



Notre Dame de Namur University

FACULTY HANDBOOK, Part I

FACULTY EMPLOYMENT HANDBOOK

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Foreword

The *Faculty Employment Handbook*

The *Faculty Employment Handbook* describes University history, mission and educational vision, and employment policies and procedures. Every faculty member will receive a disk copy of this *Handbook*.

The *Handbook* does not cover every possible question or situation. Policy statements provide general guidelines for action, and procedures state the methods that will be used to implement the policy. The policies and procedures may be interpreted by the University as they apply to individual instances. The University's interpretation, as ultimately determined by the President, shall be binding and final.

The University reserves the right to revise and update these policies and procedures. Such revisions and updates shall supersede previous policy and procedure.

Changes in this *Faculty Employment Handbook* are coordinated by the President of the Faculty Senate and require the approval of the Board of Trustees. They reflect only approved modification of policies, procedures, and descriptions that have resulted from the decision-making system detailed in the *Faculty Guide to Academic Organization and Governance*. The changes in policies and procedures are compiled and issued annually for implementation on July 1st of each fiscal year.

PART I

THE UNIVERSITY

History, Mission, and Educational Vision

I. History

Notre Dame de Namur University, as it was renamed in August, 2001, was originally founded by the Sisters of Notre Dame de Namur as the College of Notre Dame and was established in 1851 in San Jose, then the state capital of California. In 1868 the College acquired its charter with the power to confer degrees. From its beginnings, the institution has been staffed by lay professors, priests, and sisters from American and European universities, together with the Sisters of Notre Dame (SND).

Because of industrial developments around the original site in San Jose, the Sisters decided to find another campus, and the William Chapman Ralston estate, located in a small community twenty-one miles south of metropolitan San Francisco, was purchased in 1922. Since that time, the University has been situated on a beautifully wooded and hilly campus, comprising eighty acres, in the community which was shortly after incorporated as the City of Belmont. The University's ideal suburban setting, with its proximity to Silicon Valley, also makes it accessible to the major cities of the Bay Area where cultural, social, and intellectual opportunities are readily available.

For many years the University offered only a two-year program for women; however, in 1953 it expanded to offer four-year baccalaureate and elementary teacher education programs. In 1969 The Board of Trustees voted coeducational status for the entire institution. Over the years, the educational profile of the institution has changed to meet the needs of students and the local community. The University now offers undergraduate programs leading to the degrees of Bachelor of Arts, Bachelor of Science, Bachelor of Music, and Bachelor of Fine Arts. Graduate programs lead to the Master of Arts in Art Therapy Psychology, Marital and Family Therapy, Counseling Psychology, Counseling Psychology (Marital and Family Therapy), English, Teaching, and Special Education. Master degrees are also offered in Music, Business Administration, and Public Administration. The Master of Science degree is offered in Systems Management and in e-Business Management, and a Master of Education is offered in Curriculum and Instruction--Educational Technology. Certificate and credential degrees are awarded in the areas of Education, Psychology, and PreMed.

II. Mission Statement

Founded upon the values of the Sisters of Notre Dame de Namur and rooted in the Catholic tradition, Notre Dame de Namur University serves its students and the community by providing excellent professional and liberal arts programs in which community engagement and the values of social justice and global peace are integral to the learning experience. NDNU is a diverse and inclusive learning community that challenges each member to consciously apply values and ethics in his or her personal, professional, and public life.

III. Diversity Statement

Founded upon the values of the Sisters of Notre Dame de Namur, Notre Dame de Namur University is committed to addressing the constantly changing educational needs of our diverse society. In our commitment to diversity, we seek to create a sense of belonging, involvement and sharing and to understand and accept differences. The NDNU community welcomes, celebrates, promotes and respects the entire variety of human experience. Dimensions of diversity include, but are not limited to, race, ethnicity, religious belief, sexual orientation, sex/gender, disability, socioeconomic status, cultural

orientation, national origin, and age.

Recognition and promotion of the strength and value of diversity will be coordinated with our recruitment and admission of students, curriculum, student life, staffing, campus facilities, community services, events, and training and development

IV. Vision Statements

Notre Dame de Namur University will be recognized in the San Francisco Bay Area as a leader in integrating community engagement into high quality academic programs. NDNU's programs will be widely known for their innovative synthesis of liberal arts learning, professionally-oriented learning, and core values.

V. Core Values, Competencies, and Content Statements

Dame de Namur University was founded by the Sisters of Notre Dame de Namur and the values espoused by the Sisters continue to inspire the University. The Core Values expressed here are closely linked to the *Hallmarks of a Notre Dame de Namur Learning Community* developed by the Sisters in collaboration with NDNU and other SND learning communities. These values should be considered in the context of the *Hallmarks*.

The Core Values in listed in alphabetical order. There is no ranking implied. Commitments following each value elaborate rather than define the values.

Community

- A commitment to build a diverse, collaborative, open, and student-centered community that holds itself and its members accountable to learn, serve, work, and grow together in partnership.
- A commitment to share the responsibility of governance and to create transparency and accountability in our decision-making.

Diversity

- A commitment to celebrate, embrace, value, and learn from the voices, perspectives, and experiences of all our community members.
- A commitment to ensure that the University offers its students, faculty, and staff of diverse backgrounds opportunities that are accessible and fair to all constituents.
- A commitment to seek and respect diverse points of view in the academic arena.

Excellence

- A commitment to excellence in every academic and professional pursuit.

Integrity

- A commitment to honor the sacredness and dignity of each person and the development of the whole person through our collaborative practices.
- A commitment to match our actions and our words.

Justice

- A commitment to enhance the application of ethics, justice, and peace at the personal, community, and global levels.

Learning

- A commitment to innovative learning of what is necessary for life, both as a directed process and as a lifelong practice.
- A commitment to the search for truth, knowledge, and meaning.

Service

- A commitment to community-based learning and other forms of service.

VI. Principles of a Learning-Centered Education

- A. NDNU is a just community in which administrators, faculty, staff and students respect each member, support one another, and promote the general good. These curricular/co-curricular interactions create a student-centered learning/teaching environment for all.
- B. NDNU staff, faculty and administrators as well as structures and curriculum are models-in-action for the core values of the University (the whole person, the collaborative community, and the just society).
- C. The NDNU community helps each student understand his/her strengths and potential for personal growth in development of self as a whole person. As part of this process, community members emphasize leadership skills.
- D. Each NDNU community member views him- or herself as a global citizen, dedicated to building an inclusive society that recognizes the richness of diversity.
- C. NDNU as a collaborative teaching and learning organization
 - Commits itself to building an interdisciplinary community of learners seeking the integration of knowledge.
 - Promotes active learning, self-assessment, and outcomes measurement by, between, and among students and faculty.
- D. NDNU as a collaborative teaching and learning organization, in partnership with colleagues in a wider community
 - Promotes community service in programs, organizations, and activities throughout the University.
 - Engages in on-going experiential learning opportunities that link theory and practice.
- G. NDNU offers a technological infrastructure that enhances an interactive and innovative learning environment.

PART II

ADMINISTRATIVE and ACADEMIC ORGANIZATION

I. Administrative Organization

A. Board of Trustees

1. All powers and activities of the University are exercised and managed by the Board of Trustees directly or, if delegated, under the ultimate direction of the Board.
2. The Board of Trustees has 15-30 members and meets at least four times each year.
3. The Board of Trustees may create any number of Board Committees, each consisting of two or more Trustees, the Chair of the Board, the President, at least two additional Trustees and, with the exception of the Membership Committee and the Executive Committee, one faculty representative. The standing committees of the Board of Trustees are:
 - a. Executive Committee.
 - b. Academic Affairs Committee.
 - c. Audit Committee.
 - d. Development Committee.
 - e. Finance and Investment Committee.
 - f. Membership Committee.
 - g. Mission Committee.
 - h. Student Affairs Committee.
 - i. Building Committee.
4. In order to have legal status, the Faculty Senate, ASNDNU and the Staff Assembly must have their constitution and by-laws, and any changes thereto ratified by the Board of Trustees. The initial set of by-laws of any other internal governance body must be approved the Board.
5. The Board is fully responsible for policies with respect to finance, development and programs of the University and for the formulation of long-range strategic planning for institutional vitality and longevity.

B. Administrative Divisions of the University

1. There are five administrative divisions of the University, directed by senior administrators responsible for functional operations in their area. Together they form the Senior Administrators Team (SAT).
 - a. The President's Office: directed by the President
 - b. The Office of Academic Affairs: directed by the Provost
 - c. The Office of Student Affairs: directed by the Vice President for Student Affairs
 - d. The Office of Administration: directed by the Vice President for Administration
 - e. The Office of Development: directed by the Vice President for Development

II. Academic Organizational Structure of the University

The University comprises four Schools, vertically organized into graduate and undergraduate Departments but articulated horizontally through shared course listings, general education requirements, and, in some cases, shared faculty. While faculty are members of a department (or, rarely, departments), they are employed by the University, and, if they are granted tenured, they are tenured to the University. Each of the four Schools is directed by a School Dean, currently serving on an interim basis. The current Deans are appointed by the President and the Provost from the ranks of the full-time faculty, preferably tenured, in consultation with each School's faculty. The four Schools' and their respective Departments are:

A. The School of Arts and Humanities

Departments of Art, English (including English as a Second Language, and the Master of Arts in English), Modern Languages/Cultures, Music (including Master of Music), Philosophy, Religious Studies, Theatre Arts, and Physical Education

B. The School of Business and Management

Departments of Business (Day and Intensive), Communication, Master of e-Business Management, Master of Business Administration, Master of Public Administration, Master of Systems Management

C. The School of Education and Leadership

Departments of Teacher Education, Human Services (Intensive), Liberal Studies (Day and Intensive), Master of Arts in Teaching, Master of Education in Curriculum and Instruction, Master of Education in Technology, Master of Science in Technology Administration, MA in Special Education

D. The School of the Sciences

Departments of Art Therapy Psychology, the Natural Sciences, Mathematics and Computer Science, Counseling Psychology, History, Political Science, Psychology, and Sociology

PART III

CONTRACTUAL POLICIES AND PROCEDURES

Part III contains the approved policies of Notre Dame de Namur University concerning the employment conditions of the faculty of the University. It is the section that is incorporated by reference into the letter of appointment and contract of each faculty member. The provisions of this *Faculty Handbook* are legally binding on all parties for the specific period covered by a letter of appointment and contract. Should there be any misapplication or misinterpretation of the specific provisions of this section, a faculty member, faculty administrator, or senior administrator may appeal the alleged misapplication or misinterpretation through use of the University grievance and appeal procedures (see Part VIII in this *Faculty Handbook*).

