2.4.7 Confidentiality of Advancement Decision

The content of the decision should be confidential, that is, confined to the appropriate University persons and bodies and the clinical faculty member being considered for advancement. It should only be released at the discretion and consent of the faculty member.

8.3 REVIEW OF CLINICAL FACULTY

8.3.1 Terms of Contract

Hiring decisions will be made by the Department Chair/Program Director and Dean and approved by the CAO. During the first two years of employment, one-year renewal contracts will be issued. After at least two successful reappointment reviews, the contract period will typically be on a three-year rolling appointment. The length of this contract will be decided by the Chair/Director and Dean, in consultation with the CAO, and will be based on projected need and the faculty member's performance documented during at least two performance reviews.

8.3.2 Review of Clinical Faculty

The Dean in conjunction with the Department Chair/Director/ will review clinical faculty members annually for the first two years. Subsequently clinical faculty members will be reviewed in a timely manner as stated by their letter of appointment, typically for three years. Performance reviews will include similar components used by tenured faculty, including student teaching evaluations for all courses taught during the academic year, advising, service, professional development, as well as any specific responsibilities outlined in the clinical faculty member's letter of appointment.

The clinical faculty member will receive written feedback on their performance including possible concerns. This feedback will become part of the clinical faculty member's cumulative portfolio.

8.3.2.1 Right to Respond

The clinical faculty member retains the right to comment in response to the evaluations and will have the opportunity to respond to the Dean and the department. A clinical faculty member dissatisfied with any procedural issue may address this issue through the faculty grievance procedure.

8.3.2.2 Reduction in Size of Faculty

A contract may also be terminated in instances in which the University must make an adjustment in the composition of the faculty, or in which a general reduction in the size of the faculty is necessary. In such instances, the University shall clearly demonstrate the need for such termination in each individual case.

8.3.2.3 Termination, academic freedom and Church teaching

While contracts may not be renewed in which faculty members, either in the classroom or in public circumstances, advocates ideas or engages in activities which are in conflict with the teaching authority of the Roman Catholic Church, the University explicitly recognizes the clinical faculty member's academic freedom to pursue issues and ideas in the spirit of an honest and conscientious search for the truth.

8.4 EVALUATION CRITERIA FOR CONTRACT RENEWAL AND ADVANCEMENT IN RANK FOR CLINICAL FACULTY

8.4.1 Documentation of Evidence of Professional Development

It is the responsibility of the clinical faculty candidate for reappointment and advancement in rank to provide fully documented evidence of continuing growth relevant to the criteria given below. The candidate should understand that while satisfaction of these criteria makes him/her eligible for consideration for reappointment and advancement in rank, minimal attainment of these criteria does not.

Basic Criteria:

8.4.1.1 Possession of the expertise needed by one's department or a related department in order to achieve the immediate and future goals of the department in harmony with the University's stated mission.

Performance Guidelines:

a. Background in the Discipline

- Highly Satisfactory - has expertise to teach a theory and/or clinical courses including interdisciplinary courses with other departments.
- Satisfactory - has expertise to teach the courses assigned by the department, and can competently extend that range if necessary.
- Unsatisfactory – fails to demonstrate the ongoing expertise needed to teach in the area of hire.

b. Stays Current in the Discipline

- Highly Satisfactory - Attends meetings and/or seminars of professional organizations nearly every year. Reads journals relating to teaching and research assignments. Frequently reviews new material for possible course adoption and revises syllabi and/or classroom presentation to reflect new trends and ideas in practice and accreditation.
- Satisfactory - Reads journals pertinent to areas of teaching assignments. Reviews material for possible course adoption and revises course materials using practice guidelines and accreditation criteria.
- Unsatisfactory - Course materials and teaching methods are rarely changed and may be clearly outdated.

8.4.1.2 Demonstrated ability in teaching, as judged by one's peers and as rated by students.

Performance Guidelines:

a. Course Delivery Skills

- Highly Satisfactory - Regularly seeks and uses most effective ways of presenting material; teaches in a variety of styles tailored to meet the class size, audience and course content; presents material clearly, effectively and according to the schedule established in the syllabus; is enthusiastic about teaching the subject; relates materials to real life situations; organizes material in ways which aid retention.
- Satisfactory - Teaches in ways appropriate to the course; presents material clearly and effectively, and with sufficient enthusiasm to maintain student interest; generally stays on the topic for the day.
- Unsatisfactory - Teaches in the same style for every course, even when inappropriate, and unable to modify that style; presentation is confusing to many students, and seems to have little bearing on the subject at hand; displays lack of interest in teaching or course material.

