



St. Vincent's

COLLEGE
at Sacred Heart University

Bridgeport, Connecticut

**St. Vincent's College at Sacred Heart University
Faculty Handbook**

Approved by the Board of Trustees September 14, 2018

PREFACE

The Saint Vincent's College at Sacred Heart University (SVC @ SHU) Faculty Handbook serves to give both more accurate orientation to newcomers and operational guidance to everyone. This handbook serves, along with the letter of appointment given to a faculty member, as a statement of rights, privileges, and obligations.

It is recognized that any matter in this handbook is subject to the By-laws of the University.

Nothing in this handbook should be construed to imply that policies of other organizations (e.g., AAUP, CUPA, etc.) bind the University except insofar as a specific statement on policy is quoted and incorporated in the handbook itself. The Board of Trustees has not adopted and is not bound by any policy rule unless enacted by the Board or affirmatively set forth in this handbook.

Among the many directives and procedures currently in effect at the University, it has been necessary to select materials that have more general, frequent, and major relevance. No single booklet could answer all questions that might be asked concerning University matters that affect faculty. Statements of the functions and responsibilities of all University officials, along with detailed job descriptions, may be obtained from the Office of Human Resources. Complete information on retirement, insurance, and medical programs is available in the Office of Human Resources. Questions concerning these and other fringe benefits may be referred to the personnel officer.

Saint Vincent's College at Sacred Heart University
FACULTY HANDBOOK

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I. THE UNIVERSITY

1.1 SHU MISSION STATEMENT

Sacred Heart University, rooted in the Catholic Intellectual Tradition and the Liberal Arts, embraces a vision for social justice, educates students in mind, body, and spirit to prepare them personally and professionally to make a difference in the global community.

1.2 SVC @ SHU MISSION STATEMENT

St. Vincent's College at Sacred Heart University (SVC @ SHU) is a community-based college, faithful to the teachings of the Catholic Church, which provides traditional education modalities as well as online distance education in nursing, allied health, and the liberal arts and sciences.

Hallmarks:

- Provides access to clinical experiences through affiliation with a major medical teaching center.
- Exhibits special concern for the underserved and those with a variety of life experiences and varying religious backgrounds.
- Provides a curriculum in which caring and compassion are integral to the development of technical and educational competencies, and encourages social awareness among faculty and students.
- Provides an education, which is responsive to the current and future needs of the local healthcare environment and the greater community.
- Serves as the foundation for lifelong learning, professional development and spiritual and personal enrichment.

SVC @ SHU derives its mission from the historic commitment of the Daughters of Charity of St. Vincent de Paul to care for the sick poor and to educate others for the healthcare ministry.

1.3 UNIVERSITY ORGANIZATION

Sacred Heart University is an independent corporate entity.

1.4 THE BOARD OF TRUSTEES

The Board of Trustees of Sacred Heart University is the legally chartered governing body of the University and has ultimate authority in matters of governance. The Board is composed of corporate, civic, academic and religious leaders from throughout the State of Connecticut and other regions of the United States. The role of the Board is stated in the By-laws of the University. The Board includes several sub-committees,

which address specific University and Board functions. The Executive Committee of the Board consists of the Officers of the Board and the Chairpersons of the various Board sub-committees as well as rotating at-large members appointed to provide a broad participation in the membership.

II. GOVERNANCE

2.1 PRINCIPLES OF GOVERNANCE

There are five underlying principles of this governance system. The first of these is that faculty and senior academic administrators should be involved in decisions central to the University's academic role that foster institutional viability.

Second is the belief that deliberations on academic governance issues are most effectively conducted in an environment inclusive of primary stake-holders in academic decision-making, with "multiple arenas for meaningful engagement".¹ Giving voice in University-wide governance to full-time faculty, adjunct faculty, and senior academic administrators should improve communication, better inform recommendations, and make more transparent the decision-making process.

The third key principle is that decision-making should take place at the lowest feasible level. Where issues are determined to affect a single department or College, decision-making authority (or compelling influence) is assigned at the department or College level. The recommended structures are intended to provide faculty with additional opportunities to directly influence decision-making and to improve communication at all levels.

The fourth principle is that the elements of an effective governance structure require operating procedures that: are clearly written, are approved by the constituents who are governed by them, are readily available to all, and are subject to periodic review and revision. This assumes that the principles of University academic governance as set forth in this document, as well as the policies approved through the University structure, apply at both the University and College level.

Lastly, the final principle is that the success of any academic governance structure is dependent both upon a culture of mutual respect and upon effective communication. Faculty and administrators share the responsibility for developing and fostering an environment where there are opportunities for sustained and meaningful engagement by all those involved in the processes of academic governance - from its narrowest to its broadest of definitions.

Major areas of faculty participation include, but are not necessarily limited to, making recommendations regarding the following:

- A. Curricular matters and methods of instruction;
- B. Requirements for matriculation and degrees;
- C. Appointment, reappointment, non-reappointment, promotion, and dismissal of faculty;
- D. Selection of Department Chairpersons, Program Directors, and Academic Administrators;
- E. Disciplining members of the faculty;

¹ *Challenges for Governance: A National Report*. Center for Higher Education Policy Analysis, University of Southern California, Los Angeles, CA 90089-0031 (<http://www.usc.edu/dept/chepa>)

- F. Formulation of rules and procedures for the disciplining of students;
- G. Aspects of student life related to the educational process;
- H. Establishment of norms for teaching responsibilities and for the evaluation of faculty achievement;
- I. Establishment of expectations concerning faculty professional development;
- J. Structure and procedure for faculty participation in academic governance;
- K. Establishment of priorities regarding the University budget;
- L. Deliberations concerning the revision of the SVC at SHU Faculty Handbook.

2.2 COLLEGE ACADEMIC GOVERNANCE STRUCTURE

The College will be governed by the College Academic Assembly (CAA) with the membership consisting of all full time faculty. It will be chaired by the Dean of the College with a full time faculty member elected by the CAA to act as co-chair. The CAA will consist of three standing committees:

- **Academic Affairs Committee**, which will address policy or procedural recommendations related to curriculum, advisement and admissions. This committee will also address curriculum issues such as new courses, new certificates, or revisions of programs. The committee will be made up of a Faculty member from each department.
- **Faculty Affairs Committee**, which will address policy or procedural recommendations related to the faculty such as qualifications, faculty evaluation and development, personnel policies and intellectual property. The committee will be made up of a Faculty member from each department.
- **Administrative Affairs Committee**, which will address policy or procedural issues related to strategic and administrative support systems at the College that affect the day-to-day academic operations (i.e. scheduling, space allocation, website, budget development, etc.) This committee will consist of the Dean, the Nursing Chair, the Radiography Chair, and the Chair for General Studies, Certifications and Continuing Education.

III. FACULTY: DEFINITION AND APPOINTMENT

3.1 DEFINITION OF FACULTY, FACULTY RANK, AND FACULTY TITLES

The faculty comprises all persons having appointment for the instruction of students.

3.1.1 Full-Time Faculty

A member of the full time faculty has full-time (30 credit hours per year) teaching duties or has teaching and other duties mutually agreed upon by the faculty member and the Dean equivalent to a full-time teaching load. They are not eligible for tenure. Teaching responsibilities and assignments must be met at SVC @ SHU prior to assignments being attained at other colleges within SHU. In the instance where teaching load at SVC @ SHU cannot be met, faculty may be reassigned to teach in other colleges at the University.

1. Faculty of Practice
2. Instructors

3.1.2 Adjunct Faculty

Adjunct Faculty are appointed on a course by course basis. Adjunct faculty may teach a maximum of 21 University credits per year (Fall through Summer), with no more than 9 credits in any one semester unless approved by the Dean. Remuneration is in accordance with the SVC @ SHU Adjunct faculty salary schedule. They are not eligible for benefits or promotion.

3.1.3 Administrators with Faculty Rank

Persons who hold administrative positions in the University may be granted faculty rank at the discretion of the President in consultation with the Provost and Vice President for Academic Affairs, and when appropriate, the College Dean.

3.2 APPOINTMENT OF FACULTY

3.2.1 Appointment of Full-Time Faculty

All appointments of full-time faculty are made by the Provost and Vice President for Academic Affairs after recommendation by the College Dean, the appropriate Department Chairperson and the members of the search committee. All initial appointments are probationary and are for a maximum of one academic year unless explicitly stated to the contrary in the letter of appointment. The rank offered new faculty members must be in accord with the requirements of that rank.

3.2.2 Appointment of Adjunct Faculty

Such appointments are made by the College Dean after recommendation by the Department Chair. Such appointments are dependent on adequate enrollment in the faculty member's course. Adjunct faculty are expected to be available for a reasonable amount of time, determined in consultation with the appropriate Department Chairperson, to advise students regarding their course work in addition to the scheduled course hours.

3.2.3 Process for Appointment to Specific Faculty Rank

At the time of initial appointment of a full-time or part-time faculty member, the College Dean, in consultation with the Department Chairperson, and the faculty of the appropriate discipline, makes a recommendation regarding academic rank to the Provost. Written report of the decision will be provided to the College Dean.

3.2.4 Summer Session Faculty

Summer session faculty may be full-time or adjunct faculty. They are selected by the Department Chairperson in consultation with the faculty of the appropriate discipline and appointed by the Provost and Vice President for Academic Affairs in accordance with the needs of the University. Summer session faculty are offered term contracts for the teaching of specific courses. Summer session faculty are expected to be available for a reasonable amount of time, determined in consultation with the appropriate Department Chairperson, to advise students regarding their course work in addition to the scheduled course hours.

Ordinarily, time spent teaching in summer session(s) does not count toward promotion unless the faculty member's contract specifies otherwise.

3.3 ACADEMIC RANK

Initial rank shall be determined according to the SVC at SHU Faculty Handbook. A person who held rank at another institution may be awarded rank corresponding to that held at the previous institution at the discretion of the Provost, upon consultation with the College Dean and appropriate Department Chairperson, who will consult with the faculty of the appropriate discipline.

3.3.1 Norms for Appointment

The criteria for appointment fall into three general areas: teaching effectiveness, commitment to the College, professional growth and development, and community service. Final determination of the rank received on first appointment to the faculty will be determined by criteria outlined in Sections 3.3.2 through 3.3.10 and with consideration of the following:

- A. Experience: years of full time teaching experience at a College/University
- B. Equivalent: The preparation ordinarily required for teaching in certain technical and professional fields and/or the possibility that a faculty member may be uniquely equipped by virtue of established reputation, publication, or defined experience.

The application of these criteria to an individual is a matter of collective judgment of his or her peers. No one person need excel equally in each criterion; rather the relative weights accorded the criteria may vary depending upon the qualities of the person, the needs of the academic area, and the goals of the College and University.

3.3.2 Instructor

Ordinarily, appointment to the rank of Instructor presupposes the following qualifications:

- A. Possession of a Master's degree in major field of teaching;
- B. Exceptions to the Master's degree requirement may be allowed for individuals with a Bachelor's degree pursuing a Master's degree and with appropriate experience and/or certification;
- C. Evidence of having met all professional qualifications for faculty employment in a specific program;
- D. Up to three years of teaching experience ordinarily at the college level;
- E. Maintains experience in clinical settings related to teaching content area;
- F. The willingness to promote the mission and goals of SVC @ SHU;
- G. The potential to contribute to the academic life of the faculty and SVC @ SHU.

3.3.3 Assistant Professor of Practice

Ordinarily, promotion or appointment to the rank of Assistant Professor of Practice presupposes the following:

- A. Master's degree or above with evidence of continued education toward a degree or certification within the past three years and a minimum of 3 years of teaching experience at the college level;
OR

- B. Master's degree and a minimum of 5 years of teaching experience at the college level; AND
- C. Evidence of having met all professional qualifications for faculty employment in a specific program;
- D. Maintains experience in clinical settings related to teaching content area;
- E. Demonstrated contributions to the college through committee work;
- F. Competence in teaching as evaluated by peers and students based on established criteria;
- G. The willingness to promote the mission and goals of SVC @ SHU;
- H. The potential to contribute to the academic life of the faculty and SVC @ SHU

3.3.4 Associate Professor of Practice

Ordinarily, promotion or appointment to the rank of Associate Professor of Practice requires a minimum of five years of teaching experience with at least three years at the rank of Assistant Professor of Practice at SVC at SHU, and presupposes that the applicant has demonstrated all of the qualifications for appointment to Assistant Professor of Practice. Additional requirements for the rank of Associate Professor of Practice are as follows:

- A. Master's degree with a minimum of 7 years of teaching at the college level; OR
- B. Terminal Degree in field of practice or in teacher education, with a minimum of 5 years of teaching at the college level; AND
- C. Maintains experience in clinical settings related to teaching content area;
- D. Demonstrated development and implementation of innovative teaching methods;
- E. Demonstrated commitment to student success through, teaching, advising, and participation in College and University sponsored activities;

Evidence of participation in scholarly activities as recognized by the applicant's professional discipline;

- F. Evidence of current, active participation in professional organizations and/or continuing education;

Evidence of participation on college committees and community service.