I. Faculty Ranks and Titles

The faculty comprises all persons having appointment for instructional services to students. The faculty of Notre Dame de Namur consists of five distinct groups: ranked full-time, tenure track personnel, including both academic faculty and librarian faculty; part-time faculty; special-appointment faculty, including adjunct core faculty, and faculty-in-residence; administrators with faculty rank; and faculty *emeriti*. Specific contract types and contractual rights and responsibilities shall accrue to each group as defined in this *Faculty Handbook* in appropriate sections of Part III.

A. Ranked Full-Time Faculty

A ranked full-time faculty member is a full-time or phased early retired employee of Notre Dame de Namur University who has been assigned one of the academic faculty ranks (Instructor, Assistant Professor, Associate Professor, or Professor) or librarian faculty ranks (Assistant Librarian, Associate Librarian, Librarian). Faculty placed in the rank of Assistant Professor or higher are considered as being employed in tenure-track positions. The criteria for full-time teaching status are possessing rank and maintaining teaching units or librarianship duties, or approved research units [ref. Part V. Section I, B] of at least fifty percent of the annual workload.

Ranked full-time faculty whose teaching units include release time specifically related to responsibilities for administration of academic programs are referred to as "faculty administrators."

1. Definitions Related to Earned Degrees

- a. A "recognized institution" is a university or college that is accredited by one of the six regional United States accrediting associations (e.g., Western Association of Schools and Colleges) or a university or college outside the United States that is a recognized institution of international standing.
- b. A "terminal degree" is the highest degree awarded in a field in which the doctorate is not generally granted or required for promotion or tenure in institutions comparable with Notre Dame de Namur University. The addition or deletion of any terminal degree listed in this paragraph may be amended, effective the following fall semester, by joint approval of (1) at least 50% of the full-time faculty in the department, (2) the Committee on Rank and Tenure, and (3) the President. The following degrees are presently recognized as terminal degrees for the relevant departments at Notre Dame de Namur University:
 - (1) Master of Fine Arts in Art.
 - (2) Master of Fine Arts in Theatre Arts.
 - (3) a. Master of Arts in Art Therapy Psychology or
b. Masters of Arts in Marriage and Family Therapy and is a registered Art Therapist.
 - (4) Master of Library Science or Master of Library and Information Science.
 - (5) Masters of Fine Arts – Creative Writing
 - (6) Masters of Music for Artist in Residence

2. Tenure Track, Ranked Full-time Faculty

Ranked full-time academic faculty members in a tenure track position must possess doctorates or terminal degrees from recognized institutions (see Definitions Related to Earned Degrees, Part III, section I.A.1, in this *Faculty Handbook*). Evaluation of tenure track, ranked full-time faculty proceeds as described in Part IV, Section III. Rank is based on academic degrees and experience according to the following criteria:

a. Instructor

An Instructor is a full-time member of the faculty. He or she must possess the minimum of a master's degree from a recognized institution. The Instructor must demonstrate teaching ability and promising scholarship, research, or creative activities.

b. Assistant Professor

An Assistant Professor must possess a doctorate or terminal degree from a recognized institution. The Assistant Professor must demonstrate teaching ability and promising scholarship, research, creative activities, or other related experience.

c. Associate Professor

An Associate Professor must possess a doctorate or terminal degree from a recognized institution. The Associate Professor must be a challenging and successful teacher; conduct productive scholarship, research, or creative activities; perform effectively as a faculty administrator (if applicable); contribute service to the University in the areas of academic advising, student recruitment and interaction, substitution for colleagues, University governance, or community involvement; and show strong faculty presence on campus.

d. Professor

A Professor must possess a doctorate or terminal degree from a recognized institution. The Professor must be an outstanding teacher; conduct productive scholarship, research, or creative activities; perform effectively as a faculty administrator (if applicable); contribute distinctive service to the University in the areas of academic advising, student recruitment and interaction, substitution for colleagues, University governance, or community involvement; and show strong faculty presence on campus.

3. Librarian Faculty Ranks

Ranked full-time librarian faculty members receive ten-month faculty contracts and, with the exception of phased retirement, are eligible for all other fringe benefits as well as responsibilities of faculty membership. Librarians have a salary scale that is equivalent to the ranked full-time faculty salary scale. Librarians follow this *Faculty Handbook* as their employment contract.

Ranked full-time librarian faculty members must possess master's degrees, doctorates, or terminal degrees from recognized institutions (see Definitions Related to Earned Degrees, Part III, Section I.A.1, in this *Faculty Handbook*). Rank is based on academic degrees and experience according to the following criteria:

a. Assistant Librarian (full-time)

Qualifications for the rank of full-time Assistant Librarian are: (1) possession of a master's degree in Library Science or Library and Information Science from a library school accredited by the American Library Association; (2) basic knowledge of library principles, practice and skills; (3) promise of performing professional level library responsibilities with potential for professional growth; and (4) ability to fulfill the requirements of the position assigned.

b. Associate Librarian (full-time)

Qualifications for the rank of full-time Associate Librarian are: (1) possession of a master's degree in Library Science or Library and Information Science from a library school accredited by the American Library Association; (2) five years full-time professional library experience at the rank of Assistant Librarian (or equivalent); (3) evidence of outstanding professional competence in one or more areas of academic assignment (reference, technical services, or collection management); and (4) service to the University or the profession or both.

c. Librarian

Qualifications for the rank of Librarian are: (1) possession of a master's degree in Library Science or Library and Information Science from a library school accredited by the American Library Association; (2) possession of a master's degree from a recognized institution in a subject discipline in addition to the MLS or MLIS; (3) five years full-time professional library experience at the level of Associate Librarian (or equivalent); (4) five years full-time experience in an administrative or managerial position; and (5) demonstrated leadership in the University, community or profession. The rank of Librarian is used for the position of Library Director.

B. Part-Time Faculty

A part-time faculty member is a part-time temporary employee of the University who has been assigned one of the academic faculty titles (Lecturer or Senior Lecturer) or librarian faculty ranks (Assistant Librarian or Associate Librarian). Part-time faculty always receive term contracts and teach up to eleven units per semester. They receive limited fringe benefits and limited tuition remissions and do not accrue time toward tenure or promotion. With the exception of Senior Lecturers, part-time faculty do not accrue time toward sabbatical leaves.

1. Academic Faculty Titles

a. Lecturer

- (1) Lecturers are hired to teach specific courses on a term contract basis. The position of Lecturer does not lead to appointment to the regular academic ranks.
- (2) Selection of Lecturers should be consistent with the academic standards of the University. A person assigned this title must meet or exceed the minimal requirements of a master's degree, teaching ability, and promising scholarship, research, or creative activities. In lieu of these requirements for degree, teaching, and scholarship, research, or creative activities, considerable experience in appropriate technical, artistic, or professional fields may be substituted.

b. Senior Lecturer

- (1) Senior Lecturers have taught at the University for at least seven years and a minimum of 84 units, serving the institution faithfully and with distinction during that time. This is a non-ranked, non-tenure position and is awarded only to long-term, part-time faculty members and only when their teaching expertise matches future program needs and fiscal resources of the institution.
- (2) Selection of Senior Lecturers should be consistent with the academic standards of the University. A person assigned this title must be a challenging and successful teacher; conduct productive scholarship, research, or creative activities; contribute service to the University in the areas of student recruitment and interaction, University governance, or community involvement; and show strong faculty presence on campus. The most important considerations will be distinction in teaching together with service to and involvement in the life of the University beyond that expected of part-time faculty.

2. Librarian Faculty Ranks

a. Assistant Librarian (part-time)

- (1) Part-time Assistant Librarians receive prorated contracts dependent on the number of hours to be worked. This is a ranked, non-tenure position. Part-time Assistant Librarian term contracts may be renewed by mutual agreement between the University and the faculty member.
- (2) Selection of part-time Assistant Librarians should be consistent with the academic standards of the University. A person assigned this rank must meet or exceed the minimal requirements set forth for full-time Assistant Librarian.

b. Associate Librarian (part-time)

- (1) Part-time Associate Librarians receive prorated contracts dependent on the number of hours to be worked. This is a ranked, non-tenure position. Part-time Associate Librarian term contracts may be renewed by mutual agreement between the University and the faculty member.
- (2) Selection of part-time Associate Librarians should be consistent with the academic standards of the University. A person assigned this rank must meet or exceed the minimal requirements set forth for full-time Associate Librarian.

C. Special-Appointment Faculty

1. Adjunct Faculty

- a. The title of Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor may be assigned to individuals in full-time or part-time non-tenure-track positions. Depending upon teaching experience and other qualifications, faculty may be hired on an annual basis in order to provide specific departmental needs, including teaching, advising, supervising, program management, and curriculum development.

If s/he is the person hired for the position, his or her teaching experience at the University will be taken into consideration in determining placement at the time of hire (see Part III, Section II, in this *Faculty Handbook*). The non-tenure track, full-time ranked faculty member's contract may be for a nine-month or a twelve-month period, depending on the needs of the hiring Department(s). An

adjunct faculty member is hired to teach on a term contract basis, up to a maximum of three years. Each contract of an adjunct faculty member will state the length of time remaining to be served by the faculty member before he or she reaches the end of the contract term. Adjunct faculty term contracts may be renewed by mutual agreement between the University and the faculty member.

- b. Selection of adjunct faculty should be consistent with the academic standards of the University. A person assigned this title must meet or exceed the minimal requirements set forth for Assistant Professor with regard to advanced preparation for or possession of a doctorate or terminal degree, teaching ability, and promising scholarship, research, or creative activities. In lieu of these requirements for degree, teaching, and scholarship, research, or creative activities, considerable experience in appropriate technical, artistic, or professional fields may be substituted.
- c. Written evaluation of Adjunct Faculty will be conducted at the end of the first year of hire by the Department Chair/Program Director of the Department to which he or she has been appointed, based on classroom visits, course evaluations, and other criteria appropriate to the roles and responsibilities defined for the position at the time of hire. Thereafter, evaluation will occur in the third year of each contract period. Adjunct faculty are not necessarily required to fulfill all the duties expected of full-time or part-time faculty and therefore will not necessarily be evaluated on all the criteria for faculty performance in the areas of teaching effectiveness, professional development, faculty administration, service to the University, and campus presence. The contracts of adjunct faculty members will specify their expected duties and the areas in which they will be evaluated.
- d. Any benefits in addition to the ones which accrue by virtue of their contract or academic status as provided in this *Faculty Handbook* must be agreed upon prior to appointment. The position of adjunct faculty member does not lead to appointment to the regular academic ranks nor does the time accrued count toward tenure, promotion, or sabbatical leave.