b. Course Design Skills

- Highly Satisfactory - Provides a syllabus with the objectives of the course, what is expected of the students, how final grades will be determined, and a detailed schedule for the various course elements (daily/weekly topics, exams, papers, etc.) Develops multiple opportunities for students to actively participate in learning.
- Satisfactory - Provides a syllabus with course requirements, how students will be evaluated, and a general schedule. Allows students adequate opportunities to participate.
- Unsatisfactory - Provides a syllabus with little or no information on what expectations are, how students will be evaluated, or what topics will be from week to week. Provides little or no opportunity for students to be active participants.

c. Course Administration

- Highly Satisfactory - Keeps class lists and records (e.g. grades, attendance) up to date and adheres to all administrative requests and deadlines. Provides early and frequent feedback on individual student progress. Evaluates students on a variety of assignments. Returns exams, papers, clinical paperwork, etc. in a timely manner. Communicates early with students, clinical supervisors, and advisors of students who are performing poorly; uses unsatisfactory grade forms when appropriate; refers students to the Student Success Center when appropriate and follows up on referrals.
- Satisfactory - Keeps class records up to date and secure. Observes administrative requests as necessary. Uses unsatisfactory grade forms and refers students to the Student Success Center when appropriate. Provides enough feedback that students know where they stand by mid-term. Schedules and communicates clinical assignments in a timely manner.
- Unsatisfactory - Has continuing difficulty with class records. Regularly has problems meeting deadlines, particularly when turning in final grades. Provides little, if any, feedback during the semester; schedules exams or papers with less

than a week's notice. Frequently deviates from established schedules in a way that does not benefit students.

8.4.1.3 Service to students and clinical sites.

Performance Guidelines:

a. Quality of Advisement

- Highly Satisfactory – Highly effective in advising and mentoring students and clinical sites in complex or challenging situations.
- Satisfactory – Effective in advising students and clinical sites in routine situations; is able to direct student to appropriate resources.
- Unsatisfactory – Ineffective in advising students and clinical sites.

b. Availability to Students

- Highly Satisfactory – In addition to maintaining regular office hours, routinely demonstrates flexibility and willingness to meet with students, parents and sites outside of these hours or at special events.
- Satisfactory – Available during office hours or by appointment to meet the needs of students and/or clinical sites.
- Unsatisfactory – Routinely is unavailable to meet with students, colleagues or clinical sites.

8.4.1.4 Willingness and capacity to participate effectively on University committees and in the academic, cultural, administrative and student affairs aspects of the University.

Performance Guidelines:

a. Participation in Committees and Institutional Affairs

- Highly Satisfactory - Actively seeks participation on committees through election or appointment. Serves in a leadership capacity. Is an effective committee member (studies materials in advance, sticks to the issues at hand, works on subcommittees). Volunteers for special committee assignments within the department or campus-wide. Takes an active, visible role in academic and governance issues. Attends monthly faculty meetings as well as special meetings.
- Satisfactory - Is willing to serve on committees when asked. Is an effective committee member as described above. Attends most faculty meetings. Follows and participates in the University's academic and governance issues.
- Unsatisfactory - Accepts committee assignments very reluctantly or refuses to serve on committees. Declines to participate in academic and governance issues affecting the University. Avoids meeting with other faculty.

b. Participation in Cultural and Student Affairs

- Highly Satisfactory - Attends cultural or other events involving students. Serves as academic advisor to a student organization or assists with student organized productions.
- Satisfactory - Attends student activities. Supports fund raising efforts of student organizations per semester.
- Unsatisfactory - Avoids student sponsored activities and fund raisers.

8.4.1.5 Demonstrated ability to relate positively with students and professional peers.

Performance Guidelines:

a. Positive Relationships with Peers

- Highly Satisfactory - Has continuing discourse with University and clinical colleagues about ideas and developments in the discipline. Communicates effectively with colleagues about various aspects of teaching. Displays positive attitude about teaching and the discipline. Cooperates with distribution of workloads and scheduling of courses and meetings. Works productively on committees. Has an appropriate working relationship with colleagues and staff.
- Satisfactory - In general, meets the objectives above. Infrequent or minor conflicts in the areas stated above.
- Unsatisfactory - Serious and ongoing conflicts caused by failure in one or more of the areas above.

b. Positive Relationships with Students

- Highly Satisfactory - Has positive, appropriate relationships with students of all backgrounds. Is available to and approachable by students. Interactions with students demonstrate and foster respect for individuals, the discipline and the institution. Interactions with students display and encourage trust in the teacher-student relationship. Behavior toward students is fair and non-differential.
- Satisfactory - General success in achieving the objectives above. Infrequent, minor problems or conflicts relating to the above areas.
- Unsatisfactory - Lacking in display of one or more of the above behaviors. Serious and ongoing conflicts or problems raised by failure to meet the objectives.