3.3.5 Professor of Practice

Ordinarily, promotion or appointment to the rank of Professor of Practice presupposes that the applicant has demonstrated all of the qualifications for appointment to Associate Professor of Practice, as well as the following additional qualifications:

- A. Possession of a doctoral degree or terminal degree in area of practice/specialization;
- B. A minimum of nine years of teaching at the college level, three of which served at SVC @ SHU;
- C. Maintains experience in clinical settings related to teaching content area;
- D. Evidence of successful ongoing and significant participation in Professional Development as recognized by the applicant's professional discipline;
- D. Continued contribution to the academic life of the discipline, College, and University.

3.4 POLICIES REGARDING LETTERS OF APPOINTMENT

3.4.1 Letters of Appointment

Initial letters of appointment at St. Vincent's College at Sacred Heart University are given to all full-time faculty members upon hire. Letters of appointment are subject to non-renewal by Sacred Heart University with notice as provided in this Handbook (see Section 7.1.3).

- A. Full time faculty will receive annual appointment letters for the initial three years of their appointment. They will be evaluated each year through the annual evaluation process. Thereafter, based on favorable annual evaluations, full time faculty will be eligible for up to a three (3) year letter of appointment. The appointment letter will be for a specified period of time, not to exceed three years, as determined by the Dean and Department Chairperson. Renewal is based on satisfactory performance as determined by the Dean and Department Chairperson. Notice of non-renewal for the following term of appointment will be issued by March 15th. The duration of employment of the faculty member shall then automatically terminate at the end of the then current appointment term. No further action by the University shall be necessary to effect the termination.
- B. Notwithstanding the foregoing, the employment of any full time faculty member is subject to Section 7.1 (Separation) of the Faculty Handbook.
- C. No faculty member to whom this section is applicable shall have any expectation of employment beyond the term of the current letter of appointment, in the absence of specific formal action by the University granting an additional term of employment.

3.4.2 Issuance and Receipt of Letters of Appointment

Letters of appointment for any academic year for full-time faculty will be issued by May 31 after the Board of Trustees approves the budget. Faculty shall have fifteen (15) business days from the date of the letter in which to accept the terms and conditions of the letter; otherwise the said offer shall expire. If faculty need additional time in which to respond, they shall make a request within said fifteen (15) day time period to the Provost and Vice President for Academic Affairs. The Provost and Vice President for Academic Affairs shall consult with the College Dean on such an extension.

The individual faculty letter of appointment is made annually after consultation between the faculty member and his/her Chairperson and reviewed by the College Dean and the Provost and Vice President for Academic Affairs.

By his/her signature on this document, the individual is to note acceptance of this written agreement. The purpose of the individual faculty letter of appointment is to insure that responsibilities are apportioned in a balanced way that reflects the individual member's capabilities and the College and University's needs. As far as possible, the individual faculty letter of appointment should take into account the faculty member's particular qualifications and his/her program of professional development. Faculty are obligated to carry out satisfactorily the duties they have agreed to by the terms of their individual faculty letter of appointment and the SVC @ SHU Faculty Handbook.

3.5 SEARCH AND APPOINTMENT, POLICIES AND PROCEDURES

The quality of initial appointments is vital to the quality of teaching and scholarship to which the University is committed. The following statements of policy for recruitment to the faculty are intended to aid the College Dean, Department Chairpersons and others who are involved in making initial appointments.

The University gives notice of employment opportunities by appropriate publication and follows regular procedures in the evaluation of applicants.

3.5.1 Authority to Hire

Sole authority to hire and retain faculty members is vested in the President.

3.5.2 Procedures for Recruitment and Hiring of Faculty Members

Academic planning with special attention to the recruitment of faculty members is the responsibility of the Provost and Vice President for Academic Affairs in consultation with the College Dean and-Department Chairpersons. Normal procedures for recruitment and hiring are listed below:

- A. A formal request to fill academic vacancy shall be submitted to the College Dean by the Department Chairperson for approval.
- B. The following information shall normally be included with this request:
 1. Academic and/or certification/licensure qualifications, and area of expertise
 2. Faculty Rank
 3. Recommended salary
 4. Documentation to support the need for the addition of the full-time faculty member
 5. Courses to be taught; specialized assignments
 6. Professional journals and/or newspapers for advertisements
- C. Upon approval of the position by the College Dean and the Provost and Vice President for Academic Affairs, the Department Chairperson shall:
 1. Present the desired advertisement to the College Dean.
 2. Establish, in consultation with the faculty in the discipline, a representative search committee that will select its own chair. The search committee will consist of 2-3 members, with at least one member, whenever possible, from an outside department.
 3. Ensure that the search committee is familiar with the guidelines on Affirmative Action and the University's diversity and inclusion strategies direct the committee to identify and interview a minimum of three applicants when three or more qualified applicants apply for the position.
 4. Discuss with the Provost and Vice President for Academic-Affairs the funding available for interview expenses.
 5. Provide search committee members and relevant administrators with the credentials and application materials of the applicants who were selected for interviews prior to their arrival on campus.
 6. Present each applicant to the Provost and Vice President for Academic Affairs and the College Dean on the day of his/her interview.
 7. Shall recommend, in consultation with the search committee, to the College Dean the selected applicant(s) for the position.
- D. The recommendation is then sent to the Provost and Vice President for Academic Affairs for final approval if the appointment has been endorsed by the College Dean and the Provost and Vice President of Academic Affairs.

3.6 PERSONNEL RECORDS

All faculty and adjuncts are considered employees of Sacred Heart University and it is essential that there be adequate and detailed documentation to support every action involving each individual, especially those actions pertaining to appointment, promotion, layoff and dismissal.

3.6.1 Official Personnel File

The basic documents which should ordinarily be included in a faculty member's file include the following:

- A. Signed letter(s) of application;
- B. Confidential letters of recommendation or evaluation;
- C. Personal data information;
- D. Appointment and acceptance letters;
- E. Hiring transaction documents (payroll notices);
- F. Performance reviews and evaluations;
- G. Payroll change documents;
- H. Other documents as determined by appropriate authorities;
- I. Affirmative Action compliance forms;
- J. Salary and fringe benefits data;
- K. Official undergraduate and graduate transcripts;
- L. Information regarding professional background and/or accomplishments.

Firm documentation in support of degrees, certifications, and current licensure and experience claims of a faculty member shall be included in the file. A faculty member's official personnel file is housed in the office of Human Resources and will be kept in strictest confidence. The faculty personnel file will be available for confidential use only to the Board of Trustees, University Counsel, the President, the Provost and Vice President for Academic Affairs, the respective College Dean, the Human Resources Office, the individual faculty member, a person authorized in writing by the faculty member, or others specifically designated by the signature of the President.

The faculty member may, for the cost of duplication, obtain copies of any non-confidential materials in the official personnel file.

Further, the University may permit access to and copying from such files pursuant to lawful requests and identification of federal or state agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts.

IV. FACULTY: RIGHTS AND RESPONSIBILITIES

Membership in the academic profession carries with it responsibilities for the advancement of knowledge and pedagogy, the intellectual growth of students, and the betterment of society. Faculty must order and evaluate their activities in terms of their commitment to these goals, as well as in terms of their own personal and professional development.

Faculty members of SVC @ SHU have a special obligation to understand the nature of this institution of higher learning and to appreciate its unique characteristics and its philosophy and objectives. They should strive to improve the intellectual and practical effectiveness of the University. The University has an obligation to provide resources and time to enable the faculty member to implement these goals.

A faculty member's overall responsibilities generally include: teaching, which is paramount, academic advising; and participation in SVC @ SHU governance and service, student recruitment and community service. A faculty member shall be responsible for carrying out satisfactorily the duties agreed to in the individual faculty letters of appointment. The responsibility to give continued application of time and talents to improve one's education and teaching, to seek professional achievement in one's academic discipline, and to continue to support a liberal arts education shall also be obligations of a faculty member.

4.1 FACULTY RIGHTS

As an educational institution, SVC @ SHU does not wish to impose a rigid body of codified rules upon the members of its faculty. The University does, however, have legitimate expectations concerning the conduct of professional academics.

- A. Individual Rights of the Faculty: Each faculty member has the right of free inquiry and exchange of ideas in teaching and scholarly pursuits. Each faculty member has the right to present subject matter in the manner he or she deems most suitable, as well as the right to present controversial material relevant to a course of instruction. Each faculty member has the right to the enjoyment of constitutionally protected freedoms of action and expression, including the right to dissent without jeopardizing his/her livelihood. Each faculty member has the right to be judged by his/her colleagues, as well as by the administration, in accordance with clear criteria and fair procedures in matters of promotion and discipline.
- B. Rights of the Faculty: The faculty have a primary role in such fundamental areas as professional development, curriculum, subject matter, course content, the academic qualifications regarding faculty status and procedures for the evaluation of faculty and students.

4.1.1 Academic Freedom

It is fundamental to the health of an academic institution and ultimately to the health of a society at large that individual persons and groups of persons exercise their responsibility and freedom to search for the truth and to speak the truth as it is discovered. In a collegial community, the corporate person of the University institution, and the persons of the faculty, administration, and the student body, bear mutual responsibility to exercise trust and respect which foster an environment for the exercise of academic freedom.

Sacred Heart University endorses the principles of academic freedom in conformity with the following accepted professional formulation:

Academic freedom in its teaching aspect is fundamental for the protection of the rights of the faculty member in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

- A. The faculty member is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his/her other academic duties; but research for pecuniary return should be based upon a written understanding with the College Dean, and with the Vice President for Academic Affairs.
- B. The faculty member is entitled to freedom in the classroom in discussing his/her subject, but he/she should be careful not to introduce into his/her teaching controversial matter that has no relation to his subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

- C. The College or University faculty member is a citizen, member of a learned profession, and an officer of an educational institution. When he/she speaks or writes as a citizen, he/she should be free from institutional censorship or discipline, but his/her special position in the community imposes special obligations. As a person of learning and an educational officer, he/she should remember that the public may judge his/her profession and his/her institution by his/her utterances. Hence he/she should at all times strive to be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he/she is not an institutional spokesperson". (From: Academic Freedom and Tenure: 1940 Statement of Principles and Interpretive Comments". American Association of University Professors and Association of American Colleges. Edited to reflect gender-neutral language.)

As a learned person and as a teacher at a Catholic University, each faculty member must recognize that people will judge both the profession and the institution by what is said and how they behave in the classroom and in public.

4.1.2 Intellectual Property

Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgment, the right to privacy, and the right to determine the form, manner, and terms of publication and distribution.

The tradition is that institutions of higher education are established for the common good and not to further the interest of either the individual faculty member or the institution as a whole. The common good depends upon the free search for truth and its free exposition. Within the spirit of this tradition, except in limited situations, or as expressly agreed by the University, the creator of copyrightable or patentable intellectual property shall retain their rights, and the University shall not assert ownership rights. However, creators do grant nonexclusive, royalty-free, perpetual licenses to the University for copyrightable or patentable material that is developed for University courses or curriculum, so that the University's continued use of such material for educational purposes or the advancement of the University mission is maintained. The University will have ownership rights to copyrightable or patentable intellectual property developed under the following circumstances:

1. Development was funded by an externally sponsored research program, which allocates rights to the University, or by any other agreement, which allocates rights to the University.
2. The University has negotiated an understanding or formal contract with the creator.
3. Material was developed by administrators not holding faculty rank or other non-faculty employees in the course of employment duties and constitutes work for hire under US law.
4. The material was developed with extraordinary or substantially more use of University resources than would normally be provided for the creator's employment duties. Substantial use includes projects undertaken by the faculty member with the benefit of extraordinary funds, facilities, or opportunities, which the faculty member would not ordinarily be entitled to have for any chosen project. Ordinarily available resources include office space, studio space, laboratory space and personal office equipment, office computer workstations, library and other information resources, and the means of network access to such resources, including information available on University servers and the Internet, funding, available audio and video resources, and support staff including Administrative Assistants, departmental secretaries, work study students, undergraduate and graduate research students.

Except as provided above, the following classes of intellectual property are excluded with regard to disclosure, ownership, transfer, and licensing and title shall remain with or be assigned to the creator. These

materials include the following: academic or scholarly activity, including books, articles, works of fiction and nonfiction, poems and dramatic works, musical and choreographic works, pictorial, graphic, or sculptural work, computer software, whether in print, video, or electronic format.