2. Core Faculty

- a. Core faculty are part-time faculty who receive an annual contract renewable by mutual agreement between the faculty member and the University. They teach a minimum of 18 units per year and provide program consistency and excellence in teaching, create a fuller part-time faculty connection to the institution, take part in service opportunities, and meet specific department needs for committed faculty.
- b. The Department Chair in consultation with the School Dean will prepare an application to appoint a core faculty position in their area. The application will include the following:
 - Rationale for the appointment which includes both department needs and how the position will contribute to the overall needs and faculty profile of the University.
 - Nominated faculty resume, sample syllabi and course evaluations for the classes taught in the prior period of employment.
 - Department chair assessment of faculty qualifications and potential contributions.
 - Projection of courses to be taught and other services to be rendered in the coming year.
 - Timeline for appointment, evaluation and reappointment processes.

- Budget of additional costs to be incurred by the appointment.
- c. Selection of Core Faculty should be consistent with the academic standards for the University. Core Faculty will have the following qualifications:
- Has taught prior classes with outstanding teaching evaluations.
 - Has a terminal degree or appropriate mix of academic and professional experience for the discipline and classes to be taught.
 - Is willing to commit to a long term, renewable contractual arrangement—two to three years, renewable annually upon mutual agreement.
 - Has maintained currency in field through professional/other activities.
 - Has demonstrated her/his commitment to the mission of the University.
- d. The Core Faculty contract will specify
- The number of units and projected courses to be taught in the year.
 - Any additional responsibilities or activities for which units are to be given.
 - The expectation that core faculty will contribute to the life of the University beyond their teaching responsibilities.
- e. Evaluation of Core Faculty will proceed as follows
- At least two months prior to the expiration of the contract, the Department Chair will conduct a formal evaluation of the Core Faculty based on the expectations set forth in the contract. This evaluation is expected to include peer or Department Chair observations of teaching, course evaluations and an assessment of contributions made to the life of the institution. It will also include the Department Chair's recommendation for contract renewal if appropriate.
- At least one month prior to the expiration of the contract, the evaluation will be presented to the appropriate School Dean who will review it and recommend to the Provost whether the contract is to be renewed for another year.
- f. Salary and benefits for a Core Faculty member will be paid at ten percent (10%) over the normal part-time rate for their education and experience. Any benefits will be determined according to the conditions set forth in the *Faculty Handbook* (V.III).

3. Faculty-In-Residence

Notre Dame de Namur University may appoint to the faculty distinguished artists, writers, poets, or scholars to the special faculty status of Artist-in-Residence, Writer-in-Residence, or Scholar-in-Residence. Such appointments may be on a part-time term contract basis or on a ranked, full-time basis. Any benefits in addition to the ones which accrue by virtue of their contract or academic status as provided in this *Faculty Handbook* must be agreed upon prior to appointment.

4. Sister Catharine Julie Cunningham Chair for Visiting Scholars

The Visiting Scholar Chair was established in 1980 and is based on an endowment established at the time of the retirement of the former President of the University, Sr. Catharine Julie Cunningham. The funds are used to bring distinguished visiting faculty to the campus, thereby increasing the institution's visibility and prestige in the community and encouraging mutually beneficial academic and cultural activities. Normally, the visiting scholar teaches a one-semester course at the graduate or the undergraduate level. He or she is also expected to give a public lecture or other event, such as a workshop, which is open to members of the local community. (See Appendix VII, in this Handbook for information about rotation of the Chair among the Schools and procedures for application.)

5. Professor *Emeritus* or Professor *Emeriti*

The rank of Professor *Emeritus* or Professor *Emeriti* may be assigned to Associate Professors or Professors who have terminated their responsibilities as ranked full-time faculty members for valid reasons (e.g., retirement, illness) after ten or more years of distinguished service to the University. Under exceptional circumstances, long standing Assistant Professors may also be assigned the rank of Professor *Emeritus* or *Emeriti*. Faculty on phased early retirement are not eligible for *emeriti* status until they have completed their phased early retirement. Approval of *emeriti* status rests with the President. (See Part VII.I for institutional benefits for Retired and *Emeriti* Faculty.)

6. Honorary Degree Holders

- a. Notre Dame de Namur University awards honorary degrees as a way of acknowledging those whose distinctive leadership, scholarship, service, or careers reflect congruence with the institution's mission as a liberal arts and professional studies college. Through its association with such individuals, the stature of the University is itself enhanced.
- b. The process for selecting honorary degree candidates takes into consideration one or more of the following criteria:
 - A prior relationship to, or potential for relationships with, Notre Dame de Namur University (e.g., major donor, Board member, Advisory Board member, faculty, administrator, etc.).
 - Distinctive academic, intellectual, or creative achievement(s).
 - Distinguished career achievement(s).
 - Service to the Notre Dame de Namur in particular, or to education in general.
 - Service to society.
- c. No later than January 31st of each year, members of the University community will be asked to forward nominations and supporting documentation for honorary degree candidates to the Provost, who will then convene a meeting of the Honorary Degree Committee, the membership of which will include the President of the Faculty Senate, the Vice President for Development, and others as appropriate. The Committee will consider all nominations within the context of the above criteria and forward its recommendation to the Rank and Tenure Committee for approval, which will then forward its recommendation to the Faculty Senate. Upon approval by the Faculty Senate, the recommendation will be forwarded to the President for final review and approval.
- d. The Honorary Degree will normally be bestowed in the course of the Spring Commencement ceremony.

D. President, Senior Administrators, and Deans with Faculty Rank

1. The faculty rank of Assistant Professor, Associate Professor, or Professor may be assigned to individuals who serve as the University president, a senior administrator or dean. The duties of the president, senior administrators and deans are directed toward administration more than toward teaching or research, although administration may include participation in as well as the overseeing of programs involving teaching, research, student needs, or academically-based public service.
2. The president, the senior administrators and deans are governed by the contractual policies and procedures detailed in the *Employees Handbook for Administrators and Staff* rather than in this *Faculty Handbook* (for a description of administrative study leave, see Appendix V in this *Faculty Handbook*).
3. Time spent as president, senior administrator or dean does not count toward rank, tenure, or sabbatical leave. If a Notre Dame de Namur University ranked full-time faculty member becomes a senior administrator or dean, his or her most recent professorial rank, tenure, and sabbatical status are retained but not activated while serving as a senior administrator or dean.

II. Faculty Search, Placement, and Appointment

The quality of initial faculty appointments is vital to the quality of teaching and scholarship to which the University is committed. The following policies and procedures for recruitment to the faculty are intended to aid all parties in making timely and effective initial appointments.

A. Full-Time Positions: Faculty Search

1. Faculty searches are initiated and coordinated by the appropriate faculty administrator.
2. As soon as a vacancy becomes known, the faculty administrator discusses personnel needs with all full-time faculty in the program, the School Dean, and the Provost. In consultation with the department faculty and the Dean, the faculty administrator develops a proposal including a rationale justifying the appointment and a tentative job description. The proposal is then submitted to the Provost who forwards the request to the Planning and Budget Committee by October 1st of the current academic year, or as soon thereafter as possible should a vacancy arise at a later date, for budgetary approval of the appointment.
3. When the position is approved by the Planning and Budget Committee, the faculty administrator meets with the Provost and a representative from the Human Resources Office to discuss the job description, the search process, and the guidelines, timetable, and advertising plans for the search. The University gives notice of employment opportunities by appropriate publication and follows professionally recognized procedures in the evaluation of applicants.
 - (a) Written guidelines and procedures for conducting searches are maintained by the Human Resources Director and provided to members of the search committee at the beginning of the search process.
 - (b) To ensure consistency and legal compliance, the chair of the search committee and the search committee members will have a meeting with the Human Resources Director or a representative from the Human Resources Office to initiate the process and receive guidance on the University's hiring practices. As a diversification of faculty is one of the Strategic Directions, chairs of search committees are urged to consult with Human Resources to ensure adherence to diversity guidelines.
4. Persons wishing to apply are asked to submit a letter of application and a professional resume to the Human Resources Director by a given deadline. They are also informed that additional materials will be needed if they are chosen as a final candidates to be interviewed or if they are offered a position.
 - a. Applications from members of under-represented groups are encouraged (see Human Rights Policy, Part III, Section II.G, in this *Faculty Handbook*).
 - b. Although the University is an independent Roman Catholic institution, it does not impose religious qualifications on its faculty. It accepts faculty members who are academically prepared, demonstrate integrity of character, and meet standards of teaching excellence.
5. The faculty administrator organizes and chairs a search committee. The search committee consists of at least five University employees who can bring a variety of backgrounds to the search. One of the five members of the Committee must be a representative from the Diversity Council. Following the deadline for applications, the search committee meets to review applications from candidates and to recommend a list of potential final candidates to be interviewed on campus.
6. The faculty administrator forwards to the Human Resources Director the application materials received from all candidates who will not be considered as final candidates for

the position. The Human Resources Director then notifies these candidates that their qualifications do not match the needs of the position.

7. The faculty administrator confirms that each final candidate has met University requirements for possessing a terminal degree from a recognized institution (see Definitions Related to Earned Degrees, Part III, Section I.A.1, in this *Faculty Handbook*). The faculty administrator also reviews the file of each final candidate in order to determine an appropriate salary range that can be quoted to the candidate. The faculty administrator is encouraged to consult with the School Dean when reviewing degrees and determining salary ranges.
8. The faculty administrator invites final candidates to be interviewed on campus. If a candidate wishes to be interviewed, the faculty administrator mails the candidate a Faculty Experience Form and requests that it be completed and returned to the faculty administrator prior to the interview, along with a copy of a transcript or equivalent document showing the work leading to the applicant's most recent degree.
9. The final candidates are interviewed by the search committee.
 - a. When interviewing candidates, the search committee also guides the candidates in understanding the University's Mission Statement and the Catholic heritage and values of the institution, including diversity. The members of the search committee satisfy themselves that the candidates can support the Mission Statement to respect the Catholic character of the University in their teaching.
 - b. The search committee may also ask the candidate to comment on his or his experience with the use and support of technology in teaching, and experience with community-based learning, with specific examples of each.
 - c. The search committee provides the candidates with general information regarding placement criteria, promotion and tenure procedures, salaries, and fringe benefits. However, no commitment, direct or implied, concerning hiring, placement, or salary can be made by any search committee or by any person in the University other than the President, the Provost, or a School Dean.
 - d. No commitment, direct or implied, concerning eventual promotion or tenure can be made by any search committee or by any person in the University.
10. When a decision has been made as to the final candidates, the faculty administrator sends in unranked order the names of the candidates and the application materials to the President, the Provost, and the School Dean.
11. The faculty administrator in charge of the search process notifies the final candidates that they are being considered for the position and that the candidates are invited for a final interview with the faculty search team, the President, the Provost, and the School Dean. The faculty administrator, working with the Provost's office, schedules the interviews. Following the interviews, the faculty administrator will then meet with the Provost to merge the recommendations of the administrative and faculty search activities. If there is consensus about the top candidate, the Dean and the Provost reach a decision about rank and placement, after which the Provost makes the appointment offer on behalf of the University. If there is not consensus about the top candidate, the Provost meets with the search committee to explore ways to reconcile the difference of opinion. Options include (1) reviewing the top candidate's credentials in greater scrutiny; (2) exploring the viability of other final candidates; (3) reviewing other applicants in the pool; and (4) reopening the search if consensus is not reached. Each of these options will be explored in collaboration with the search committee and the Provost and in consultation with the President and the Dean.