8.4.1.6

Maintains licensure and certification as required by position and noted in the appointment letter.

8.4.2 Additionally, evidence of at least two of the following:

8.4.2.1 Membership and involvement in the activities of professional societies

Performance guidelines:

- a. Highly Satisfactory - Member of several professional associations or societies, both regional and national; attends meetings of at least regional societies on a regular basis; has held office within one or more of the societies.
- b. Satisfactory - Member of several societies as described above; attends regional meetings on occasion.
- c. Unsatisfactory - Not a member of professional associations or societies.

8.4.2.2 Involvement in scholarly research and publication, which includes creative achievements in fine arts public events such as music recitals and concerts, theater productions and performances, and painting and sculpture prizes and exhibitions.

Performance guidelines:

- a. Highly Satisfactory - Involved in original research, preferably with students and appropriate to their level, which results in publishable quality material on a regular basis; or involved in major recitals/performances/exhibitions on a regular basis.
- b. Satisfactory - Involved in research resulting in occasional publications; or involved in recitals, etc. but not as a major performer.
- c. Unsatisfactory - Not involved in research or performances.

8.4.2.3 Participation in civic affairs and public service.

Performance guidelines:

- a. Highly Satisfactory - Participation in a variety of community service activities related to their discipline on a regular basis, and participation in at least one activity at a leadership level.
- b. Satisfactory - Participation in a variety of community activities on a regular basis.
- c. Unsatisfactory - No participation in community activities.

8.4.2.4 Participation in development of new courses and programs, in institutional support projects, and in preparation of grant proposals.

Performance Guidelines:

- a. Highly Satisfactory - Actively seeks effective involvement in the development of new or revised courses, programs and projects as needed by the institution; initiates and participates on an ongoing basis in the preparation of grant proposals.
- b. Satisfactory - Is willing to participate in development or revision of courses, programs and grant proposals when asked, but does not actively initiate involvement.
- c. Unsatisfactory - Will not participate.

8.5 PROCEDURES FOR DISMISSAL, SANCTIONS, LAYOFF, TERMINATION AND RECALL

8.5.1 Procedures for Dismissal, Sanctions, Layoff, Termination and Recall

The procedures outlined in Sections 3.5 and 3.6 pursuant to dismissal, the imposition of sanctions, layoff, termination and recall apply to clinical faculty.

8.6 RETIREMENT

8.6.1 Clinical Faculty Member Discretion

Retirement from full-time clinical teaching occurs at the discretion of the clinical faculty member.

8.6.2 Notification of Intention to Retire

A clinical faculty member intending to retire should notify the CAO by February 15th.

8.7 RESIGNATIONS

8.7.1 Notification of Intention

A clinical faculty member should inform the Department Chairperson of his/her intention by January 15th; the CAO should be notified, in writing, by March 15th.

8.8 SALARY

8.8.1 Twelve-month basis

Clinical faculty members are paid on a 12-months basis.

8.8.2 Salary Deductions

Miscellaneous deductions such as State and Federal taxes, hospitalization, sheltered annuity, and pension are computed in an equal amount each month.

8.9. DESCRIPTION OF CLINICAL AFFILIATE FACULTY EMPLOYMENT STATUS AND RANK

8.9.1 Terms and Conditions of Status

The terms and conditions of every appointment to the clinical affiliate faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the clinical affiliate faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy will be given to the clinical affiliate faculty member.

8.9.2 Description of Clinical Affiliate Faculty

Clinical Affiliate Faculty appointments recognize professionals who are not employees of St. Ambrose University but provide ongoing support for the experiential component of an academic program. These professionals voluntarily support clinical education, field work, internships and other experience-based learning that is essential to the success of programs

preparing future practitioners. Department personnel will recommend individuals for clinical affiliate faculty appointment based upon established criteria specific to the discipline.

8.9.3 General Requirements for Appointment

Each program will designate specific requirements required for appointment. General requirements are provided.