4.1.3 Code of Professional Ethics

Although no set of rules or professional code can either guarantee or take the place of the faculty's personal integrity, Sacred Heart University believes that the "Statement on Professional Ethics" promulgated by the American Association of University Professors in April of 1966 may serve as a reminder of the variety of obligations assumed by all members of the academic profession. Sacred Heart University endorses the Association's statement.

Since all faculty members should strive to make these recognized standards of the profession an integral part of their professional and personal lives, the guiding principles of AAUP's "Statement on Professional Ethics" (edited to reflect gender neutral language) are quoted below in abbreviated form.

- A. "The [faculty member], guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon him/her. His/her primary responsibility to his/her subject is to seek and to state the truth as he/she sees it. To this end, he/she devotes his/her energies to developing and improving his/her scholarly competence. He/she accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. He/she practices intellectual honesty. Although he/she may follow subsidiary interests, these interests must never seriously hamper or compromise his/her freedom of inquiry.
- B. As a teacher, the [faculty member] encourages the free pursuit of learning in his/her students. He/she holds before them the best scholarly standards of his/her discipline. He/she demonstrates respect for the student as an individual, and adheres to his/her proper role as intellectual guide and advisor. He/she makes every reasonable effort to foster honest academic conduct and to assure that his evaluation of students reflects their true merit. He/she respects the confidential nature of the relationship between [faculty member] and student. He/she avoids any exploitation of students for his/her private advantage and acknowledges significant assistance from them. He/she protects their academic freedom.
- C. As a colleague, the [faculty member] has obligations that derive from common membership in the community of scholars. He/she respects and defends the free inquiry of his/her associates. In the exchange of criticism and ideas, he/she shows due respect for the opinions of others. He/she acknowledges his/her academic debts and strives to be objective in his/her professional judgment of colleagues. He/she accepts his/her share of faculty responsibilities for the governance of their institution.
- D. As a member of his/her institution, the [faculty member] seeks above all to be an effective teacher and scholar. Although he/she observes the stated regulations of the institution, provided they do not contravene academic freedom, he/she maintains his/her right to criticize and seek revision. He/she determines the amount and character of the work he/she does outside his/her institution with due regard to his/her paramount responsibilities within it. When considering the interruption or termination of his/her service, he/she recognizes the effect of his/her decision upon the program of the institution and gives due notice of his/her intentions.
- E. As a member of his/her community, the [faculty member] has the rights and obligations of any citizen. He/she measures the urgency of these obligations in the light of his/her responsibilities to his/her subject, to his/her students, to his/her profession, and to his/her institution. When he/she speaks or acts as a private person, he/she avoids creating the impression that he/she speaks or acts for his/her College or University. As a citizen engaged in a profession that depends upon freedom for its

health and integrity, the [faculty member] has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom."

- F. In pursuit of scholarly activities, faculty members agree to adhere to principles outlined in Sacred Heart University's Academic Integrity policy as articulated in the University catalog.

4.1.4 Violations of Faculty Procedural Rights, Academic Freedom and Professional Ethics

Disputes involving a charge that a faculty member's procedural rights or academic freedom have been abrogated or that professional ethics have not been maintained shall be settled through the established grievance procedures (Refer to section 7.2). While affirming academic freedom as a right, St. Vincent's College at Sacred Heart University recognizes that, in some circumstances, the questions of academic freedom become enmeshed in questions of professional incompetence or irresponsibility. In such cases, the guiding principle is that charges of professional incompetence or irresponsibility shall not be used to limit academic freedom, nor shall appeals to academic freedom be acceptable as a shield for professional incompetence or irresponsibility.

4.1.5 Political Activity

Faculty members, as citizens, are free to engage in political activities. Any member of the faculty who wishes to engage in direct political activity which will involve a substantial amount of time away from the performance of his/her University responsibilities is expected to work out a mutual agreement for a leave of absence with the College Dean and the Provost and Vice President for Academic Affairs before undertaking such activity.

4.1.6 Use of University Facilities and Services

University facilities may be used by faculty members in connection with the academic or scholarly activities without being subject to the requirements of prior approval or reimbursement.

The use of office space assigned to a faculty member, available library services, University facilities (including computers and other equipment), may be used by faculty members in connection with "outside activities" as described below in Section 4.2.7. In all cases, the faculty member or his/her outside employer or sponsor will pay the rate established by the University for the use of additional facilities, equipment, materials, or services.

4.1.7 Use of the University Name and Seal

The University's name and seal are the exclusive property of the University and, consequently, may not be used in connection with goods or services offered by any outside organization without the prior permission of the College Dean. Faculty members publish a considerable number of reports in the form of bulletins, circulars, scientific articles, monographs, and books, some of which are copyrighted and others which are not. Material from such recognized publications is, of course, quotable, and proper recognition should be given both to the individual author and to the University in connection with such quotations.

Official College or University stationery may not be used in connection with "outside activities" except with respect to those academic and scholarly activities described above. No report or statement relating to outside activities may use the name of Sacred Heart University or be attributed to it. The use of official University titles for personal gain or publicity is prohibited without the written approval of the College Dean.

4.2 FACULTY RESPONSIBILITIES:

4.2.1 Principal Occupation

The primary responsibility of full time faculty is to render to the University the most effective service possible and to devote their full working time to the University. Full time faculty are appointed with the expectation that they will be principally occupied with the academic growth and development of students during all terms of the academic year. Teaching, scholarship, and service at the University shall normally be the primary concern and occupation. At the same time, consulting and other outside activities of a professional nature are encouraged by the University where such activities give the faculty experience and knowledge valuable to professional growth and development (see Section 4.2.7). These activities may help faculty make worthy contributions to knowledge, or contribute to instructional programs, or otherwise make a positive contribution to the University, College, and the community.

4.2.2 Definition of “Year”

Most full time faculty are engaged and paid on the basis of a nine-month contract. If any teaching member of the faculty is asked to be on duty for a longer period than is customary with the nine-month contract, he/she will receive additional compensation.

The academic work year for full-time members of the teaching faculty begins with the first day of the Fall Opening Faculty Convocation and ends nine months later following Spring Commencement and the submission of final grades.

Full time faculty are required to attend the Fall Opening Faculty Convocation and Spring Commencement exercises. If faculty are unable to attend, they should notify their Department Chairperson who in turn will inform the College Dean and the Provost and Vice President for Academic Affairs in advance. Full time faculty are also expected to attend other major academic events and all University or College Convocations. If extraordinary circumstances make it necessary to leave before commencement, written permission should be obtained from the College Dean. All grades must be submitted to the Registrar's Office before a faculty member leaves the University.

Faculty may be required to teach courses at branch sites during evenings, on Saturdays, or in accelerated sessions if there is a specific College need. Scheduling of faculty teaching assignments is a primary responsibility of a Department Chairperson.

4.2.3 Teaching

Ordinarily, the number of teaching hours assigned to full time faculty is fifteen credit hours per semester. It shall be the responsibility of the appropriate College Dean and Department Chairperson to see that assignments within the discipline are apportioned fairly.

4.2.3.1 Course Offerings and Content

All course offerings should be in accord with both the general requirements of SVC @ SHU and the needs of the disciplines and the needs of students.

Faculty members are expected to conduct their classes at a level appropriate to the level of the assigned course. Each instructor is responsible for planning and presenting the assigned course material, including but not limited to: establishing course objectives and requirements and providing a written syllabus to students; selecting and ordering texts and supplemental materials; preparing, administering, and grading papers and

examinations; tracking appropriate attendance of students; and assigning grades. A copy of each course syllabus is to be provided to the appropriate Department Chairperson and to the College Dean.

4.2.3.2 Absence and Class-Related Duties

Faculty are expected to meet their classes punctually. If for some very significant and valid reason a faculty member is unable to meet a class, arrangements must be made to offer alternate instruction to satisfy students' expectations and the individual's own contractual obligations. This can be accomplished in various ways, and the method to be adopted shall be approved by the Department Chairperson.

A faculty member shall not enroll or refuse to enroll students in courses on the basis of their beliefs, or otherwise discriminate among them. The faculty member has the right to maintain and enforce classroom behavior conducive to the learning process for all students involved. When grades or other evaluations of academic performance are required, a faculty member shall provide the University with such grades or evaluations of each student in terms of academic performance. A faculty member shall return tests and required papers to students within a reasonable time with appropriate comment and/or grade.

4.2.3.3 Availability and Office Hours

All faculty members shall be regularly available when their courses are offered. Each full time faculty member should establish, post, and make students aware of regular and adequate office hours so distributed throughout the week as to be of maximum convenience to the students. Additional office hours will normally be needed during registration and examination periods. A copy of the approved office hours schedule is to be submitted to the appropriate Department Chairperson and College Dean at the beginning of each semester.

4.2.4 Student Advising

Since the fundamental objective of private institutions of higher education like SVC @ SHU is to assist students to develop their interests in order to reach their full personal and professional potential, the University emphasizes the role of its faculty in the academic advising of students.

The central element in advising is a genuine and sustained concern for students as persons and for their academic and personal growth. It is the duty of the appropriate Department Chairpersons to allocate such responsibilities, and to inform the individual faculty member of what is expected in the discharge of such responsibilities.

The faculty member has a special and unique mentorship and advising role which may take three forms:

- A. Advising of the student with regard to the student's work in classes taught by the faculty member;
- B. Serving as adviser in the student's major area to assist the student in setting academic goals, and to insure that University, College and program requirements are met and understood by the student, and that electives are planned to coincide with the student's personal and career objectives;
- C. Directing students to appropriate offices or persons within the University when a faculty member recognizes that a student needs professional assistance with problems of a personal nature or resulting from academic skill deficiencies.

The faculty member is not authorized to make representations or commitments on behalf of the College or University, which are contrary to or not supported, by authorized University policies, regulations, or procedures.

4.2.5 Professional Development

Although the primary emphasis at SVC @ SHU is on teaching and advising, faculty members are ordinarily expected to stay current in their field through professional development, especially as it relates to their field of study and teaching effectiveness.

College resources are available to assist in fulfilling this expectation. Professional development is included as part of faculty evaluation for promotion (see Section 6.3).

4.2.5.1 Research Involving Animal or Human Subjects

Faculty conducting or supervising research with human participants or animal subjects will adhere to the applicable federal and state regulations and to the ethical standards established by the major professional organization in one's discipline for such work. The University's Institutional Review Board (IRB) or Institutional Animal Care and Use Committee (IACUC) shall review and approve all proposals for research involving human participants or animal subjects.

4.2.6 Service

During the term of a faculty member's contract, a faculty member is expected to participate in service to the academic community. Faculty are required to take part in major academic events such as Commencement and all- University and College Convocations. While members of the faculty have a primary responsibility to their own Department or College, they are also members of the larger collegial community and are expected to work cooperatively with members of other Colleges in matters affecting the overall welfare of the University. Faculty are also encouraged to be involved in off campus service activities such as participation in civic programs, professional organizations, governmental structures, volunteer agencies, and social endeavors.

4.2.7 Conflicts with Primary University Responsibility and Outside Activities

No outside service or enterprise, professional or otherwise should be undertaken that might interfere with the faculty member's primary responsibility to the University. While the member of faculty is encouraged to engage in outside professional activities, these must be clearly subordinate to his or her teaching, advising, professional development, and University service responsibilities.

4.2.7.1 Applicable Procedures

All outside activities are subject to University policy that conflict between such activities and a member of faculty's primary responsibility or the appearance thereof are to be avoided. However, in recognition that outside activities may make a valuable contribution to the University and to an individual's professional growth (as long as the activities are undertaken in a manner consistent with the full performance of the faculty member's primary obligations to the University) the following procedures are adopted.

4.2.7.2 Prior Authorization Required

Faculty members are required to inform the appropriate Department Chairperson and College Dean before engaging in Outside Activities that substantially interfere with his/her primary responsibilities at the College. Such planning is in the best interests of the faculty member, the discipline and the University. Examples of outside activities that require prior approval may include:

1. Practicing a profession on a part-time basis;

2. Providing professional, managerial, or technical consulting services to an outside entity;
3. Teaching at an institution other than the University.

4.2.7.3 Time Restriction Outside Activities

Unless otherwise approved in writing by the appropriate Department Chairperson and College Dean, time spent by full time faculty members on Outside Activities must be in addition to, rather than a part of, the normal full time effort expected of faculty members for University work. The general guideline for time spent on such activities will be limited to the equivalent of one work day (eight hours) per five-day week.

4.2.7.4 University Assumes No Responsibility

The University assumes no responsibility for the competence or performance of Outside Activities engaged in by a faculty member nor may any responsibility be implied in any advertising with respect to such activities. Faculty members may not represent themselves as acting on behalf of the University.

4.2.8 Deadlines

Each faculty member is responsible for meeting reasonable deadlines established by the Department Chairperson, College Dean, the Provost and Vice President for Academic Affairs, the Office of the Registrar, and the University Bookstore.