B. Part-Time Positions: Faculty Search

1. Faculty searches are initiated and coordinated by the appropriate faculty administrator

in consultation with the School Dean.

2. The faculty administrator may recommend hiring any qualified faculty member who has previously taught at the University; in such a case, the remaining steps in part III, section II of this *Faculty Handbook* are ignored. As an alternative, the faculty administrator may immediately conduct a search for a new faculty member; in such a case, the remaining steps in Part III, Section II of this *Faculty Handbook* pertaining to part-time vacancies are followed.
3. Persons wishing to apply are asked to submit a letter of application and a professional resume to the faculty administrator by a given deadline. They are also informed that additional materials will be needed if they are chosen as a final candidates to be interviewed or if they are offered a position (see Part III, Sections II-B-5 and II-D-2, in this *Faculty Handbook*).
 - a. Applications from members of underrepresented groups are encouraged (see Human Rights Policy, Part III, Section II.G, in this *Faculty Handbook*).

Although the University is an independent Roman Catholic institution, it does not impose religious qualifications on its faculty. It accepts faculty members who are academically prepared, demonstrate integrity of character, and meet its standards of teaching excellence.
4. The faculty administrator in charge of the search process confirms that each final candidate has met the institutional requirements for possessing a master's degree from a recognized institution (see Definitions Related to Earned Degrees, Part III, section I.A.1 in this *Faculty Handbook*). The faculty administrator also reviews the file of each final candidate in order to determine an appropriate salary range which can be quoted to the candidate. The faculty administrator is encouraged to consult with the School Dean as needed when reviewing degrees and determining salary ranges. Final placement is the decision of the Provost and the Dean.
5. The faculty administrator invites final candidates to be interviewed on campus. If a candidate wishes to be interviewed, the faculty administrator mails the candidate a Faculty Experience Form and requests that it be completed and returned to the faculty administrator prior to the interview, along with a copy of a transcript or equivalent document showing the work leading to the applicant's most recent degree.
6. The final candidates are interviewed by the faculty administrator. The faculty administrator provides the candidates with general information regarding placement criteria, salaries, and fringe benefits.
 - a. When interviewing candidates, the faculty administrator also guides the candidates in understanding the University's Mission Statement and the Catholic heritage and values of the institution. The faculty administrator satisfies himself or herself that the candidates can support the Mission Statement and respect the Catholic character of the University in their teaching.
 - b. No commitment, direct or implied, concerning hiring, placement, or salary can be made by any search committee or by any person in the University other than the President, the Provost, and the School Deans.
 - c. No commitment, direct or implied, concerning eventual promotion or tenure can be made by any search committee or by any person in the University.
7. When a decision has been made as to the highest-rated acceptable candidate, the faculty administrator sends application materials to the Dean, along with the recommendation that the University offer the position to the highest-rated candidate. The faculty administrator also prepares a Faculty Contract Worksheet to accompany the candidate's file. If the Dean decides to approve the hiring of the candidate, he or she begins procedures to offer the position to the candidate (see Faculty Placement and

Appointment, Part III, Section II.D, in this *Faculty Handbook*). If the Dean decides not to approve the hiring of the candidate, the faculty administrator then repeats the process described in this section with the next highest-rated candidate. If no acceptable candidate remains, the faculty administrator may then reopen the search.

C. Full-Time Positions: Faculty Placement and Appointment

1. Definitions Related to Placement

- a. "Rank" for full-time faculty refers to a relative standing for full-time teaching and is based on academic degrees and experience (see Ranked Full-time Faculty, Part III, Section I.A, in this *Faculty Handbook*). The administrator charged with the placement of a prospective faculty member will consider previous teaching and other relevant experience as the basis for determining years of credit toward initial promotion and advancement to tenure. While other factors may enter into the determination of initial placement, teaching experience at the college and/or university level will be evaluated on the basis of each 24 units (or fraction thereof) as the equivalent of one year of credit on the placement scale. Initial placement will be communicated in writing to the prospective faculty member at the time of hire, as well as the date of eligibility for the first advancement evaluation.
- b. "Grade" for full-time faculty refers to the number of years of service in the current rank, including the current year plus any years granted by the appropriate School Dean at time of hire as described in C.1.a above. Initial grade is assigned by the Dean, depending upon academic degrees and previous relevant experience.
- c. "Step" on the full-time faculty salary scale refers to a relative standing for full-time teaching and is based on the number of years of full-time (FT) teaching or of full-time equivalent (FTE) teaching at the college and/or university level. In special cases, significant experience closely related to the teaching field may be used by the Dean in calculating FTE. Full-time faculty at the top step in a rank remain at that step until promoted to the next rank (see Faculty Salary Schedules, Appendix II, in this *Faculty Handbook*).

2. After receiving an applicant's file and final approval from the President, the Provost authorizes the School Dean to hire the candidate. The Dean completes an Initial Placement Worksheet for the candidate. The Initial Placement Worksheet details the University's rationale for a proposed placement, along with any concerns regarding prior academic degrees or experience which, in the hiring administrator's opinion, might impact future advancement at the University. Full-time rank, grade, and step are set by the Dean at the time of appointment and may not be changed later except by mutual agreement between the Dean, the Provost, and the faculty member (see Initial Placement of Faculty, Appendix III, in this *Faculty Handbook*).
3. Within three working days of receiving an applicant's file and authorization to hire a candidate, the Dean forwards the completed Initial Placement Worksheet to the Human Resources Director along with authorization to offer the position to the candidate. Final authority to hire and retain faculty members is vested in the President. This authority is customarily exercised through the Provost by procedures established to assure adequate consultation with the faculty and full compliance with human rights norms (see Faculty Search, Placement, and Appointment, Part III, Section II, in this *Faculty Handbook*).
4. Within three (3) working days of receiving the completed Initial Placement Worksheet from the Dean, the Human Resources Director sends a packet to the candidate that contains the following:
 - a. A letter from the Provost offering the position which states the terms of employment, including initial rank, grade, and step, length of the annual contract, starting salary, and any terms or conditions bearing on tenure (in the

case of ranked, full-time tenure track appointments) and promotion, including dates the person will become eligible to apply for promotion and advancement to tenure (for tenure track appointments).

- b. A memo of acceptance which the candidate is asked to complete and return within twenty-one (21) working days to the Human Resources Director signifying acceptance of the offer.
 - c. A copy of the Initial Placement Worksheet, with the stipulation that the placement is subject to pending verification of the candidate's academic degrees and experience.
 - d. A disc copy of this *Faculty Handbook*.
 - e. A notice that the following will need to be received by the Dean before a letter of appointment and final contract can be issued:
 - (1) An official transcript or equivalent document showing the work leading to the applicant's most recent degree, mailed by the institution's registrar directly to the Human Resources Director or delivered by the applicant in a sealed envelope from the registrar.
 - (2) Three letters of recommendation from professional colleagues not employed by Notre Dame de Namur University.
 - f. An offer to the candidate to telephone, write, or meet with the Human Resources Director or the Dean if further information is needed prior to acceptance of the offer.
5. After receiving the candidate's memo of acceptance, the Human Resources Director notifies the faculty administrator, who then notifies all other final candidates that the position has been filled.
 6. After receiving the candidate's official transcript or equivalent document and three letters of recommendation, the Human Resources Director sends the candidate's completed file to the Dean. The Dean signs the Faculty Contract Worksheet and authorizes the issuance of a letter of appointment and final contract that will be signed by the President. A copy of the letter of appointment and final contract work sheet is sent by the Human Resources Director to the appropriate School Dean.
 7. If a candidate does not accept the offer of a position or does not produce the documents necessary to complete a placement file within a twenty-one (21) day time period, the faculty administrator is so notified by the Human Resources Director. The faculty administrator may then return to any appropriate step in the search process (see Search Policies and Procedures, Part III, Section II.A, in this *Faculty Handbook*).

D. Part-Time Positions: Faculty Placement and Appointment

1. Definition Related to Placement

"Level" on the part-time salary scale refers to a relative standing for part-time teaching and is based on the number of years of full-time (FT) college teaching or of full-time equivalent (FTE) college teaching either after receiving a master's degree or after receiving a doctorate or terminal degree (see Definitions Related to Earned Degrees, Part III, Section I-A-1, in this *Faculty Handbook*). In special cases, significant experience closely related to the teaching field may be used by the Dean in calculating FTE (see Faculty Salary Schedules, Appendix II, in this *Faculty Handbook*).

2. After receiving an applicant's file and within three working days of approving the hiring of the candidate, the Department Chair sends a notice to the candidate that the following

will need to be received by the Chair before a letter of appointment and final contract can be issued:

- a. For all applicants, an official transcript or equivalent document showing the work leading to the applicant's most recent degree, mailed by the institution's registrar directly to the Department Chair [or delivered by the applicant in a sealed envelope from the registrar], which will be forwarded by the Chair to the Human Resources Director.
 - b. For an applicant planning to teach three or more units, three letters of recommendation from professional colleagues not employed by Notre Dame de Namur University. (No letters of recommendation are required for an applicant planning to teach fewer than three units.)
3. After receiving the candidate's official transcript or equivalent document and three letters of recommendation, the Department Chair sends the candidate's completed file to the School Dean. Part-time level is set by the Dean at the time of appointment and may not be changed later except by mutual agreement between the Dean and the faculty member. The Dean signs the Faculty Contract Worksheet and authorizes the issuance of a letter of appointment and final contract.
 4. If a candidate does not accept the offer of a position or does not produce the documents necessary to complete a placement file, the faculty administrator is so notified by the Department Chair or the School Dean. The faculty administrator may then return to any appropriate step in the search process (see Search Policies and Procedures, Part III, Section II.B, in this *Faculty Handbook*).

E. Full-Time Positions: Orientation of New Faculty Member

1. As soon as possible after the hiring of a new faculty member, the School Dean meets with the new faculty member for an orientation session. During the orientation session:
 - a. The Dean provides the new faculty member with a disc copy of this *Faculty Handbook* and describes how the faculty member can use the handbook to learn about University policies and procedures.
 - b. The Dean reviews with the new faculty member the University's Mission Statement and the statement on academic freedom to be assured of a free and full commitment to both by the new faculty member.
 - c. The Dean emphasizes the need for respect for the Catholic character of the University and provides a list of further resources (both publications and personnel) which the new faculty member can consult in order to gain further insight regarding the institution's Catholic heritage.
2. New full-time faculty members are required to attend an Orientation Session conducted by the Human Resources Office for all new employees at the beginning of each Fall and Spring Semester.