8.9.3.1 Earned degree in discipline appropriate to the profession and practice setting.

8.9.3.2 Current license/certification in the profession

8.9.3.2 Five or more years of practice experience.

8.9.3.3 A record of sustained clinical teaching experience as determined by the program

8.9.3.4 Advanced degrees and board certifications as required by the profession and specific to the practice setting

8.9.4 Evidence of Effectiveness in Clinical Teaching

8.9.4.1 Knowledge and experience in clinical teaching

8.9.4.2 Ability to relate positively with students

8.9.4.3 Skilled in evaluating student performance

8.9.4.4 Record of timely communication with program

8.9.4.5 Timely completion of student assessments required by the program

8.9.5 Review Process

8.9.5.1 Clinical Affiliate Faculty appointments will be considered for individuals who, by virtue of their expertise, are deemed capable of making significant on-going contributions to a university program.

8.9.5.2 Eligible individuals will be contacted by the program and encouraged to apply by May 1 each year. The application will include a current curriculum vitae and completion of a standardized application form.

8.9.5.3 Departments will review applications and submit recommendations for appointment to the dean based on the above listed general requirements and evidence.

8.9.6 Benefits

8.9.6.1 Hold the designated title of clinical affiliate faculty and be recognized on the program's website.

8.9.6.2 Access to the library resources including the online collection and databases

8.9.6.3 Discounts for continuing education courses offered by the program

8.9.6.4 Collaborative research opportunities with program personnel

8.9.6.5 St. Ambrose University ID card (upon request)

8.9.6.6 Discount at the St. Ambrose University bookstore

8.9.6.7 Discount at other campus events (plays, musicals, concerts, etc.)

8.9.7 Terms of the Appointment

8.9.7.1 Appointment will be good for two years and renewable.

8.9.7.2 Any change in requirements for appointment or the individual's record of clinical teaching will trigger review by the department or program. Based upon this review, the program may end an individual's appointment.

SECTION IX: LIBRARIAN FACULTY

9.1 ACADEMIC FREEDOM AND RESPONSIBILITY

9.1.1 The statements on academic freedom and responsibility in Section 3.1 apply to all members of the faculty hired as librarians.

9.2 DESCRIPTION OF LIBRARIAN FACULTY EMPLOYMENT STATUS AND RANK

9.2.1 Terms and Conditions of Employment

The terms and conditions of every appointment to the librarian faculty will be stated or confirmed in writing and a copy of the appointment document will be supplied to the librarian faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy given to the faculty member.

9.2.2 Description of Librarian Faculty

Librarians are those members of the library staff holding at least a Master of Library Science degree from an American Library Association accredited institution and employed full-time (12-month contract) in a professional capacity at the St. Ambrose University Library. Librarian faculty members are eligible for advancement in rank, but are not eligible for tenure.

9.2.3 Librarian Faculty Rank

Full-time librarian faculty are given one of the following four ranks: Librarian Professor, Librarian Associate Professor, Librarian Assistant Professor or Librarian Instructor.

9.2.3.1 Librarian Professor

- a. Has a Ph.D., Ed.D, or equivalent post-professional degree
- b. Completion of 11 years of full-time academic library experience or its equivalent.

9.2.3.2 Librarian Associate Professor

- a. Has a Ph.D., Ed.D., or additional Master's degree beyond the terminal Master's degree
- b. Completion of six years of full-time academic library experience or its equivalent
- c. Evidence of continuing professional growth beyond that of the Librarian Assistant Professor level.
- d. Participation in University affairs and professional organizations

9.2.3.3 Librarian Assistant Professor

- a. Has a post-baccalaureate Master's degree in Library Science from an American Library Association accredited institution and completion of three years experience in an academic library
- b. Evidence of continuing professional growth beyond that expected of the Library Instructor level.

9.2.3.4 Librarian Instructor

- a. Master's degree in Library Science from an American Library Association accredited institution, or written evidence of candidacy for this degree
- b. Promising academic librarianship ability as evidenced by appropriate professional endorsement, or one or more years of experience

9.2.4 Advancement in Rank

Librarian faculty members qualify for advancement in rank by maintenance of high standards and integrity in librarianship, professional development and service. Of particular significance is evidence of continuing intellectual development, as revealed by graduate study, participation in professional organizations, publications or equivalent performance, and excellence in librarianship and related responsibilities. Criteria for advancement will fall into the categories of excellence in librarianship, scholarship and professional development, and University service.

To be considered for advancement in rank, the librarian must make written application to the CAO through the Library Director. The librarian under consideration will be asked to submit any and all materials that he/she thinks will be of aid to the Library Director and the CAO in determining a recommendation to be given to the President. The Library Director will be asked to submit a letter giving a personal and professional estimate of the librarian's effectiveness in meeting assigned responsibilities, including rapport with students and other faculty members, and the degree of involvement in professional activities outside the University. The President will make the final decision and inform the candidate of the advancement decision no later than July 1 of the year preceding the academic year in which the advancement is to take effect. If advancement in rank is not to be granted, the administration must set forth, in writing, the reasons for denial of advancement.