V. FACULTY GROWTH & DEVELOPMENT

St, Vincent's College at Sacred Heart University is primarily a teaching institution and all faculty are, therefore, required to continue to develop their teaching excellence.

Faculty members are responsible for keeping abreast with the pedagogy of their field(s) and related areas. The faculty member's continuous growth and development should sustain and enhance quality of teaching. Moreover, faculty members who are aware of new developments in their area are better able to assist their colleagues in curriculum development and improvement. Faculty development programs affect reviews for promotion and evaluation of faculty performance.

The principal obligation to recommend and guide faculty development plans and programs belongs to the Provost and Vice President for Academic Affairs in consultation with the College Deans, Department Chairpersons and the appropriate committees established for this purpose.

5.1 ANNUAL EVALUATION CRITERIA OF FACULTY PERFORMANCE AND DEVELOPMENT

The evaluation process at Sacred Heart University is a means by which members of the teaching faculty can obtain constructive and balanced information, which will enable them to fulfill their academic responsibilities and enhance their professional development. It is also an important means by which decisions are made regarding appointment, reappointment, promotion, compensation, discipline, and dismissal. The criteria for evaluation are indicated in the following sections of this handbook: Section V: Faculty Growth and Development and Section VI: Faculty Promotion.

Members of the faculty receive regular evaluation of their performance. The processes of evaluation may involve the following elements:

- A. An annual written self-assessment related to the normal evaluation criteria and to the individual's program of professional development;
- B. Regular peer assessment;
- C. Regular student assessment of teaching;
- D. Annual assessment by the appropriate Department Chairperson, the College Dean and the Provost and Vice President for Academic Affairs.

The results of all assessments in the evaluation process will be provided in a timely manner to the faculty member involved, the appropriate Department Chairperson and College Dean, the Provost and Vice President for Academic Affairs.

It is the responsibility of the Provost and Vice President for Academic Affairs in consultation with the faculty and the SVC @ SHU CAA to develop, review, and implement the appropriate specific processes of evaluation. Annual evaluation forms and processes shall be made available to the faculty at the start of the academic year and may not be changed during the course of the academic year.

5.1.1 Teaching Effectiveness

SVC @ SHU recognizes that excellence in teaching is the most important attribute of a faculty member. Since many characteristics contribute to teaching effectiveness, documentation should demonstrate, but not necessarily be limited to, some of the following:

- A. Command of one's subject;
- B. Knowledge of the relationship of one's discipline to the liberal arts tradition;
- C. Knowledge of current developments in one's discipline and pedagogy;
- D. Ability to relate one's subject to other areas of knowledge;
- E. Skill in communicating with students;
- F. Ability to plan and execute a substantive, well-organized course;
- G. Ability to stimulate and broaden student interest in the subject matter and the world around them;
- H. Capacity to challenge students - for example, motivate independent work;
- I. Ability to utilize effective teaching methods and strategies;
- J. Possession of the attributes of integrity, open-mindedness and objectivity in teaching;
- K. Ability to stimulate students to pursue continued learning.

Teaching effectiveness should be assessed by evidence including, but not limited to, some of the following procedures or activities:

- A. Self-evaluation;
- B. Evaluation by the Department Chairperson;
- C. Peer evaluations;
- D. Student evaluations;
- E. Evaluation by the faculty member's College Dean;

- F. Further course work or other continuing education in one's field;
- G. Participation in seminars and/or workshops on teaching skills.

5.1.2 Advising

Faculty members have an obligation to advise students in their classes about class work and to serve as program advisers for students majoring in their discipline. Characteristics that contribute to good advising include, but are not limited to, some of the following:

- A. Ability to communicate with students;
- B. Ability to help students select a course of study appropriate to their interests and abilities and to the aims of a liberal education;
- C. Ability to assist students in academic planning (fulfilling all requirements for their degrees or certification of outside agencies).

Effectiveness in advising should be assessed by evidence including, but not limited to, some of the following procedures or activities:

- A. Self-evaluation, including documentation of attendance at workshops or seminars designed to improve advising skills;
- B. Evaluation by the Department Chairperson.

5.1.3 Professional Development and Growth

Effective teaching necessitates staying current in the intellectual and scholarly developments in a discipline or across disciplines. Because what is considered appropriate professional development may vary from discipline to discipline, professional development, performance, or creative work should be evaluated in terms of its quality; for example, its level of recognition among peers, and its significance to the particular discipline. Professional development may include but is not necessarily limited to the following:

- A. Pursuit of continuing education, such as post-Masters certifications and doctoral studies;
- B. Scholarly productivity demonstrated by presentations, publications, or where appropriate, artistic works and performances;
- C. Application or nomination for research grants and projects;
- D. Clinical experience
- E. Sharing expertise with the College, University and external community.
- F. Developing and/or organizing professional programming or workshops for faculty or students

Scholarship or creative work should be assessed by evidence generated by, but not necessarily limited to, some of the following types of procedures and activities:

- A. Publications (e.g. journal article, scholarly book, monograph, book chapter, creative writing);
- B. Award of external funding;
- C. Presentation at an academic conference or juried show;
- D. Reviewer/editor for academic or creative works;

- E. Citation of research in other works or evaluations/statements by professional peers;
- F. Award of prizes or commendations related to one's discipline;
- G. Other activities that demonstrate one's competence and engagement within their field.

5.1.4 Service to the University

A university like Sacred Heart must necessarily depend upon its faculty for services rendered outside the classroom. Therefore, a faculty member may reasonably be expected to participate in the operational concerns of the institution such as participation in the following:

- A. Service on faculty committees, attendance at faculty meetings, and participation in the decision-making and curriculum development processes;
- B. Effective participation on Department, College and University committees;
- C. Leadership or constructive involvement in some area of Department, College or University life - governance, promotion review, faculty development, curriculum design, strategic planning, budget, etc.;
- D. Service as a Chairperson of an academic Department or a committee, or a Director of a program;
- E. Acting as representative of the College or University to the larger regional, national, or international community;
- F. Service to the student body which may include, but not necessarily be limited to, the following: advisor to student organization, moderator of student activities, participation in or planning of curricular-related enrichment activities outside normal course offerings and/or extracurricular student activities.

Demonstration of service activities should include, but not necessarily be limited to, some of the following types of evidence:

- A. Self-report of activities;
- B. A report from Department Chairperson, College Dean, or Provost and Vice President for Academic Affairs;
- C. Committee or Committee Chairperson's evaluation, or evaluation by the supervisor of an activity.

5.1.5 Service to the Profession

All faculty members have an obligation to maintain a high level of professional competence and to keep abreast of developments in their field. Faculty members are encouraged to support and be active in appropriate professional organizations. Service activities in support of the profession include, but not necessarily limited to, some of the following:

- A. Appointment in a scholarly capacity to a local, state, or national post;
- B. Participation in professional organizations (e.g., attendance at annual meetings, sessions and panels);
- C. Leadership position in other professional organizations;
- D. Reading papers (other than research) before learned societies;
- E. Service in the individual's professional area as a consultant or resource person;
- F. Review of creative work.

Demonstrations of service to the profession should include, but not necessarily be limited to, some of the following types of evidence:

- A. Documented self-report of activities;
- B. Evaluation or statements of professional peers.

5.1.6 Professional Qualities

All faculty should demonstrate a commitment to the pursuit of truth and the free interchange of ideas; personal integrity; personal and social maturity; respect for colleagues, students, and other members of the University community.

Demonstration of appropriate professional qualities may include, but not necessarily be limited to, the following types of evidence:

- A. Self-evaluation;
- B. Evaluative statements by students, colleagues, the Department Chairperson, the College Dean or other members of the College or University community.

5.2 PROFESSIONAL GROWTH PLANNING

Each faculty member will develop an individual plan of professional growth that is reviewed annually in consultation with the appropriate Department Chairperson or College Dean. The plan of growth shall address the primary areas of faculty responsibility: teaching effectiveness, professional development and growth, and service for the academic year as well as integrate personal, professional plans with the College's and University's short and long-term needs and goals.

5.2.1 University Support of Faculty Development

Sacred Heart University recognizes its obligation to faculty members to provide time and resources for faculty development to the best of its economic ability. The University seeks to provide, as part of the annual educational and instructional budget, funding for improving teaching effectiveness, faculty professional development, study, creative activity, and publication.

Faculty development programs at Sacred Heart University include the following: teaching improvement activities, professional development, formal or informal study, publications, consulting, travel, leaves of absence, flex time, grants for faculty research, participation in conferences and institutes, and such other activities as may be reasonably expected to assist faculty growth and development.

5.2.2 Conference Travel Funds

Full time faculty members are encouraged to attend professional development conferences and workshops, as a means of keeping abreast of recent developments in their areas of practice. Faculty apply for funding in writing through the Department Chairperson to the College Dean, outlining the purpose of the professional activity and itemizing expenses.

5.2.3 Reduced Teaching Load

Any full-time faculty member engaged in a significant faculty development project may request a reduction in teaching load. Such a request should be submitted in writing to the Department Chairperson. This should

ordinarily be done prior to the third week of the semester proceeding the semester in which the reduction would begin if granted. The Department Chairperson will submit the proposal with his/her recommendation to the College Dean no later than one month following the receipt of the proposal. The Provost and Vice President for Academic Affairs will make the final decision on course reduction.

Approval for such requests will depend on such factors as budget, number, and distribution among faculty areas, and curricular needs.

5.2.4 Outside Grants

Faculty members are encouraged to seek research and study grants from agencies and foundations outside the University. The Administration will endeavor to assist applicants through the appropriate grants support person in securing partial or full support in the form of private or public grants. The University may choose to provide funding and fringe benefits from University sources with the approval of the President in consultation with the Provost and Vice President of Academic Affairs.

5.2.5 Consulting Work Outside the University

The University recognizes that consulting work in some fields may be a valuable professional experience for faculty members. Consulting work must not interfere with the faculty member's contractual arrangements with the University (See Section 4.2.7).

5.2.6 Leaves

Leaves with or without pay are a necessary and integral part of faculty development. A leave is a negotiated agreement whereby a member of the faculty or a member of the administration who holds faculty rank is absent from his/her regular duties of appointment for more than ten working days. A leave with pay means that the University pays all or a part of the faculty member's regular salary and fringe benefits.

The faculty member through this agreement is allowed to return to a position to which he/she has been previously appointed or for which he/she is qualified.

Previously earned benefits and seniority are not lost. A leave with pay of one academic year or less will usually count toward promotion; a leave without pay may or may not count toward promotion.

5.2.6.1 Time-Limit, Procedures, and Policies on Leaves

Leaves with or without pay are for a definite period, normally for a single term or an academic year, but under unusual circumstances and with written authorization for as much as two years.

Short-term leaves with pay for legitimate cause for less than ten working days may be arranged at the appropriate time with the Provost and Vice President for Academic Affairs in consultation with the Department Chairperson and College Dean.

Longer-term leaves for more than ten working days are to be requested according to the policies and procedures of this section.

The request for a longer-term leave of absence with or without pay must be made in a timely fashion to allow for adequate administrative planning. The written request must specify the purpose, plans, and length of the leave. It will be submitted to the Department Chairperson and College Dean, who will forward it to the Provost and Vice President for Academic Affairs.

Leave of absence without pay may be granted at any time in accordance with established University policy and special exigencies. Application for a leave of absence is acted upon by the President after consultation with the Provost and Vice President for Academic Affairs.

Application for a leave should be made, when possible, twelve months in advance. However, it is recognized that the faculty member applying for a leave may depend on outside support from a grant. Because the timing of notification of grants will vary, the faculty member may make a tentative application pending receipt of such financial support. The University continues to pay its usual share toward the faculty member's health insurance.

In the event the member of the faculty wishes to extend the time of an approved leave, he/she will again follow the above procedure.

5.2.6.2 Number of Leaves Granted by the University

Ordinarily, Sacred Heart University will grant leaves of all kinds in any given academic year to no more than ten percent of the total full-time teaching faculty in each term.

The Provost and Vice President for Academic Affairs in consultation with the College Deans and Department Chairpersons will recommend to the President the number and distribution of such leaves.

5.2.6.3 Leave Without Pay

Any full-time member of the faculty may request a full-time or part-time leave of absence without pay for one of, but not limited to, the following reasons:

- A. Fellowship award;
- B. Completion of professional development;
- C. Formal study;
- D. Maternity, paternity, or adoption related;
- E. Extended service in the armed services;
- F. Other specified reasons in the interests of the University.

Time on such leave will not count toward promotion in rank unless the individual and the University so agree in writing prior to the beginning of the leave. However, the faculty member will neither forfeit rank nor the annual raises in salary and benefits he/she could have received as a result of not being on leave without pay.

While faculty are on leave without pay, the University ordinarily does not provide fringe benefits unless a contrary arrangement has been mutually agreed to in writing by the faculty member and the University. Faculty members may continue their fringe benefits, however, by paying for them through the University Office of Human Resources.