F. Part-Time Positions: Orientation of New Faculty Members

1. As soon as possible after the hiring of a new faculty member, the faculty administrator meets with the new faculty member for an orientation session. During the orientation session, the faculty administrator provides the new faculty member with a disc copy of this *Faculty Handbook* and describes how the faculty member can use the handbook selections to learn about institutional policies and procedures.
2. New part-time faculty members will also be invited to attend an Orientation Session conducted by The Human Resources Office for all new employees at the beginning of each Fall and Spring Semester.

G. All Faculty Positions: Human Rights Policy

1. It is the policy of Notre Dame de Namur University not to discriminate unlawfully against any employee because of race, color, age, marital status, sex, pregnancy, national origin, ancestry, religion, veteran's status, sexual orientation, or disability. This policy includes, but is not limited to:
 - a. Recruitment and employment of applicants who possess the necessary qualifications and/or experience for appointment to the faculty;
 - b. Renewal of faculty contract, tenure, promotion, and separation from the University;
 - c. Sabbatical leave or other leave with or without pay; faculty development programs, grants, awards sponsored by the University; and
 - d. Establishment of salary, fringe benefits, workload, and other rights belonging to a faculty member.
2. Moreover, it is the policy of the University that no employee shall discriminate against another employee on any of these grounds.

III. Faculty Workload and Expectations

A. An Overview of Faculty Workload and Expectations

1. As an educational institution, Notre Dame de Namur University does not wish to impose a rigid body of codified rules upon the members of its faculty. The University does, however, have certain legitimate expectations concerning the conduct of professional academics. The following statements summarize the obligations incumbent on faculty members of the University.
2. Recognizing that Notre Dame de Namur is a Comprehensive, Masters Level I institution serving a variety of students, the typical workload and expectations for a given faculty member may be altered to meet specific program requirements. Any such alterations must be articulated in a written supplemental agreement to be approved by the faculty member; his or her Department Chair, Program Director if appropriate, and School Dean. Such supplemental agreement becomes part of the faculty member's annual contract.
3. The ultimate authority for policies and procedures remains with the Board of Trustees. Any new or amended policies developed between the current edition of this *Faculty Handbook* and its next revision will be approved by the Board after recommendations by appropriate parties of the University and will be disseminated in writing to the University community. Each faculty member has a responsibility to know current policies and to make every reasonable effort to adhere to them. If questions of interpretation arise, clarification should be sought from the Department Chair, the School Dean, the President of Faculty Senate, or the Faculty Ombudsperson. Any exceptions mutually agreed to should be in writing and signed by all parties concerned.

B. Faculty Workload

1. Definitions Related to Contracts

- a. An "academic year" begins with the fall semester and extends through the following summer (e.g., "2002-03").
- b. A "fiscal year" begins on July 1 and ends on the following June 30 (e.g., "FY 2002-2003" begins July 1, 2002, and ends June 30, 2003).
- c. A "contract year" is nine months or twelve months, as specified in a given faculty contract. Nine-month contracts extend from August 15th of each year through May 15th of the following year and include paid holidays. Twelve-month contracts include paid holidays and vacation days. (For specific dates and conditions see Leaves with Pay, Part V, Section II.A, in this *Faculty Handbook*.) Salaries for both twelve-month and nine-month contract faculty are paid over a twelve month period in bi-weekly installments.

2. Ranked full-time faculty members may be employed on nine-month or twelve-month contracts. Other faculty members are employed for specific term appointments.

3. Definitions Related to Teaching Units for Classroom Contact

- a. A "lecture unit" is typically the equivalent of one class hour (50-minute "Carnegie hour") per week. A lecture course meeting three class hours per week would count as three units of a faculty member's teaching load. Lecture units are used for lecture and discussion types of classes, including all art, music, and theatre arts classes and all science seminars. It is also used for fully online or partially on-line courses, although the distribution of hours normally spent in the classroom or in preparation will vary with the structure of the online course.

- b. A "lab unit" is typically the equivalent of two-thirds of a lecture unit. A lab course meeting three hours per week would count as two units of a faculty member's teaching load. Lab units are used for science labs, mathematics labs, writing center classes, physical education courses, and continuing-education classes.
- c. A "practice teaching supervision unit" for faculty is typically the equivalent of one lecture unit per two students supervised. Two students supervised for one semester would count as one unit of a faculty member's teaching load. Supervisors observe students a minimum of eight hours per semester in addition to meeting with students both individually and in groups for a minimum of four additional hours. Supervisors are expected to attend meetings in the School of Education as needed and to write letters of recommendation for the student's personnel file. All full-time faculty members in the School of Education are required to supervise student teachers regularly, as mandated by the CCTC.
- d. A "music private lesson unit" is typically the equivalent of two lecture units per three students taught. Three students each meeting one hour per week would count as two units of a faculty member's teaching load.
- e. At the discretion of the Dean, a Small Group Study may be employed when enrollment in a course is below the required threshold of 9-10, but it is not feasible for various reasons to cancel the class and defer it to the next cycling schedule. Criteria for small group study include (a) a class of a minimum of 3-4 students to a maximum of 8-9 students; (b) approximately 7.5 hours of in-class time for each unit of credit, with the expectation that outside activities will entail 30 hours/unit; and (c) course objectives will be defined in the syllabus and standards of the discipline will be upheld. Students taking a course offered as a small group study will pay full tuition. Instructors teaching a small group study will be compensated for one-half the total units. Adjustments in course load will be made so that the number of units specified in the faculty member's contract will be honored.

4. Definitions Related to Teaching Units for Release Time

- a. "Academic advising units" are granted to faculty members who are assigned duties as formal program advisors to handle an advising load deemed in excess of what is generally expected of full-time faculty members. Formulas listed in this paragraph may be amended, effective the following fiscal year, by joint approval of (1) the Undergraduate Academic Standards Committee or the Graduate Curriculum and Academic Standards Committee, and (2) the Provost. The following formulas are presently recognized with regard to academic advising units:
 - (1) Faculty members who do not serve as faculty administrators are expected to carry up to ten advisees as part of their full-time responsibilities; if the number of advisees exceeds ten, one academic advising overload unit or one-half academic advising release time unit may be granted per semester by the appropriate School Dean for each additional group of one to ten advisees.
 - (2) Faculty members who serve as faculty administrators are expected to carry up to ten advisees as part of each faculty administration unit granted; if the number of advisees exceeds ten times the number of faculty administration units, one academic advising overload unit or one-half academic advising release time unit may be granted per semester by the appropriate School Dean for each additional group of one to ten advisees. Due to the professional nature of graduate programs, overload advising units beyond the normal ten advisees per faculty member may be granted by the appropriate Dean.

- b. "Faculty administration units" are granted to faculty members who are assigned duties specifically related to administration of academic programs and responsibilities, including serving as formal program advisors. The number of faculty administration units granted a given faculty member depends on the scope of the responsibilities assumed and is determined by the appropriate Dean in consultation with the faculty member's Department Chair.
- c. "Research units" may be granted to faculty members who have been awarded release time by the Faculty Development Committee (see Release Time, V.I.B, in this *Faculty Handbook*). The University allots a total of nine units of release time per year, with a limit of three research units per faculty member.
- d. Under special circumstances faculty may be granted "release units" by the President or Provost in consultation with the appropriate Dean for purposes of curriculum development, enrollment and retention activities, or other activities beneficial to the academic, financial, and administrative welfare of the University such as fundraising, community outreach, and consulting.

5. Definition Related to Non-Teaching Units

"Non-teaching units" are granted to faculty members for duties that are not specifically related to academic programs or responsibilities. Possible examples include activities such as institutional research, admission, recruitment, and fund-raising.

6. Definition of a Normal Work Load

The normal workload of a nine-month full-time faculty member is twenty-four units per contract year. The normal workload of a twelve-month full-time faculty member is the equivalent of thirty-two units per contract year. Overload units are not counted as part of the normal workload. The general expectation is that each full-time faculty member's workload will include a minimum of twelve teaching units for classroom contact. The faculty workload may consist of a combination of teaching units for classroom contact, teaching or research units for release time, or non-teaching units, in percentage allocations determined by the Department Chair or Program Director with the approval of the appropriate Dean.

7. Criteria for Full-time Teaching Status

The criteria for full-time teaching status are possessing rank and maintaining teaching, research or other approved units of a minimum of twelve teaching units. Faculty workload assignments for teaching research units approved by the Faculty Development Committee or the President will count toward promotion, tenure, and sabbatical.

8. Distribution of Teaching Load

A faculty member's teaching load may be distributed over morning, afternoon, or evening hours, Mondays through Fridays and sometimes on weekends. In assigning the course load and schedule for a faculty member, the Department Chair or Program Director will endeavor to balance the needs of the program with the needs of the individual faculty members. Thus, consideration will be given to the following when determining a faculty member's load and schedule: courses which need to be offered during a given semester, equitable distribution of courses by days and hours, the levels of difficulty of the courses, the number of courses which are new or substantial revisions to the curriculum, the number of different course preparations, the number of class meetings per week, the number of students in a class, and release-time and University governance assignments.

C. Faculty Expectations

1. Faculty members meet all scheduled classes as assigned. Inability to meet classes because of illness or other emergency should be reported to the Department Chair or Program Director and School Dean so that instructions may be given to students. Upon return, arrangements shall be made to offer alternate instruction to satisfy students' expectations and the faculty member's own contractual obligations.
2. Faculty members provide students with ongoing evaluation of student progress.
3. Faculty members instruct and advise students as needed. A faculty member may not be compensated for tutoring students enrolled in the faculty member's own courses.
4. Faculty members observe consultation hours sufficient to meet student and program needs. A system for accessibility in person, in office, by phone, or by electronic mail during posted hours should be announced by each faculty member to his or her students and to the faculty member's Department Chair or Program Director. The general expectation is that each faculty member will be available for consultation at least one hour per week for every three teaching units plus at least one hour per week for each faculty administration unit or academic advising unit; this general expectation may be altered by mutual agreement between the faculty member and the Department Chair or Program Director, depending upon the nature and extent of the faculty administrator's responsibilities
5. Full-time faculty members participate in University-wide functions. Each faculty member is expected to be present for University Week (fall), Convocation (fall), Professional Development Day (spring), and Commencement (spring). Faculty members are also encouraged to participate in Faculty Development Workshops, Faculty Senate meetings and Retreats, and events involving students in their programs.
6. Full-time faculty members participate in applicable School, Department, and Program faculty meetings and activities.
7. Full-time faculty members participate on University committees and councils. The general expectation is that each ranked full-time faculty member will be available to serve as an elected or appointed representative on two working groups each year, which may include in addition to committees and councils, *ad hoc* task forces or working groups. This general expectation may be altered by mutual agreement between the faculty member and the Department Chair/Program Director, School Dean, or Provost, as appropriate to the circumstances.