9.3 REVIEW OF LIBRARIAN FACULTY

9.3.1 Terms of Contract

Hiring decisions for librarian faculty will be made by the Library Director and approved by the CAO. Librarian faculty are hired for a 12-month renewable contract.

9.3.2 Review of Librarian Faculty

The Library Director will review librarian faculty members annually. The criteria on which this evaluation will be based are as follows:

- a. Excellence in Librarianship

Excellence in Librarianship is the most important component with respect to expectations for time and effort. The effectiveness of a librarian is determined using the following criteria:

- Proficient in library science (e.g. effective reference assistance, responsive collection development)
 - Ability to guide/teach students to appropriately use a wide variety of library resources
 - Course preparation, management, and evaluation
 - Developing lesson plans that incorporate the ACRL Standards of Information Literacy
 - Conscientiousness in fulfilling responsibilities within the Library
 - Significant contributions to special library projects
- b. Scholarship and Professional Development, as evidenced by:
- Advanced degrees
 - Publications and presentations
 - Off-campus professional activities and recognition
 - Contribution to the overall intellectual and cultural life of the University community
 - Staying current in the discipline
 - A commitment to knowledge, scholarship and intellectual activity as ends in themselves
 - An awareness of the relationship of librarianship to the overall objectives of the University in its pursuit of liberal studies
 - A willingness to engage in activities designed to integrate the various academic programs of the University into a coherent whole.
- c. University service, as evidenced by:
- Contributions to committees, departmental and University
 - Contributions to academic advising
 - Contributions to the intellectual, social and personal welfare of students
 - Contributions to the welfare of the University at large
 - Working with other departments to develop interdisciplinary programs/projects
 - Mentoring new librarians
 - Tracing and evaluating departmental outcomes

The librarian faculty member will receive written feedback on their performance, including possible concerns. This feedback will become part of the librarian faculty member's cumulative portfolio. The librarian faculty member retains the right to comment in response to the evaluations. The librarian faculty member dissatisfied with any procedural issue may address this issue through the faculty grievance procedure.

9.3.2.2 Reduction in size of faculty

A contract may be terminated in instances in which the University must make an adjustment in the composition of the faculty, or in which a general reduction in the size of the library faculty is necessary. In such instances, the University shall clearly demonstrate the need for such termination in each individual case.

9.3.2.3 Termination, academic freedom and Church teaching

While contracts may not be renewed in which faculty members, either in the classroom or in public circumstances, advocates ideas or engages in activities which are in conflict with the teaching authority of the Roman Catholic Church, the University explicitly recognizes the librarian faculty member's academic freedom to pursue issues and ideas in the spirit of an honest and conscientious search for the truth.

9.3.2.4 Schedules

Unlike other faculty, librarian faculty maintain a 40-hour/week work schedule, 12 months of the year, which may include some evening and weekend hours.

Librarian faculty are expected to provide research services to students and other faculty on a regular basis. Librarian faculty also have professional responsibilities that are fulfilled outside the library, both on and off campus, and both during and outside the regular work day.

9.4 RESIGNATIONS

A librarian faculty member should inform the Library Director of his/her intent to resign in writing at least four weeks prior to the intended date of resignation.

9.5 LIBRARIAN FACULTY PROFESSIONAL DEVELOPMENT LEAVE

Librarian faculty are eligible for four consecutive weeks of professional development leave with pay after six years of full-time service. After the initial professional development leave, librarian faculty are eligible to apply for professional development leave once every six years. Continuing changes in library science and technology require that librarians have regular opportunities for enhancement of their knowledge and skills. Professional development leave is an option for librarians when opportunities for professional activity arise. Professional development leave will not accrue from year to year. Examples of activities appropriate for professional development leave include, but are not limited to:

- a. Taking a course or seminar
- b. Carrying out research and compiling results for publication or presentations
- c. Developing resources in preparation for teaching a course
- d. Writing for publication
- e. Presenting to professional groups or other educational organizations

Librarian faculty must apply for professional development leave through the University Library Director. The application must be approved by the Library Director, the CAO, and the University President.

9.6 LIBRARIAN FACULTY PAID TIME OFF

Because librarians work a 12-month schedule, librarian faculty will continue to accrue paid time off in accordance with University policy.