VI. FACULTY PROMOTION

6.1 PROMOTION COMMITTEE

The SVC @ SHU Promotion Committee reports directly to the Provost and Academic Vice President of the University. The Committee serves as a peer-review body for all persons considered for promotion in faculty

rank at SVC @ SHU and to make recommendations on such applicants to the Vice President for Academic Affairs. The Committee members represent in their deliberations the Faculty at SVC @ SHU and shall not represent or serve as advocates for a particular applicant, Program or Department. The University entrusts to this Committee the difficult task of making recommendations that affect the quality of the faculty and the very nature of the University. It does so under the presumption that these decisions are rendered objectively after fair and thorough deliberation.

6.1.1 Promotion Committee Function

The Promotion Committee shall review all applicants for promotion in faculty rank from SVC @ SHU.

The Promotion Committee shall conduct an expedited review for external applicants being considered for the faculty rank of Professor of Practice.

6.1.2 Promotion Committee Composition and Eligibility

The Promotion Committee shall be composed of five faculty members. One faculty member will be elected by each department to represent their respective department. Two additional faculty members will be elected by the CAA to be At-Large members, and will represent the College as a whole.

All members of the Promotion Committee must be full-time faculty

- A. Deans and Department Chairs may not serve on the Promotion Committee.
- B. If a member of the committee wishes to apply for promotion from associate to full professor of practice, he or she may not serve on the committee during the year that he or she applies for promotion.

6.1.3 Terms of Office

- A. Committee members are elected to serve a two-year term.
- B. Committee members may serve two consecutive terms.
- C. One person of the Committee shall serve as Chairperson for a one-year term of office.

The normal work period of the Committee is October 15 of one academic year through October 14 of the next, with the new Committee assuming responsibilities as of October 15. The Committee remains on call through the summer, during which extraordinary meetings might be called.

6.1.4 Elections

- A. To ensure the independence of the Promotion Committee from both governance and administrative structures, the Committee will be self-perpetuating, meaning that the last act of the Committee each year will be to conduct elections for the following year.
- B. The written Call for Nominations shall be sent out via University email to all SVC @ SHU full-time faculty eligible to vote for Committee members no later than the Friday of the first week of classes of the fall semester. Nominations shall remain open a minimum of ten (10) working days.
- C. Representatives shall be elected by full-time College faculty. Elections shall be conducted using the College academic governance Blackboard site for the College. Paper ballots shall also be made available. Voting shall remain open a minimum of five (5) working days. Voting should be

conducted in late September and early October in order to compose the new Committee by October 15.

- D. If a member of the Committee resigns his or her position between April 1 and August 31, the Committee (since it rarely has extraordinary business) shall wait until the Fall and put the member's position up for vote in the regular election.
- E. If a Committee member resigns his or her position between the end of deliberations (approximately December 24) and March 31, the Committee may choose to conduct a special election in the spring or wait for the regular fall elections.
- F. If a Committee member resigns or is unable to carry out his or her responsibilities during the time period in which the Committee is conducting portfolio reviews and deliberations (generally in the period of October 21 to December 24), the Committee shall promptly hold a special election to fill the vacancies for the remainder of the committee's service year (till October 14).
- G. If a Committee member stops serving for a period of time because of extraordinary circumstances such as problems with health or family, the member may return to the Committee to serve out the remainder of the term. The member may have to wait until a seat replaced by special election is served out. The Committee reserves the right to decide by majority vote whether to accept the member back.
- H. In all the procedures in this section, four principles will be followed: (1) Special elections are for the remainder of the service year, to October 14; (2) the staggered terms as described in 4.0 will be preserved; (3) any time that special elections are held, enough races will be open in order to repopulate the full Committee of three members; and (4) the Committee reserves the right to conduct elections and make related procedural decisions in the interests of the smooth and fair operation of the promotion process.

6.1.6 Promotion Committee Operating Procedures

- A. Expectations of Committee Members:
 - a. All materials reviewed by and deliberations of the Committee are strictly confidential and shall not be shared with anyone outside the Committee either during or subsequent to Committee service. Demonstrable violation of confidentiality is considered grounds for dismissal from the Committee and/or may render a faculty member ineligible for future Committee service.
 - b. Members of the Committee shall not discuss an applicant's application with the applicant or anyone contributing to the applicant's review after the applicant submits his or her portfolio in September. All such communication shall occur through the Committee Chairperson.
 - c. If a member is suspected of a breach of professional responsibility, the Chairperson should conduct a discussion with the Committee in full session. The member in question should be allowed to explain. The Committee should attempt to resolve and heal the issue by consensus. In the concern is seen to be serious and verified, the Committee may vote to dismiss the member by vote of four or more members of the Committee.
- B. Materials to be Reviewed as Part of the Application of all Applicants Seeking Promotion:
 - a. Materials compiled and submitted by the applicant: see Section 6.2.4.1
 - b. Materials solicited by the applicant for submission directly to the Promotion Committee: see Section 6.2.4.2

- c. Materials solicited by the Promotion Committee: see section 6.2.4.3

C. Meetings and Deliberations:

- a. Committee meetings shall be closed to all except those invited by the Committee.
- b. The Committee reviews each applicant based on the criteria for Promotion in the current SVC @ SHU Faculty Handbook (Section 6.3). Every Committee member reviews the materials of every applicant
- c. When questions arise pertaining to the applicant's portfolio or other submitted materials, it is incumbent upon the Committee to seek clarification from experts within and/or outside the University. All such clarifications shall be solicited in writing by the Chairperson, with written responses submitted through the Chairperson. This correspondence shall become part of the applicant's review file (Section 6.2.4).
- d. Votes on each applicant's application shall be conducted by secret ballot, with the number of votes for or against on the applicant's application recorded by the Chairperson of the Committee. The tallies are reported in the recommendation of the Committee, but no records are kept of the individual Committee member's votes. No Committee member should be compelled to reveal his or her vote outside of legal proceedings.
- e. Committee members may only vote on applicants for whom they have participated in committee deliberations.
- f. Good-faith efforts will be made to conduct business with the full membership.

6.1.7 The Recommendations of the Promotion Committee

The Chairperson of the Committee shall submit to the Provost and Academic Vice President the recommendation of the Committee for each applicant in writing, including the tally of votes and a brief synopsis of the rationale of the Committee for each applicant. The University's decision-making procedure continues as described in the Faculty Handbook (See Sections 6.2.3 and 6.2.5). In consideration of its major role in the process and as a professional courtesy, the Committee requests that the Provost and Vice President of Academic Affairs notify the Committee, through the Chairperson, of the final decisions of the Board of Trustees on all applicants simultaneously with these decisions being communicated to the applicants, and before the results are communicated to the University community.

6.1.8 Adjustment of Standard Operating Procedures

The Promotion Committee shall from time to time adopt standard operating procedures, which shall not contradict any provisions of the faculty handbook and shall be made available to applicants for promotion.

6.2 PROMOTION POLICIES AND PROCEDURES

SVC at SHU seeks to sustain and improve its academic stature. Maintaining and improving the quality of the faculty is a primary means of achieving these ends. Promotion in academic rank is the means by which SVC @ SHU encourages, recognizes, and rewards faculty members for excellence in the performance of their duties.

6.2.1 Eligibility for Promotion

Promotion in academic rank requires evidence of outstanding teaching effectiveness; commitment to college, evidence of continuing education and/or scholarship, creative or professional activities; and evidence of outstanding service to the College and University community. Such evidence will be provided in part by periodic/annual performance reviews.

The initial responsibility for applying for advancement in rank and the burden of proof for the advancement rests with the individual faculty member. Faculty members who wish to apply for promotion in rank must inform the Office of the Provost and Vice President of Academic Affairs of their intentions.

The Promotion Committee shall conduct a formal review of all faculty members who wish to apply for promotion in rank. The Office of the Provost and Vice President for Academic Affairs will notify all faculty of the time period in which they may submit a letter of intent to apply for a promotion during the spring semester. It is the faculty member's responsibility to compile a portfolio and meet the established deadlines.

Refer to Section 5.2.7 Leaves to determine how a semester or more leave of absence affects eligibility to apply for promotion.

6.2.2 Timeline for Promotion Review

1. First week of May: Letter of intent for promotions accepted. Promotion application packages and instructions will be distributed electronically by the Office of the Provost via e-mail.
2. Second week of August: Promotion Committee solicits evaluations from students selected at random from the Registrar. Selected students must have received a B or higher in the applicant's courses over the past two years.
3. End of August: Promotion Committee solicits evaluations from appropriate faculty of the Department and discipline. Evaluations are due by October 1st.
4. September 15th: Applicant's portfolio must be submitted to the Office of the Provost by midnight to the Promotion Committee. If there is a change in the status of previously submitted materials (such as publications, grants, creative works, etc.), the applicant may submit an update to the Promotion Committee via the Provost's Office until October 15th. After the Promotion Committee receives materials on October 15th, the file is closed for review.
5. September 16th: Electronic portfolio is available for review by Department faculty, Department Chair, and College Dean.
6. October 15th: Department faculty, Department Chair, College Dean, Non-Department Colleague, and all student evaluations are due to Promotion Committee.
7. By December 31st: Promotion Committee submits Committee's recommendations to the Provost and Academic Vice President.
8. January 24th: Provost and Academic Vice President forwards his or her recommendations to President.
9. February 1st: Final decisions on promotion rest with the President.

Due to exigencies of the University, timelines may not always be met. In such cases, the decision and notification will be made as expeditiously as possible. Notice of a delay will be provided to each applicant in writing and will include the anticipated date of action.

6.2.3 Promotion Review Files

Faculty are reviewed and recommended for promotion on the basis of fulfillment of the eligibility requirements. The evaluation of faculty members by the Promotion Committee will be based on the evidence contained in the promotion review file of the faculty member. This file will consist of three parts: the faculty portfolio (prepared and submitted by the faculty member), evaluation letters solicited by the faculty member for direct submission to the Promotion Committee, and the promotion review file containing material solicited by the Promotion Committee.

6.2.3.1 Materials Compiled and Submitted by the Applicant (Faculty Portfolio)

1. Full and current curriculum vitae
2. Narrative that demonstrates in a systematic, yet concise, way the applicant's accomplishments in the areas of teaching effectiveness, continuing education and professional development, and service. **This narrative is one of the most important parts of the application.** It may be one continuous document or may be divided to introduce and present various sections of the portfolio. The narrative is limited to 30 pages (single spaced, 1-inch margins, 12 point font). The narrative should clearly explain the nature and significance of the applicant's work to an interdisciplinary peer audience, that is, the members of the Promotion Committee. The applicant's narrative must address their arc of professional development in the three areas that form the basis of review for promotion: Teaching Effectiveness, Continuing Education and Professional Development, and Service. For Teaching Effectiveness, applicants must demonstrate how their work reflects both content expertise and delivery. For Continuing Education and Professional Development, applicants must demonstrate that they have actively been engaged in continuing education in pursuit of a post masters certification or doctoral degree and/or ongoing professional development related to their clinical practice or their pedagogy. For Service, applicants are expected to demonstrate their continuous service to the College, University, profession, and community. Applicants are encouraged to ask the advice of their Chair, Dean, and peers who have been through the promotion process *before* officially submitting their packet to the Department for review.
3. Evidence and samples to substantiate your accomplishments in Teaching Effectiveness, Continuing Education and Professional Development, and Service.

6.2.3.2 Materials Solicited by the Applicant for Submission Directly to the Promotion Committee:

1. A minimum of five evaluations completed by current or past students.
2. A minimum of two evaluations completed by peers from outside the applicant's Department. One of these evaluations must include a teaching observation as part of the letter.
3. A minimum of one evaluation from outside the University. This external letter must address the professional competency of the applicant with respect to the norms for their particular academic field.
4. The Promotion Committee requires a minimum of three evaluations from Departmental colleagues (see Section 6.2.4.3 below). In cases of small Departments with fewer than three faculty members; the applicant, in consultation with their Departmental colleagues, must solicit additional non-Department evaluations from full time faculty to meet the minimum requirements.
5. It is the applicant's responsibility to identify these student and peer evaluators, to provide the appropriate link to the online evaluation submission page to the evaluators, and to notify the evaluators that completed evaluations must be submitted to the Promotion Committee (through the Office of Academic Affairs) by the October 15th deadline in order to be considered part of the applicant's application.

No materials may be placed in the faculty portfolio without the faculty member's knowledge. It is the right and responsibility of the faculty member to make sure that his/her portfolio is complete.

6.2.3.3 Materials Solicited by the Promotion Committee for the Promotion Review File

It is the responsibility of the Promotion Committee to solicit confidential evaluations from the appropriate Department Chairperson, College Dean and faculty of the Department and discipline when a member of that Department or discipline is being considered for promotion. It is also the duty of the Committee to solicit confidential evaluations of a faculty member's performance from appropriate students.