D. Conflict of Interest

1. Strong faculty presence on the campus is required. During the period of their contractual agreement with the University, full-time faculty members may not engage in any activities, including teaching in other colleges and universities, if such activities create conflicts of interest with their University obligations.
2. Unless otherwise approved in writing by the appropriate School 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, and shall not in any event exceed the equivalent of one work day (eight hours) per five-day week.
3. With respect to potential conflict of interest situations, faculty member engaged in or considering engagement in outside activities must consult with his or her Department Chair/Program Director, Dean, and the Provost (as appropriate) in order to reach mutual agreement as to whether a given outside activity constitutes a conflict of interest. (For a full University policy statement on Conflict of Interest, see Part IX, Section III.E.)

4. If the Department Chair, the School Dean, or the Provost is concerned about whether a faculty member is meeting the standards of this policy, the Chair will discuss this with the faculty member. If a satisfactory resolution cannot be reached, the Chair will advise the Dean of the problem and of the specific steps that have been taken in attempting to resolve the issue. Further attempts at resolution shall follow applicable procedures (see Faculty Grievance and Appeal, Part VIII, in this *Faculty Handbook*).

PART IV

FACULTY PERFORMANCE, EVALUATION, AND ADVANCEMENT

I. Criteria for Faculty Performance

A. An Overview of Faculty Performance Policies

1. Membership in the academic profession carries with it individualized responsibilities for the advancement of knowledge, the intellectual growth of students, and the improvement of society. Faculty members must order and evaluate their activities in terms of their commitment to these goals, as well as in terms of their own professional development. Moreover, the performance of each faculty member should demonstrate her/his special obligation to understand and implement the nature of this institution of higher learning and its unique characteristics, philosophy and objectives, Mission and educational visions. Faculty member's performance should reflect the commitment to the contents of the mission and educational visions and to the improvement of its intellectual and practical effectiveness.
2. Each faculty member is responsible for carrying out in a fully effective and timely manner all of the duties and responsibilities agreed to in the individual faculty assignment and those set forth in the faculty handbook. This responsibility includes the delivery of one's primary professional time, energy and talent to improve one's teaching performance, scholarly and professional achievements and to serve the University in its Mission and educational vision.
3. At Notre Dame de Namur University, a full-time or part-time faculty member's first and paramount responsibility is teaching effectiveness. In addition, a full-time faculty member's very important obligations include scholarly and other professional achievements inclusive of research, or, in the case of artistic professions, creative activities; willing service to the University by participation in such activities as academic advising, student recruitment and interaction, substitution for colleagues, governance, and community involvement; and a strong and effective presence on campus. A faculty member who acts as a faculty administrator, such as Department Chair or Program Director is also expected to perform the duties designated for the office. These various areas of responsibility are examined both when evaluating ongoing performance and when judging candidacies for promotion or tenure. It is noted that performance of scholarly and related professional work is intrinsically related to teaching effectiveness, in that such work develops the substantive knowledge, zeal and enthusiasm of a faculty member in her/his teaching. The following statements outline in a general way the criteria by which faculty performance is measured.

B. Criterion 1: Teaching Effectiveness

1. Teaching effectiveness refers to command of the field of specialization as well as a broad knowledge of allied disciplines and general interest in the liberal arts or professional training; growth in scholarship and in use of new teaching techniques; presentation of material to students in scholarly, stimulating, and interesting fashion; and counseling and inspiration of students, thereby challenging and attracting them to become genuinely and ethically involved in their own education as evidenced by greater achievement, individual initiative, and independent thinking.
2. Full-time and part-time faculty members are expected to conduct their classes and other elements of the course at a skill and quality level appropriate to the level of the assigned course. Each teacher is responsible for planning and presenting the assigned course material; establishing course objectives and requirements and making them known to students in course syllabi and subsequent assignments; selecting and ordering texts and supplemental materials; making both formative and summative evaluations of student

learning; preparing, administering, and grading papers, examinations, projects and community service work including developing placements for students in local community agencies and/or organizations, and assigning grades in an accurate and timely manner.

C. Criterion 2: Professional Development

1. Professional development refers to scholarship, research, and creative activities (in the case of artistic fields), which are pursued in order to maintain a high level of competence in a faculty member's field and related fields. Full-time faculty members are expected to demonstrate ongoing intellectual knowledge of current academic developments, activities, and trends in their fields in order to sustain and enrich their teaching and to further the mission of the University through continual discovery of its educational dimensions and its relevance to their disciplines.
2. The University recognizes that appropriate types of professional development vary from field to field. Activities which provide the necessary academic and other professional growth and development include but are not limited to the following: conducting quality research; publishing and serving as academic reviewer of academic articles, texts, or books; performing or exhibiting creatively (in the case of the artistic fields); participating in academic presentations, seminars, panels, or dialogues; serving meaningfully in academic or scholarly ways in professional organizations or learned societies; consulting to business, education, or governmental institutions and in clinical practice, in ways directly related to faculty obligations; and carrying out the academic and professional obligations of grants, fellowships; and post-doctoral educational programs.
3. The primary responsibility of a full-time faculty member is to render to the University the most effective service possible and to devote his or her full working time to the institution. At the same time, consulting and other outside activities of a professional nature are looked upon favorably and encouraged by the University where such activities give the faculty member experience and knowledge valuable to professional growth and development and do not impede the fulfillment of a full-time commitment to the University. These activities may help the faculty make worthy contributions to knowledge, or contribute to their instructional programs, or otherwise make a positive contribution to the University or the community. While faculty are encouraged to engage in such activities, these activities must be clearly subordinate to the full-time faculty's teaching, advising, research, and service responsibilities. No outside service or enterprise, professional or other, should be undertaken that might interfere with the full-time faculty member's primary responsibility to the University.

D. Criterion 3: Faculty Administration (if applicable)

1. Full-time faculty members at times also serve as faculty administrators, such as Department Chairs or Program Directors, and work with faculty, staff, and students to assure successful operations of their programs. Activities may include but are not limited to the following: increasing curriculum and teaching quality; coordinating program development; directing advising, testing, and recruitment; and fostering collegiality and program advocacy.
2. Academic advising is a high priority for every Department Chair and Program Director. The central element in advising is a genuine and sustained concern for students as persons and for their academic growth. Each student is assigned a formal program advisor who may be the Department Chair, Program Director, or another faculty member within the program. It is the duty of the Department Chair or Program Director to allocate advising responsibilities and to inform individual faculty members of what is expected in the discharge of such responsibilities.
3. In some academic programs (e.g., Education, Counseling Psychology, etc.), the faculty administrator must also interview all candidates for the program in order to assess them

on the basis of specific criteria for the profession. Release time units over and above normal advising units may be allocated for this purpose with approval of the Provost.

E. Criterion 4: Service to the University

1. University Governance

Full-time faculty members, individually and as a group, share responsibility for the governance of the University at various levels. This responsibility shall be exercised by regularly attending and taking part in meetings of the program, department, and school, and by being available for the work and assignments of departmental and institutional committees, councils, or other working groups.

2. Academic Advising

Since a fundamental objective of private institutions of higher education like Notre Dame de Namur University 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. All full-time faculty members should consider the advising of students in academic matters an essential function of academic duties, either formally as assigned program advisors or informally in conjunction with their teaching of courses.

3. Student Recruitment and Interaction

Full-time faculty members shall participate in student recruitment and interaction activities in ways appropriate to their programs. Activities may include but are not limited to the following: inviting visiting students, parents, or teachers into the classroom or laboratory; organizing or attending on-campus recruitment events; phoning or visiting prospective students; moderating student activities; tutoring students; and writing letters of recommendation or recruitment. Graduate program directors in some programs (Education, for example) interview all students who apply as stipulated by state accreditation requirements.

4. Substitution for Colleagues

No University procedures have been promulgated to determine the method for replacing faculty members who are unexpectedly unable to attend classes, meetings, or other events. Instead, as part of the teaching obligation, members of a department or program are expected to substitute temporarily for each other when appropriate (see Sick Leave, Part V, Section II.A.3, in this *Faculty Handbook*).

5. Civic Involvement

After discharging their commitments to the University's own functions, full-time faculty members may apply their professional talents and unique capabilities in service to the community, state, or nation and the world. In doing so, however, faculty members must be clear that they do not thereby represent the University or their colleagues in these non-University activities. It is also the case that as to such non-University community involvement activities, the University does not direct the goals, manner or means of the faculty member's activities and therefore the faculty member and not the University is responsible for his/her actions.

F. Criterion 5: Campus Presence

1. A full-time faculty member is appointed with the expectation that, during the faculty member's term of appointment, he or she will be principally occupied with the academic growth and development of students. Teaching at Notre Dame de Namur shall be the full-time faculty member's primary professional commitment.
2. Strong faculty presence on this campus is required. Such on-campus presence is necessary for faculty activities beyond the classroom which include but are not limited to the following: faculty administration; academic advising and tutoring; student recruitment and interaction; University governance; participating in general institutional functions; participating in community-based learning and leadership development activities, advising student organizations; and participating in or supporting student cultural and athletic activities.

G. Criterion 6: Engagement with the Mission of the University

(Board Proposal: June 12, 2002. Faculty Senate approval required)

1. Founded by the Sisters of Notre Dame de Namur, NDNU is rooted in the Catholic tradition. NDNU faculties, in their work with students, engage in supporting the mission, vision and core values (reference page 6 Faculty Handbook) of the University and the Hallmarks of a Notre Dame de Namur Learning Community. These values include learning through service and the promotion of social justice and global peace. As such the University values the application of faculty professional talents to a variety of activities which may include but are not limited to the following: acting as consultant, resource person, lecturer, and appointed or elected board member in political, religious, educational, professional, social, and charitable organizations. In addition the University values the creation, perpetuation and maintenance of Community engagement.

H. Criterion 7: Inclusive Excellence

1. Central to the mission of NDNU is a commitment to diversity, whether by race, ethnicity, gender, sexual orientation, social-economic background, or religious affiliation. Inclusive Excellence is a way of understanding diversity as contributing both to social justice and educational outcomes. In support of this commitment to diversity, faculty are expected to be intentional in their instruction and in their interaction with students to the principles of inclusiveness, as it is only through inclusiveness that we can be excellent as an educational institution.
2. Commitment to inclusive excellence can be demonstrated through a variety of activities. The following list includes possible examples and illustrative only:
 - a. service on the Diversity Council
 - b. mentoring of diverse students and/or faculty
 - c. demonstration of inclusion of diversity-related topics in curriculum (e.g. through syllabus)
 - d. service as an advisor to an ethnic student club
 - e. development and/or participation in co-curricular activities around inclusive excellence
 - f. demonstration of professional development activities around inclusive excellence
 - g. assistance in strengthening one's department/program for cultural competence
 - h. research related to inclusive excellence
 - i. offering community-based learning courses in diverse settings.