The Promotion Committee may also interview the appropriate Department Chairperson for the faculty member being reviewed. The Committee has the right to consult additional experts, either from within or outside of the University, for clarification of material or information in the applicant's promotion review file.

1. Evaluation by Students. It is the duty of the Promotion Committee to solicit written evaluations of a faculty member's performance from at least five students solicited at random by the University Registrar from those who received a grade of B or better in courses taught by the applicant over the past two years.
2. Evaluation by the Faculty of the Applicant's Department. The Promotion Committee will solicit individual evaluations from all full time faculty members of the appropriate faculty Department as follows:
 - a. Full time-faculty are required to provide their evaluation of each applicant applying for promotion. It is the responsibility of every full time faculty member of the Department to conscientiously complete, sign, and return the full evaluation to the Promotion Committee.
 - b. No faculty member who has an administrative role in the evaluation process should participate in this evaluation.
3. Evaluation by the Department Chair. It is the responsibility of the appropriate Department Chair or equivalent to review the faculty portfolio and submit to the Promotion Committee an evaluation of each applicant who is up for formal review from his or her Department. The evaluation shall specifically address the degree to which the applicant meets the appropriate criteria: Teaching Effectiveness, Continuing Education and Professional Development, and Service to the College and University, profession, and community. The Chair (or delegate) must observe and address the applicant's teaching effectiveness. As part of the letter, the Chair must also address the Continuing education and Professional Development accomplishments, if applicable, and the norms of the discipline and quality of contributions. The Chair should address contributions towards service to the College, University and beyond. The Chair may solicit feedback from the Department faculty as part of the overall letter. Finally, the Chair shall also assess the ability of the applicant to serve the educational needs of the Department in both the near and long-term future.
4. Evaluation by the College Dean. It is the responsibility of the College Dean to review the faculty portfolio and submit to the Promotion Committee an evaluation of each applicant who is up for formal review from his or her College. The evaluation should specifically address the degree to which the applicant meets the appropriate criteria for: Teaching Effectiveness, Continuing Education and professional development, and Service to the University, profession, and community. The Dean shall also assess the ability of the applicant to serve the educational needs of the College in both the near and long-term future. The Committee may not consider in its deliberations submissions or evaluations that have not been solicited by the applicant or the Committee.

6.2.4 Action on Promotion Review

The Committee's review of each applicant shall be based on the criteria for Promotion in the current SVC @ SHU Faculty Handbook (Section 6.3). After the review files have been completed, the Promotion Committee will examine them and determine the degree to which each applicant has successfully or unsuccessfully met the various criteria.

When questions arise pertaining to the applicant's portfolio or other submitted materials, the Committee may choose to seek clarification from experts within and/or outside the University. All such clarifications shall be solicited in writing by the Chairperson, with written responses submitted through the Chairperson. This correspondence shall become part of the applicant's review file (Section 6.2.4).

Votes on each applicant's application shall be conducted by secret ballot, with the number of votes for or against the applicant's application recorded by the Chairperson of the Committee. The tallies are reported in the recommendation of the Committee, but no records are kept of the individual Committee member's votes. No Committee member should be compelled to reveal his or her vote outside of legal proceedings.

The Chairperson of the Committee shall submit to the Provost and Academic Vice President the recommendation of the Committee for each applicant in writing, including the tally of votes and a brief synopsis of the rationale of the Committee for each applicant. The Provost and Vice President for Academic Affairs then transmits the recommendations of the Committee to the President along with his/her own recommendation for promotion.

The President receives the recommendations of the Committee and Provost and Vice President for Academic Affairs and makes a decision. The President's decision shall be final. The only right of appeal to the Grievance Committee of SVC @ SHU shall be based on the four limited circumstances delineated in section 7.2.1 of the SVC @ SHU Faculty Handbook.

In consideration of its major role in the process and as a professional courtesy, the Promotion Committee on Rank requests that the Provost and Vice President for Academic Affairs notify the Committee, through the Chairperson, of the final decisions of the President on all applicants simultaneously with these decisions being communicated to the applicants, and before the results are communicated to the University community. Promotion in rank takes effect with the beginning of the next contract period.

6.2.5 Completion of the Promotion Review Process

Upon completion of the review process, the promotion review file will be closed. Any personal materials from the faculty portfolio (e.g. hard copies of books, papers, creative pieces) will be returned to the applicant. Electronic materials from the faculty portfolio and all of the material solicited by the Promotion Committee for the promotion review file will be retained electronically on a secure site by the Office of Human Resources. The file will remain closed except in cases where the University or applicant is compelled to produce access by a court of competent jurisdiction.

6.3 PROMOTION CRITERIA For Full Time Faculty

Promotion review requires that a faculty member, through past activities, demonstrate the potential to make a continuing contribution to the College and University. It is important to note that the criteria used by the Promotion Committee is separate and apart from any scholarly expectations set forth by outside accrediting agencies. Consequently, performance in the following three areas will be the basis for review of applicants for promotion:

- A. Teaching Effectiveness - An applicant must demonstrate and be able to document development of excellence in Teaching Effectiveness.

- B. Continuing Education and Professional Development - Faculty members shall show completion of a Master's and/or doctoral degree and be able to document appropriate contributions to his or her discipline(s). Such contributions should enhance the faculty member's professional development, make a contribution to the faculty member's discipline(s), increase recognition of the College and/or University as a center of knowledge or culture in the community of interest or the community at large, and/or contribute to the treasury of human knowledge.
- C. University, Professional and Community Service - Service to the University is expected of all faculty members. It shall be clearly understood that a faculty member must be able to identify and document service that contributes directly or indirectly to the University, profession, and community to qualify for promotion.

The University expects a faculty member to demonstrate cumulative accomplishments in each of the above three performance areas.

For faculty seeking promotion through the rank of Associate Professor of Practice, SVC @ SHU places the primary emphases on Teaching Effectiveness and pursuit of continuing education, followed by College and University service and professional development. For faculty seeking promotion to the rank of Professor of Practice, greatest weight is given to the area of professional development, although performance and documentation of continued Teaching Effectiveness and College and University Service is expected.

6.3.1 Suggested Documentation for Promotion Application

Suggested documentation identified for each area is not meant to be either definitive or exhaustive. Unless otherwise stipulated, no order or priority is intended. It is the faculty member's responsibility to document within the promotion application his or her accomplishments in the areas of teaching excellence, professional development, and College and University service. In instances where a faculty member has shared responsibility with one or more other individuals, the documentation shall identify the contribution made by the faculty member to that activity or accomplishment.

6.3.1.1 Documentation of Teaching Effectiveness

To be an effective teacher, a faculty member must demonstrate and be able to document that they are competent with respect to not only course content but also the delivery of that content to students. Documentation for these two areas may include the following:

1. Content Expertise
 - a. Body of skills, competencies, and knowledge in one or more subject areas in which the faculty member has advanced training, clinical practice, or education;
 - b. Evaluation by Chairperson, Peers (internal and external), and/or students. Requires access to and review of appropriate documentation. Because students are not in the best position to judge content expertise, students' perception of expertise shall not be the sole form of documentation;
 - c. Evaluation by graduates who may be able to speak to a faculty member's expertise in the context of the graduate's job experience or further education;
 - d. Evidence of advanced training or education, including such activities as attending conferences and continuing education;
 - e. Evidence of publications and presentations in one's content area;
 - f. Evidence of experiential learning. This may include participating in activities related to one's discipline that requires current knowledge and/or results in updating of content area;

- g. Other evidence of utilizing and updating content expertise (e.g. mentoring student research in the faculty's discipline, amending course content and/or materials to reflect current discipline-specific theory/information, or serving on discipline-related committees that are addressing current issues).

2. Content Delivery

Competency in content delivery includes the skills required to design effective instructional experiences which contribute to clear communication of information, to sequence and present those experiences in a way that facilitates student learning by creating a positive learning environment, and to design and implement valid means to assess student learning.

Documentation provided by the faculty member beyond self-assessment may include but is not limited to:

- a. Evaluation by Chairperson, appropriate peers, or students. Because students are not in the best position to judge instructional design skills, students' perceptions of expertise should not be the sole form of documentation;
- b. Documentation through such supporting materials as: course outlines and objectives, course materials, planned learning experiences, evaluative strategies, and amendments to courses;
- c. Pedagogical professional development (e.g. professional development involving teaching methodology or effectiveness) that enhances a teacher's instructional design skills;
- d. Unique teaching/learning experiences, including service-learning components, digital learning faculty certificates, or other certificates of pedagogical expertise.

6.3.1.2 Documentation of Continuing Education and Professional Development

Continuing Education includes certification related to the faculty member's area of practice/specialty or doctoral courses in pursuit of a terminal degree in area of practice/specialty or teaching/pedagogy.

Professional Development may include, but is not limited to, activities that update and/or extend the frontiers of knowledge in a particular academic or professional discipline or of solving a specific problem. These activities allow the faculty member to remain active in his or her particular area of specialty or practice, including: the development and sharing of ideas; participation in conferences, conventions, workshops, professional meetings; and the publication of articles and monographs.

Documentation of performance in Professional Development is required for consideration for promotion. Documentation provided by the faculty member beyond self-assessment may include but is not limited to the following areas that are listed:

- a. **Primary Publications.** Publications may take the form of print or electronic journals, scholarly books, or monographs. Acceptable publications are considered to be peer reviewed with legitimate editorial boards and standardized publication processes. :
- b. **Extramural Funding.** Substantial and peer-reviewed extramural grants from federal/state agencies or private foundations.
- c. **Secondary Publications.** Secondary publications include publications that are related to one's primary area of expertise but are not considered primary publications (e.g., textbooks, scholarly reviews);
- d. **Professional Presentations.** The items below are listed in order of importance within the category:

- i. Refereed presentations to one's professional community on topics in one's area(s) of specialty, teaching, and/or research;
- ii. Invited presentations to one's professional community or community at large on topics in one's area(s) of specialty, teaching, and/or research;
- e. Additional Sources of Documentation for Professional Development (listed in alphabetic order - not in order of importance):
 - i. Collaboration with or participation in the on-going scholarship or research of colleagues;
 - ii. Development of new and creative instructional materials, tools, and/or programs in the faculty member's area of expertise that are disseminated for use outside one's own classroom;
 - iii. Documented participation in academic or professional forums (annual meetings, chairing sessions, panel membership, or participation);
 - iv. Extramural grant proposals that are pending or have not been funded;
 - v. Formal or informal work with community partners and/or students on research, including theses and dissertations;
 - vi. Intramural Grants (including role, status of grant, amount, and funding source);
 - vii. Non-refereed presentations to one's professional community or community at large on topics in one's area(s) of specialty, teaching, and/or research;
 - viii. Non-refereed publications appropriate to one's professional community or community at large on topics in one's area(s) of specialty, teaching, and/or research;
 - ix. Published citations of work;

The University's expectations for such activities shall be consistent with reasonable University support and with documented annual goals and expectations agreed upon by the faculty member and the appropriate Department Chair.

6.3.1.3 Documentation of University, Professional, and Community Service

There shall be evidence of a faculty member's contribution to the mission and effective functioning of the University through service to and support of a faculty member's colleagues, Program, Department, College, and University community.

Documentation provided by the faculty member beyond self-assessment may include but is not limited to the following areas that are listed in alphabetical order and not necessarily in order of importance:

1. University Service
 - a. Contributions to one's Program, Department, College, or University through committee work, administrative functions, leadership roles, or faculty governance;
 - b. Participation in and support of student extra-curricular activities;
 - c. Planning and/or participating in enrichment activities outside of normal course offerings and program development;
 - d. Student advising, recruitment, and retention activities;
 - e. Service to the faculty member's community through participation in civic programs, government structures, volunteer agencies, and social endeavors if such service contributes to the College and University's mission;

- f. Acting as a representative of the University to a regional, national or international community.
2. Service to the Profession
 - a. Leadership within or service to professional organization(s);
 - b. Manuscript reviewer or Editorial Board member;
 - c. Professional consultation to a group or groups that can be documented;
 - d. Appointment to state and/or national posts in a scholarly capacity.
3. Service to the Community

VII. PROCESS: SEPARATION & GRIEVANCE

7.1 SEPARATION

At times, St. Vincent's College at Sacred Heart University or individual faculty members may find it necessary to sever their contractual relationship. To protect the interests of both parties, categories of separation are here defined, and the policies and procedures related to each are set forth.