II. Faculty Evaluation

A. An Overview of Faculty Evaluation

1. The University conducts both formative and summative performance evaluations of all full-time and part-time faculty members as an integral part of assessing student learning and program effectiveness. Additional evaluations of full-time faculty are performed when in connection with a candidacy for promotion or tenure. The evaluations are collegial in nature and are intended to encourage continuing achievement, growth and/or improvement of the faculty member.
2. Evaluations are based on the following two questions: (1) To what extent has the faculty member met or exceeded performance expectations? (2) How can the faculty member continue and/or improve her/his performance or contributions to the University and what if any University support for that effort can be offered? [It is understood that areas of performance expectations are identified in general terms in Part III and Part IV of this section of the *Handbook* and in the annual appointment letters to the faculty member.]
3. Faculty members must be able to demonstrate that they have satisfied the performance expectations by providing persuasive evidence relevant to each obligation and criterion. The faculty administrators and committees noted below, who conduct evaluations, can provide specific information about the processes.

B. Evaluations of Ranked Full-Time Faculty

1. Full-time faculty are expected to fulfill all relevant performance obligations.
2. Full-time faculty are expected to demonstrate continuing achievement and growth in the Criteria for Faculty Performance (see Part IV, Section I, in this *Faculty Handbook*).
3. Department Chairs and Program Directors establish procedures for evaluating the teaching effectiveness of full-time faculty members teaching in their programs. Evaluations are made by means such as class visitations, collegial discussions, and reviews of student course evaluations and other teaching -related information. The Department Chairs and Program Directors seek peer review and mentoring. They maintain faculty evaluation files, which are reviewed periodically with the School Dean. These files are maintained in the Department office and may be reviewed by the faculty member at reasonable times. New faculty are formally evaluated in their first semester of teaching; all faculty are formally evaluated at least once every three years. The Department Chairs and Program Directors mentor and advise faculty on their teaching and academic development.
4. Each Department Chair and Program Director also works with the appropriate School Dean to establish procedures for evaluating his or her own teaching effectiveness, employing methods of the kind described in Part IV in this *Faculty Handbook*.
5. The Committee on Rank and Tenure evaluates ranked full-time tenure track faculty members for third year tenure track review, promotion, tenure, and emeriti status (see Faculty Advancement, Part IV, Section III, in this *Faculty Handbook*). The following procedures and timeline apply:
 - a. April of each year: It is the responsibility of the Chair of the Rank and Tenure Committee, in consultation with the Office of Human Resources and the Office of the Provost, to notify in writing those faculty members who are eligible by years of service for candidacy for third year review, promotion and/or tenure of their eligibility to apply, and invite them to an information forum with members of the Rank and Tenure Committee. Applicants are provided with a checklist of items to be included in the

Portfolio, and any questions candidates have may be answered at this time, although the Chair and other members of the Committee are available at any time for consultation with candidates. Exemplar portfolios are available for review by the candidates in the Provost's Office.

- b. By April 15th of each year, faculty who intend to apply for Sabbatical leave in the Fall of the next academic year for Fall or Spring of the subsequent academic year must submit a letter of intent to the Committee.
- c. At the earliest meeting of the Faculty Senate in September, due dates for applications are announced.
- d. The deadlines for submission of applications is as follows:
 - (1) Sabbatical Leave: October 1st
 - (2) Promotion, Tenure: November 1st
 - (3) Third Year Review, November 15th
- e. Applications are processed by the Committee in the following order:
 - (1) Sabbatical leave
 - (2) Promotion from Assistant Professor to Associate Professor
 - (3) Associate Professor to Full Professor
 - (4) Tenure
 - (5) Third Year Review
- f. The recommendations of the Rank and Tenure Committee are forwarded to the Provost according to the timelines outlined in the following sections.

C. Evaluations of Part-Time and Special-Appointment Faculty

1. Part-time and special-appointment faculty are expected to demonstrate that all performance expectations (see Faculty Workload and Expectations, Part III, Section III, in this *Faculty Handbook*) have been met or exceeded.
2. Part-time and special-appointment faculty should demonstrate continuing achievement and growth in the Criteria for Faculty Performance (see Part IV, Section I, in this *Faculty Handbook*). However, because of the nature of their appointments, if the faculty member wishes to be considered for rehiring in the future, the areas of teaching effectiveness, contribution to university life through committee and council work and participation in Department and School meetings, and other responsibilities as specified in the contract agreement, are paramount for evaluation and other areas are not evaluated, unless so requested by the faculty member.
3. Department Chairs and Program Directors establish procedures for evaluating the teaching effectiveness of part-time and special-appointment faculty members teaching in their programs. Evaluations are made by means of class visitations, collegial discussions, reviews of student course evaluations and similar bases for forming judgments. The Department Chairs and Program Directors encourage peer review and mentoring. They maintain faculty evaluation files which are reviewed periodically with the School Dean. They also consult with the Dean as needed to assure that faculty receive guidance and support in areas of their teaching which may need strengthening. New faculty are formally evaluated in their first semester of teaching; all faculty are formally evaluated at least once every three years. The Department Chairs and Program Directors mentor and advise faculty on their teaching and academic development.
4. The Committee on Rank and Tenure evaluates part-time faculty members for appointment to Senior Lecturer and part-time librarian faculty members for promotion (see Faculty Advancement, Part IV, Section III, in this *Faculty Handbook*).

III. Faculty Advancement

A. An Overview of Faculty Advancement

1. Notre Dame de Namur University offers its faculty a variety of advancement processes. Ranked full-time faculty members who demonstrate to the satisfaction of the Committee, the Provost and the President, in their judgment, the necessary levels of achievement and growth in the areas of important faculty performance, may be eligible for promotion and/or granting of tenure. Ranked part-time librarian faculty members who similarly demonstrate a continuing high level of achievement and growth progress may be eligible for promotion. For newer full-time faculty, a third year tenure track review is conducted to assess faculty performance and, where appropriate, input or feedback may be provided to the faculty member who later will be a candidate for future promotion and tenure. Full-time or part-time faculty who have provided distinguished service to the University are eligible for consideration for merit appointments as Professor *Emeriti* or Senior Lecturers after 10 years and 7 years, respectively.
2. Evaluations are based on the following two questions: (1) To what extent has the faculty member met or exceeded performance expectations? (2) How can the faculty member continue and/or improve her/his performance or contributions to the University and what if any University support for that effort can be offered? [It is understood that the performance expectations generally are identified in the areas prescribed in Part III and Part IV of this section of the *Handbook* and in the annual appointment letters to the faculty member.]
3. The candidate faculty member must be able to demonstrate to the satisfaction of the Committees, the Provost and the President, that in their respective judgments, the faculty member has met or exceeded the applicable performance expectations described in both Sections III and IV by providing persuasive evidence relevant to each obligation and criterion. The Committee on Rank and Tenure considers all requests for promotion, tenure, and merit appointment. Decisions on advancement are determined by the President after consideration of the recommendations of the Committee and of the Provost.
4. Based on documentation regarding length of service provided by the Human Resources Office to the Rank and Tenure Committee, faculty members who will be eligible for consideration for promotion will be notified by a letter from the Chair of the Rank and Tenure Committee by April 1 of the year preceding the evaluation process.

B. Promotion of Ranked Full-Time, Tenure Track Faculty

Promotion is not to be considered a right occurring automatically, but is based on merit. Routine performance, academic degrees, and length of service are not in themselves grounds for advancement in rank. Otherwise eligible full-time faculty who have demonstrated to the satisfaction of the peer committees a continuing high level of achievement and growth in the areas of important faculty performance, may be candidates for promotion in accordance with the following policies and procedures:

1. Promotion: Degree and Time Requirements
 - a. Faculty performance prior to coming to the University is the basis for decision to offer initial appointment; that performed subsequent to appointment at the University is the basis for evaluation for initial promotion. Performance subsequent to a previous promotion at the University is the basis for evaluation for the next promotion. A minimum of one year's work at the University must be completed before the faculty member will be eligible to apply for promotion. Faculty hired beginning in January of a given academic year, will be eligible for

the first evaluation after a period of a year and eight months (fall semester in the second academic year after hire).

- b. Faculty applicants for promotion must possess a doctorate or terminal degree from a recognized institution (see Definitions Related to Earned Degrees, Part III, Section I.A.1, in this *Faculty Handbook*). The following degree and time requirements must be confirmed as accurate for candidacy for a promotion.
- (1) An Assistant Professor who possesses a doctorate or terminal degree from a recognized institution and who has completed four years of college teaching as Assistant Professor at the University (or the equivalent as determined in written notification by the appropriate School Dean at the time of hire, upon criteria set by the Committee on Rank and Tenure) may apply during the fifth year for promotion to Associate Professor. If granted, the promotion will become effective at the conclusion of the fifth year as Assistant Professor. Promotion to Associate Professor does not confer tenure.
 - (2) An Associate Professor who possesses a doctorate or terminal degree from a recognized institution and who has completed four years of college teaching as Associate Professor at the University (or the equivalent as determined in written notification by the appropriate School Dean at the time of hire, upon criteria set by the Committee on Rank and Tenure) may apply during the fifth year for promotion to Professor. If granted, the promotion will become effective at the conclusion of the fifth year as Associate Professor. Promotion to Professor does not confer tenure.
 - (3) An Assistant Librarian (full-time) who possesses a master's degree in Library Science or Library and Information Science from a library school accredited by the American Library Association and who has completed four years full-time professional library experience as Assistant Librarian at the University (or the equivalent as determined in written notification by the Provost) may apply during the fifth year for promotion to Associate Librarian (full-time). If granted, the promotion will become effective at the conclusion of the fifth year as Assistant Librarian (full-time). Promotion to Associate Librarian does not confer tenure.

2. Promotion: Performance Requirements

- a. An Assistant Professor applying for promotion to Associate Professor must demonstrate to the satisfaction of the Committee, Provost and President, that in their respective judgments, she/he has continuously served and will continue to serve as a challenging and successful teacher; conduct productive scholarship, research, or creative activities; promote community based learning and leadership opportunities for students; perform effectively as a faculty administrator (if applicable); show strong faculty presence on campus; contribute service to the University in at least one of the following areas: governance, academic advising, student recruitment and interaction, substitution for colleagues, service learning, or community involvement; and generally demonstrate engagement with the Mission and educational visions of the University.
- b. An Associate Professor applying for promotion to Professor must demonstrate to the satisfaction of the Committee, Provost and President that in their respective judgments, she/he has continuously served and will continue to serve as an outstanding teacher; conduct productive scholarship, research, or creative activities; promote community based learning and leadership opportunities for students, perform effectively as a faculty administrator (if applicable); show

strong faculty presence on campus; and contribute service to the University in at least one of the following areas: governance, academic advising, student recruitment and interaction, substitution for colleagues, or community involvement, and generally demonstrate engagement with the Mission and educational visions of the University.