Types of Separation:

- A. Resignation
- B. Retirement
- C. Non-reappointment
- D. Prolonged mental and physical illness
- E. Layoff/termination
- F. Suspension or dismissal for cause

7.1.1 Resignation

Resignation is a severance action by which a faculty member voluntarily seeks to be released from a contract with the University. Because of the extreme hardship, which is often caused by untimely resignation, it is requested that all faculty members provide the earliest possible written notice of a request to resign. All resignations are subject to approval by the University. Ordinarily, the faculty are expected to give notice to their Department Chairperson, their College Dean and to the Provost and Vice President for Academic Affairs not later than thirty days after the date that contracts for the next year are issued. It is expected that, except in unusual circumstances, resignation will be effective at the end of the academic year.

7.1.2 Retirement

Any full time faculty member at Sacred Heart University who is eligible to retire and who will be retired, is deemed to have been separated from the University's services in good standing.

7.1.2.1 Status and Privileges of Retired Faculty Members

Sacred Heart University is committed to promoting close ties between itself and its faculty members who have reduced their teaching load or retired. To this end, the following assistance and privileges are available to these faculty:

- A. The University will provide meeting facilities for such former faculty members who may wish to meet as a group.
- B. After retirement, a faculty member may retain his/her Sacred Heart University identification card. This card provides access to Sacred Heart University's library, bookstore, campus parking permits, and its cultural, athletic, and educational events.
- C. Such a faculty member may take any course(s) at Sacred Heart University tuition free. Further, if a spouse and/or dependent is pursuing a degree program under the tuition remission plan specified in the Employee Handbook in force at the time an ordinary full time faculty member fully retires, such benefits will continue until the spouse and/or dependent(s) has (have) completed his/her degree program.
- D. The office in charge of public information, at the request of such a faculty member and provided that this person keeps his/her current email address on file, will assure that notices of major campus activities are sent to the retired faculty member.
- E. Retired faculty members may attend the meetings and other activities of their former Departments. However, only those who have active faculty status by current appointment may vote in these meetings and only in accordance with the voting rights attendant to the status they hold.
- F. All such faculty members may participate in the College's Commencement exercises with appropriate academic dress if they so wish.

7.1.3 Non-Reappointment

Legitimate reasons for non-reappointment of a full time faculty member may include, but are not limited to, the following:

- A. cancellation of or change in a program;
- B. declining enrollment;
- C. need for reduction in staff;
- D. unfavorable reviews of the faculty member's major appointment responsibilities of teaching and/or advising;
- E. inadequate performance of the faculty member's other appointment responsibilities.

In order to facilitate relocation, the University will give faculty members serving under full time faculty contracts advance notice of the University's intent not to reappoint them for a subsequent academic year (See Section 3.14.3.1 – Notice of Non-reappointment). The decision not to reappoint a full Time faculty member is made at the sole discretion of the President except that any such decision may not be unlawfully discriminatory or unreasonable. The President shall act following completion of the evaluation process and in consultation with the appropriate faculty of the discipline and after consulting and receiving the recommendation of the Department Chairperson, College Dean and the Provost and Vice President for Academic Affairs.

If the faculty member is the Department Chairperson, the recommendation of the Provost and Vice President for Academic Affairs in consultation with the College Dean and appropriate faculty of the Department shall suffice. In cases where faculty believe that their non-reappointment has been discriminatory or in violation of customary procedures, they may commence a grievance. The burden of proof shall be on the faculty

member. The review of the grievance shall be limited to determining whether the non-reappointment was motivated solely by unlawful discrimination or whether there was a violation of customary procedures.

7.1.3.1 Notice of Non-Reappointment

Notice of non-reappointment must be given in writing by the following dates:

- A. on or before March 1 of the first full academic year of service if the initial appointment is not to be renewed, or at least 90 calendar days prior to the expiration of an initial, one academic year appointment, if it expires during an academic year;
- B. on or before December 15 of the second full academic year of service if the appointment is not to be renewed, or at least 180 calendar days prior to the expiration of the appointment if it expires during an academic year; or
- C. at least one year before non-reappointment if the faculty member is in at least the third year of an full time faculty appointment.

Since non-reappointment is not a dismissal for cause, it is not necessary for the University to set forth its reasons. The faculty member, however, is entitled to know the reasons for non-reappointment and, upon written request, to have the reasons given in writing. If the faculty member wishes to know the reasons for non-reappointment, the request should be made to the Provost and Vice President for Academic Affairs.

7.1.4 Prolonged Mental or Physical Illness

In the event that a full time faculty member is unable to perform all or a substantial part of his/her duties for a period in excess of six months because of ill health despite reasonable accommodation, the University may terminate the appointment at the end of a contract period.

Termination of a Full Time faculty member for medical reasons before the end of the period of appointment will be based upon medical evidence that a faculty member is or will be unable to perform the terms, conditions, and normal duties of the appointment because of ill health despite reasonable accommodation. A faculty member shall present medical evidence of his/her state of health to the Provost and Vice President for Academic Affairs. The decision to terminate will be reached only after there has been appropriate consultation and after the faculty member or his/her representative has been informed in writing of the basis of the proposed action and the reasons for it.

The University will in each case work within the disability program to ease the burden of any such medical termination as far as is contractually possible.

7.1.5 Layoff Before Expiration of Current Contract

Layoff is a severance action by which the University terminates the services of a full time faculty member before the expiration of his/her current contract, without prejudice as to his/her performance. Faculty so laid off will have preference in rehiring in St. Vincent's College at Sacred Heart University.

Reasons for layoff are:

- A. Major changes in curricular requirements, academic programs, Departments, or Colleges;
- B. Enrollment emergency;
- C. Financial emergency.

7.1.5.1 Major Changes in Curricular Requirements, Academic Programs, Departments, or Colleges

Termination of a faculty member may occur as a result of discontinuing a Department, a curricular requirement, an academic program, or a College in whole or in part. (A "program" is an organized sequence of courses such as the requirements for a major or special educational projects such as the Honors Program.)

Decisions about such major changes are made by the Board of Trustees after receiving recommendations from the President in accordance with procedures described below.

Individual layoff decisions resulting from curricular changes will follow the "general procedures" and "order of layoff" described below.

Faculty laid off under a curricular change will receive notice according to the schedule above or at least one year's notice if on a continuous contract. The University will normally end such programs and the faculty member's relationship with the University at the end of an academic term.

Faculty terminated under this section have the same rights as those under Enrollment emergency or Financial emergency as delineated below.

7.1.5.2 Enrollment Exigency

Enrollment exigency shall be defined as either a sudden or unplanned progressive decline in student enrollment at SVC @ SHU, the detrimental financial effects of which are too great or too rapid to be offset by those procedures outlined in The Handbook. (See Sections 7.1.5.4 – 7.1.5.7). The number of FTE students in the College is calculated by the Registrar's Office and is used in determining an enrollment emergency.

The President, after consultation with the SVC @ SHU CAA and the Board of Trustees, will make the declaration of a state of enrollment emergency to the College.

7.1.5.3 College Financial Exigency

Financial exigency is a rare and serious institutional crisis, which is defined as the critical, urgent need of the University to reorder its current fund monetary expenditures in such a way as to remedy and relieve its inability to meet projected annual monetary expenditures with sufficient revenue.

The Finance Committee of the Board of Trustees establishes and annually reviews the criteria for determining a financial emergency and proposes modifications to the Board. The Board determines the degree of hardship that will constitute financial emergency in the subsequent fiscal year.

The Board of Trustees, upon recommendation of the President, who will have consulted with the SVC @ SHU CAA, decides (a) if a financial crisis meets the criteria, and (b) whether a financial emergency should be declared.

Subsequently, the faculty, through the Promotion Committee and the SVC @ SHU CAA, shall be represented in administrative processes relating to program reorganization or the curtailment or termination of instructional programs because of financial emergency.

Enrollment exigency and financial exigency is not exclusive to this College and consideration can be given to University exigencies in declaring an exigency for the College.

7.1.5.4 Specified Procedures Regarding Layoff

Once a state of enrollment or financial emergency has been declared, the Provost and Vice President for Academic Affairs in consultation with the SVC @ SHU CAA shall recommend a plan of action addressing

the emergency to the President. The President shall then recommend action to the Board of Trustees for their approval.

Deliberation of such actions shall consider the educational mission of the University, curriculum and program integrity, discipline and program evaluation data.

7.1.5.5 Specific Procedures in the Event of Layoff

Once the discipline or academic program to be affected has been determined, the decision to lay off a particular faculty member shall be according to the following guidelines:

- A. Layoff of specific faculty shall be recommended to the President, who makes the final decision, by the Provost and Vice President for Academic Affairs in consultation with the College Dean and the SVC @ SHU CAA.
- B. All Full time faculty will complete the current academic term in progress on the date of the decision by the Board of Trustees.
- C. Full time faculty who have been laid off should be offered adjunct or non-teaching positions in the University if there are openings for which they are qualified.

7.1.5.6 Order of Layoff Within a Department or Program

The decision of layoff of a faculty member in a particular Department shall be according to the following procedures:

- A. Prior to involuntary dismissals, the possibility of voluntary early or phased retirements should be investigated.
- B. Involuntary Programs
 1. All administrators with faculty rank and current teaching appointments within a discipline should first be released from their teaching assignments except as necessary to avoid serious distortion of program integrity.
 4. In making a recommendation about the termination of the appointment of a full time faculty member, the following criteria will be considered: program integrity, seniority, and academic qualifications.
 7. When recommendations for layoffs are being considered, the Provost and Vice President for Academic Affairs shall provide the appropriate committees and interested parties with documentation supporting program integrity as well as rank, academic qualifications and seniority of pertinent faculty.

7.1.5.7 Appeals on Layoff

If the University issues notice to a particular faculty member of an intention to terminate the appointment because of reasons discussed above, the faculty member will have the right to a full hearing before a Grievance Committee. The layoff will not be delayed in the case that the grievance is not settled by the effective date; nor will the grievance procedure be interrupted or denied because of the layoff.

7.1.6 Dismissal for Cause

Dismissal for cause is a severance action by which Sacred Heart University terminates its contract with the faculty member for just cause.

Any teaching contract, full time or part time, is subject to action under this section. Dismissal for cause must be directly and substantially related to the fitness of a faculty member to continue his or her professional capacity as a teacher.

Dismissal will not be used to restrain a faculty member's academic freedom.

Dismissal proceedings may be instituted on the following grounds:

- A. professional incompetence;
- B. continued neglect of academic duties in spite of oral and written warnings;
- C. serious personal misconduct;
- D. deliberate and serious violation of the rights and freedom of fellow faculty members, administrators, or students;
- E. conviction of a crime directly related to the faculty member's fitness to practice his/her profession;
- F. serious failure to follow the canons and professional ethics of one's discipline;
- G. falsification of credentials and experience;
- H. failure to follow standards of the institution regarding faculty responsibilities as seen in the criteria stated in this Handbook after oral and written warnings;
- I. evidence of frequent faculty performance evaluations that are less than those which meet acceptable professional standards.

7.1.6.1 Dismissal Procedures

The SVC @ SHU CAA shall serve in an advisory capacity to the President who makes the decision on dismissal for cause. In every instance dismissal procedures shall include the following steps:

- A. Written notice to the faculty member from the Provost and Vice President for Academic Affairs that a recommendation for dismissal for cause will be made to the President. This notice shall contain a written statement of the grounds upon which the recommendation is to be made, and a brief summary of information supporting such grounds.
- B. A reasonable opportunity for the faculty member to meet with the Provost and Vice President for Academic Affairs and the College Dean to present his/her defense to the dismissal recommendation before the recommendation is made.
- C. A reasonable opportunity for the faculty member to meet with the President to present his/her defense to the dismissal recommendation if it is accepted by the President.

In any case involving dismissal for cause, the burden of proof that just cause exists shall be on the University.

The decision of the President may be the basis of a grievance before the SVC @ SHU Grievance Committee which shall review the case and make a recommendation to the President in accordance with procedures established in this Handbook.

7.1.6.2 Action Short of Dismissal

Depending on the circumstances, the President may elect to impose a disciplinary action short of dismissal for causes listed above. Disciplinary actions may include suspension for a period of time without pay and/or withdrawal of faculty privilege. In unusual circumstances, the President may take disciplinary action without previous citation or warning.

Suspension may also be the temporary separation of a faculty member from the University when it is determined by the President that there is a strong likelihood that the faculty member's continued presence at the University poses an immediate threat of harm to the University, to himself/herself, or to individual members of the University community. Such suspension shall be with pay and shall last only so long as the threat of harm continues or until dismissal for cause occurs.

In view of the past merits of the faculty member, final action by the President may take a milder form of temporary suspension rather than outright dismissal. Such suspension may not last beyond a full year but may entail the total or partial discontinuance of all salaries and benefits, the suspension of all promotion and salary increments and the temporary suspension or withdrawal of all faculty privileges.

The SVC @ SHU CAA Body shall serve in an advisory capacity to the President on such matters and shall be called upon to review cases where the faculty member questions the decision. The President's decision, after such a review, shall be final.

7.1.6.3 Progressive Discipline of Faculty Members

Discharge for cause should, in normal circumstances, be preceded by a written admonition by the appropriate administrative officer describing the alleged problem and warning that the faculty member's contract status is in jeopardy. The warning must also stipulate a period of time within which correction of the alleged problem is expected. If the faculty member does not contest the allegation and fulfills his/her duties, the matter is settled. If the faculty member fails to correct the negligence, dismissal procedures or a lesser sanction may be applied.

7.2 GRIEVANCE PROCEDURE

The University recognizes and endorses the importance of fair process and of adjusting grievances properly without fear of prejudice or reprisal. Accordingly, the University encourages the internal and prompt settlement of grievances by use of this process.

When a grievance has been filed with any outside agency, the Grievance Committee of SVC @ SHU CAA Body shall not hear the matter. Any grievance that has been filed and resolved by an outside agency cannot then be presented as a grievance within the University.

7.2.1 Definition

A grievance is defined as an allegation by a faculty member, or group of faculty members, that there has been:

- A. A violation of University policy or procedure as set forth in the Faculty Handbook;
- B. An infringement of the procedural rights of an employee or employees of the University as set forth in the SVC @ SHU Faculty Handbook;
- C. An infringement of professional conduct or academic freedom; or

- D. Discrimination based on race, color, sex, national origin, age, religion, marital status, sexual orientation, or disability, as provided for in Federal and State statutes as amended.

7.2.2 Informal Procedure for a Grievance

The necessary first step toward an informal solution is for the grievant to attempt personally to resolve the grievance with the other person or persons. This informal procedure normally shall not extend longer than a thirty-day period. It begins on the day on which the grievant calls upon the aid of the Department Chairperson or supervisor to attempt mediation.

This form of resolution can be best accomplished by a conference between the grievant and the Department Chair or most direct supervisor. If the grievant's distress arises from a decision of the Chair or supervisor and together they cannot work out a solution, or if the Chair or supervisor does not have the authority to resolve a grievance, third party mediation on the part of the Deans and/or the Vice President for Academic Affairs can be helpful.

Nothing is publicly committed to writing at any stage of the informal procedure.

7.2.3 Formal Procedure for a Grievance

If, after the informal resolution and mediation process, there is no mutual agreement, then the faculty member may petition the Grievance Committee of SVC @ SHU for a hearing. The petition shall be in writing, set forth in detail the nature of the grievance, state against whom the grievance is directed, and be transmitted to the Chairperson of the Committee.

A faculty member who believes that he/she has a grievance shall file a notice of grievance with the Grievance Committee of SVC @ SHU Chair within 30 days of the conclusion of the informal process. It is the responsibility of the grievant to properly record the grievance within the specified time frame. The Grievance Committee of SVC @ SHU, within its discretion, can dismiss a grievance if the applicant is not a person covered by the grievance process. In all events, the Grievance Committee of SVC @ SHU shall conclude its consideration of the grievance petition within 120 days of its having been filed.

7.2.4 Investigation Process

The Grievance Committee of SVC @ SHU shall have discretion to decide whether to hold a hearing, whether to conduct its own investigation of the facts, and whether to request additional facts from any person. Submission of a petition will not automatically entail investigation or a detailed consideration of the matter. If the Committee decides to hold a hearing, it shall hold the hearing within 30 days after receiving a petition, unless the Committee and the petitioner and the person complained against agree to a delay. The Committee shall deliver a copy of the petition to the person complained against not less than 10 days before any hearing. The Committee shall have the discretion to postpone a hearing during the months of June, July, and August. The Committee shall notify the petitioner and the person complained against of the time and place of the hearing a reasonable time before the hearing date. The petitioner and the person complained against may attend the hearing, may be accompanied by a representative who may not be an attorney at law, may present evidence in writing or by witnesses, and shall have the right to cross-examine witnesses and otherwise rebut evidence. The Committee shall seek to bring about a settlement of the grievance satisfactory to the parties.

A grievance hearing is not a formal judicial proceeding. Its ultimate purpose is to evaluate the fairness of the administrative action that gave rise to the grievance. To achieve that end, the hearing panel may exclude irrelevant issues or evidence, and can place reasonable limits on argument, on the presentation of evidence, and on the questioning of witnesses. The panel may decide when it has enough information to evaluate the merits.

Parties named in a grievance shall have a reasonable opportunity to respond to all charges brought against them.

To protect confidentiality and to promote free and open discussion, hearings shall be closed unless the parties agree in writing to some other arrangement, subject to approval by the Chair.

The Committee is authorized to request the appearance and testimony of any member of the University community.

Except as disclosures are reasonably necessary in the investigation, hearing, and final disposition of a grievance, the grievant, members of the Grievance Committee of SVC @ SHU, and others having knowledge of a grievance are expected to preserve the confidentiality of the grievance, provided that any individuals accused in a grievance of misconduct shall be informed of the grievance and given the opportunity to respond to the charges.

A grievance may be withdrawn by the faculty member or group of faculty members at any time prior to a decision of the Grievance Committee of SVC @ SHU. The withdrawal of a grievance shall not preclude the Grievance Committee of SVC @ SHU from investigating the charges contained in the grievance or related matters.

7.2.5 Decision-Making

At the conclusion of a case, the Grievance Committee of SVC @ SHU shall prepare a written summary of what it judges to be the central issues involved and a statement of its recommendations. This document shall be sent to the President of the University and to all of the principal parties to the case, modified as necessary to protect confidentiality or to reflect the varying ways in which parties may have been involved in the case.

The President shall receive a complete statement of the Grievance Committee of SVC @ SHU's summary and recommendations.

The President shall respond to the report within thirty days, affirming, modifying, or referring back to the Committee. If the report is resubmitted, the Committee will reconsider the President's objections. It then resubmits the report, with any modifications, to the President to accept, modify, or reject the final recommendations. The President's decisions are then final.

If the President is the party against whom the grievance is filed, the Committee's recommendation shall be filed with the Secretary of the Board of Trustees and they shall consider the recommendation.

7.2.6 Grievance Committee of SVC @ SHU

The Grievance Committee of SVC @ SHU shall consist of three full time faculty members who shall be elected by the full-time members of the faculty who teach at least nine (9) credit hours per semester. Faculty members with a conflict of interest, bias towards, or involvement in any case brought before the Grievance Committee must recuse themselves from the case at hand. Said election shall take place during the same time when the elections for the SVC @ SHU CAA are conducted in accordance with the same rules and procedures. The Committee shall elect a Chair from amongst its members.

VIII. REVISION OF THE FACULTY HANDBOOK

8.1 PROCEDURE FOR REVISION OF THE FACULTY HANDBOOK

The following procedure is adopted as an orderly process for the initiation and consideration of amendments to Parts of II – VII of The SVC at SHU Faculty Handbook. The rest of The SVC at SHU Faculty Handbook is not covered by this procedure, but is updated by the Board of Trustees and/or administrative action.

The University and the SVC @ SHU CAA shall commit their good faith efforts to the process and to the end of achieving agreement on policy issues affecting faculty employment. That commitment shall not prejudice the responsibility and authority of the Board of Trustees to exercise their prerogatives to govern and administer the University.

The procedure outlined below is based on three interconnected principles:

- A. First, it tries to satisfy the need for an orderly manner of allowing all segments of the institution to contribute, each in a proper capacity, to the formulation or alteration of policy statements;
- B. Second, it attempts to make the process of revision effective by introducing into it the principle of self-limitation, which prevents endless debate and allows particular issues to be brought to decisive action;
- C. Finally, it recognizes the fact that the adoption of policy, however formulated or proposed, is among the powers reserved to the Board of Trustees.

8.1.1 Proposed Amendments

Proposals for revising The SVC at SHU Faculty Handbook can be made by the Board of Trustees, the President, the Provost and Vice President for Academic Affairs, the College Dean, the SVC @ SHU CAA or any person or quasi-person (e.g., committee, council) connected with the University. While the manner of making such proposals is a matter of individual style and custom, it is nevertheless recommended that:

- A. Proposals be made in the form of texts intended to replace, in whole or part, some current expressions of the SVC at SHU Faculty Handbook;
- B. A brief explanation of the reason(s) for proposing the revision accompany the proposal; and
- C. Recognized governing bodies or committees pass upon such proposed amendments by their own procedures (e.g., the Board of Trustees) or by a simple majority vote of the voting membership of such a body or committee.

8.1.2 Processing of Proposals

- A. Wherever proposals originate, they will be considered by the SVC @ SHU CAA. Without prejudice to its procedures, this committee, upon receipt of a revision proposal, may choose one of the following courses of action:
 1. It may receive and transmit it to the President and the SVC @ SHU CAA without change or comment;
 2. It may endorse it and attach its endorsement to the original proposal;
 3. With the consent of the submitter, it may either alter or amend a proposal before transmitting it to the President and the SVC @ SHU CAA;
 4. If the submitter does not agree to such alterations or amendments, the SVC @ SHU CAA may object to the proposal and attach its objections or amendment before sending it to the President and the SVC @ SHU CAA.

- B. The SVC @ SHU CAA shall accept or reject the amendment(s) by a simple majority vote of that body. The SVC @ SHU CAA may modify the proposal and accept the modification, or may return the proposal to the SVC @ SHU CAA for further work or modification.

8.1.3 Role of the President

- A. Action of the SVC @ SHU CAA shall be conveyed to the Provost and Vice President for Academic Affairs for his/her comment and transmission to the President.
- B. The President may accept, reject, or remand the proposal in respect to the proposed amendment(s) and shall submit his action to the Board of Trustees for their approval.
- C. Should the President disagree with the SVC @ SHU CAA's action, the President, the Dean and the SVC @ SHU CAA Co-Chair shall meet to discuss the next steps, which may include further study, modification, and/or resubmission of the proposal to the two bodies within the time frame for modification of the SVC @ SHU Faculty Handbook. Such a timetable shall be set each year by the President, the SVC @ SHU Dean and CAA Co-Chair. Normally action by the SVC @ SHU CAA and the President on amendments will take place by the end of the first semester so that the Board of Trustees may consider the revised amendments at their winter meeting.
- D. Any proposed amendment not approved by the President by the deadline shall be considered rejected for that year except as the proposed amendment has been approved by the Board of Trustees. It may be resubmitted for the next assigned period of review if a simple majority of the SVC @ SHU CAA vote to resubmit the proposal(s).

8.1.4 Board of Trustees Approval

- A. Proposals submitted by the President shall be acted on by the Board of Trustees.
- B. Before definitive action on revision proposals, the Board of Trustees may commission an authorized subcommittee of its members to meet with the President, the SVC @ SHU CAA, and the Dean and Co-Chair of the SVC @ SHU CAA to discuss final adjustments in the revised texts.
- C. The revision process is concluded in accordance with the action of the Board of Trustees. This action is either an approval and promulgation or a rejection of the proposed revision. In either case, proposals thus acted upon cannot be proposed for revision under this procedure until the next authorized period under the provision of resubmission as provided above.

8.1.5 Emergency Procedure

When the President, the Dean, and the SVC @ SHU CAA Co-Chair agree that in the best interests of Sacred Heart University a modification in Parts I-IV of The SVC at SHU Faculty Handbook is necessary, they may petition through the President of the University and the Chairperson of the Executive Committee of the Board of Trustees for a special Board review of a specific change at the next Board regular or emergency meeting. It shall be fully at the discretion of the Board of Trustees to accept or reject such a petition.

8.2 GENERAL RULES OF IMPLEMENTATION

- A. Any amendments of the provisions of The SVC at SHU Faculty Handbook contained in Parts I-VII, will take effect and be a part of the next offer of employment extended to any faculty member by the University. For faculty on contract periods other than the academic year, the amendment shall be

effective for and incorporated into any offer of employment scheduled to commence after the beginning of the academic year next succeeding the academic year in which the amendment was adopted. Any grandfathering provision will be specific to a given policy and so noted in specific language. In other parts or sections not specifically addressed above, changes may be effected at once by the directive of the President and/or Board of Trustees as appropriate. Such changes, however, may not be in substance inconsistent with Parts I-VII.

- B. The SVC at SHU Faculty Handbook will be available on-line to all SVC at SHU faculty.. All members of the faculty are responsible for making themselves aware of the contents of the SVC at SHU Faculty Handbook.
- C. The Faculty Affairs Committee of SVC @ SHU CAA is responsible for monitoring, maintaining documentation of, and implementing changes to the on-line Handbook as such changes complete the full approval process.
- D. A copy of The SVC at SHU Faculty Handbook with current revisions is available on the University website.
- E. Proposals under discussion by the Board of Trustees have no status whatsoever, not even a promissory one, until final action by the Board has been taken and until the above effective dates have been followed.