- c. An Assistant Librarian (full-time) applying for promotion to Associate Librarian (full-time) must demonstrate to the satisfaction of the Committee, Provost and President that in their respective judgments, she/he has continuously served and will continue to serve with outstanding professional competence in the important areas of academic assignment (reference, technical services, or collection management), as well as in service. Service may be evaluated in the context of the University and the profession.

3. Promotion: Preparation of Faculty Portfolio

- a. The candidate will prepare a faculty portfolio that will comprehensively and accurately document the candidate's performance over the years of evaluation and will show the nature of continuing achievement and growth. The evaluation file may ultimately include materials submitted not only by the candidate but also by peers, external commentators, University committees, faculty administrators and senior administrators.
- b. The candidate will include the following materials in the portfolio:
 - (1) A narrative in which the faculty member addresses both past academic work inclusive of achievements and future intended areas of growth, making reference to the general Criteria for Faculty Performance (see Part IV, Section I, in this *Faculty Handbook*) and to the specific Performance Requirements for the position (see Part III, Section III, in this *Faculty Handbook*). The candidate may include materials in any scholarly format which provides evidence in a clear and coherent fashion suitable to professional examination and relevant to the criteria:
 - (a) Teaching Effectiveness
 - (b) Professional Development including evidence of publication(s) in journals or presentations at conferences, workshops, exhibitions, etc. (Please distinguish refereed or juried from non-refereed or non-juried presentations, etc. Publications in non-refereed journals will be referred to an outside reader in the faculty member's field for further evaluation of scholarly quality.)
 - (c) Faculty Administration (if applicable)
 - (d) Service to the University
 - (e) Campus Presence
 - (f) Commitment to the University's Mission.
 - (g) Inclusive Excellence
 - (2) A current *curriculum vitae*.
 - (3) All syllabi for courses taught in the previous two years.
 - (4) End of semester student evaluations since the last appointment/promotion.
 - (5) A copy of the letter of evaluation from the candidate's Department Chair or Program Director, directed and forwarded in the original to the Chair of Rank and Tenure, evaluating the individual's satisfaction of the Criteria for Faculty Performance (see Part IV, Section I, in this *Faculty Handbook*), as made by means of class visitations, collegial

discussions, consultations with peers, reviews of student evaluations and/or similar methods of evaluation. The letter should also assess the candidate's fulfillment of contractual obligations detailed under Faculty Workload and Expectations, including evidence of commitment to the Mission and visions of the institution (see Part IV, Section I, in this *Faculty Handbook*). If the faculty member under review is a faculty administrator, the following process is observed:

- (a) A Department Chair or Program Director: a faculty member chosen by the School Dean provides a detailed evaluation
 - (b) A Program Director reporting to a Department Chair: the Department Chair or a faculty member chosen by the Department Chair provides a detailed evaluation.
- (6) A letter of evaluation from one or more faculty peers chosen by the candidate, evaluating the individual's satisfaction of the Criteria for Faculty Performance (see Part IV, Section I, in this *Faculty Handbook*), as made by means of class visitations, collegial discussions, and/or similar methods of evaluation.
- c. By November 1st preceding the fiscal year for which the candidate wants the advancement to become effective, he or she will deliver one copy of the faculty portfolio to the Chair of the Committee on Rank and Tenure.
 - d. By November 15, the Chair of the Committee on Rank and Tenure will notify the President, the Provost, the School Dean, the Department Chair, Program Director, and other relevant senior administrators of the names of faculty members who have submitted faculty portfolios. Senior administrators and Deans will be given the opportunity to submit additional letters or materials to the Chair of the Committee on Rank and Tenure. If the Chair receives any such letter or material, the Chair will immediately forward a copy to the candidate. The candidate may then submit a response, which must reach the Chair of the Committee on Rank and Tenure within 15 days after receipt or longer period as authorized by the Chair for good cause. The faculty member may also invite his or her School Dean to visit a class and submit a letter of evaluation on his or her behalf.

4. Promotion: Peer Review by the Committee on Rank and Tenure

- a. The Committee on Rank and Tenure will review the faculty portfolio.
- b. If a member of the Committee on Rank and Tenure has written a letter as a faculty administrator or faculty peer to be included in a candidate's faculty portfolio, that member's vote shall not be the sole determinative vote of a negative recommendation by the Committee on Rank and Tenure with regard to the candidate's application.
- c. The Committee on Rank and Tenure will decide whether or not to recommend advancement. Majority vote is used in decision making; a tie vote results in an absence of recommendation either for or against the candidacy. Senior Administrators and Deans do not participate in deliberation regarding faculty advancement at meetings of the Committee on Rank and Tenure.
- d. The Committee will send recommendations for advancement to the Provost, who will evaluate, comment and forward the Provost's recommendation to the President by February 1, along with the supporting faculty portfolio documentation and the Committee's recommendation and report, if any. If the Provost finds reason for not advancing the Committee's recommendation to the President, prior to transmittal to the President, the Provost will so inform the

Committee and provide an opportunity to submit further information or comment in writing prior to the Provost's transmittal to the President.

- e. A candidate who is not recommended for advancement by the Committee on Rank and Tenure will be notified within ten working days following the decision to not recommend. Such a decision shall be in writing and shall include the reasons for the decision. The faculty member may then request a further explanation or a hearing before the Committee on Rank and Tenure. If the faculty member is not satisfied, within a period of ten days (10) he or she may appeal the decision of the Committee not to recommend advancement through the use of the University's Grievance and appeal process (see Part IX, in this *Faculty Handbook*). In the event the faculty candidate believes there were procedural defects in the Committee's process, the candidate must make a timely request in writing that the Provost review and correct the process before filing such a grievance.

5. Promotion: Administrative Review by the President

- a. The President will review the Provost's recommendation by February 1, along with the supporting faculty portfolio documentation and the Committee's recommendation and report, if any. The President may further consult with the Provost, the appropriate School Dean, and the Department Chair in making his determination. The President will decide whether or not to grant advancement.
- b. The President will report his decision regarding the advancement of faculty members to the Board of Trustees.
- c. Faculty members who have been granted advancement will be notified in writing by the President by the contract issuance deadline of May 10. The President will also notify the Chair of the Committee on Rank and Tenure of the final decisions regarding all recommendations which were made by the Committee. Advancement will be effective the following fiscal year.
- d. A candidate who is denied advancement by the President will be notified within ten working days following the decision. Such a decision shall be in writing and shall include the reasons for the decision. The faculty member may then request a further explanation or a hearing before the President. If the faculty member is not satisfied, within a period of ten days he or she may appeal the denial through the use of the University's grievance and appeal procedures (see Part VIII, in this *Faculty Handbook*).

C. Promotion of Ranked Part-Time Librarian Faculty

Policies and procedures for promotion from the rank of Assistant Librarian (part-time) to Associate Librarian (part-time) are identical with those for promotion from the rank of Assistant Librarian (full-time) to Associate Librarian (full-time) (see Promotion of Ranked Full-Time Faculty, Part IV, Section II, in this *Faculty Handbook*).

D. University Policy on Tenure of Ranked Full-Time Faculty

Academic freedom is fundamental to the health of an academic institution. At Notre Dame de Namur University, the values of academic freedom are supported and safeguarded by the University's policy on tenure for its ranked full-time faculty members, as follows:

1. General:

An appointment to a faculty position with tenure is an appointment without limit of time. Such appointment continues to the earlier of: date of resignation; date of commencement of retirement from the University (full retirement or entry into phased retirement

program); and/or date of termination of appointment, provided termination occurs pursuant to the written policies of the University set forth in this *Faculty Handbook*.

2. Acquisition of Tenured Appointment:

A tenured appointment may be created only by written notice of the President of the University. A tenured appointment may not be acquired by any other means, including but not limited to, length of service with the University.

3. Termination of Faculty Tenure Appointment:

A tenured appointment may not be terminated other than in conformity to the provisions of the Faculty Handbook and then only by written notice thereof to the faculty member, executed and dated by the President of the University, and it shall be effective upon report to the Board of Trustees.

4. Administrative Appointments:

Faculty who hold an administrative appointment serve at will, that is, the appointment terminates with or without notice, with or without cause, at the instance of the President of the University or of the faculty member. A faculty member with tenure who also holds an administrative appointment serves in the administrative appointment only on such at-will basis.

5. Tenure: Degree and Time Requirements:

- a. It is the policy of the University to keep the total number of tenured faculty billets which are filled, at approximately seventy-five percent, of the total full-time faculty linked to student enrollment growth. In making this calculation, faculty currently on phased early retirement are counted as full-time, but not tenured faculty.
- b. The probationary period for candidacy for appointment for tenure begins with appointment to the rank of Assistant Professor or higher and should not ordinarily exceed six years of ranked full-time college teaching or librarianship, the last four years of which must be completed at Notre Dame de Namur University. [A tenured appointment may not be acquired on the basis of length of service with the University.] Assistant Professors are not eligible for tenure. If, on the basis of a favorable outcome of the Third Year Review process and evidence that they have fulfilled all criteria for advancement as presented in this Handbook, they may be promoted to a higher rank at the end of the required years of service in that rank. However, the outcome of a Third Year Review shall not pre-determine the Committee on Rank and Tenure in its later evaluation of the candidate for subsequent candidacy for promotion or of tenure. If not promoted to a higher rank at the end of required years of service in those ranks, the faculty member is entitled to no further tenure-track contract beyond that of a terminal appointment for the following year.
- c. Tenure may not be granted to a faculty member who has not achieved the rank of Associate Professor or Associate Librarian and has not achieved completion of six years of ranked full-time college teaching or librarianship in one or more recognized institutions. However, the last four of those six years must have been in the employ of Notre Dame de Namur University as a ranked full-time tenure track faculty member. If granted, tenure will become effective after completing the sixth year of full-time service. Promotion to Associate Professor or Associate Librarian or Librarian does not confer tenure.
- d. Time on approved sabbatical leave will count as part of the time required for eligibility toward the granting of tenure, unless otherwise agreed in writing by

the faculty member and the Provost. Time on an approved academic leave of absence of not more than one year may count as part of the time required for eligibility toward the granting of tenure if agreed in writing by the faculty member and the Provost.

- e. A request for an extension of the probationary period of one to two years may be presented in a timely manner to the Provost for exceptional circumstances such as extended personal medical disability, other qualifying conditions under the Family and Medical Leave Act, or assignment to a non-teaching role. As soon as it becomes apparent to a faculty member that he or she will need to request such an extension, the request must be made in the form of a letter to the Provost, with a copy to the Committee on Rank and Tenure, explaining the rationale and length of time required for the extension and shall include relevant physician or health care professional's letter of opinion. The faculty member shall not include any confidential medical information in the copy of the letter to the Committee. The request will be considered and acted upon by the Provost, after conferral with the Committee. The faculty member requesting the extension will be notified by letter within ten days (10) following the date of the Provost's decision. The letter will specify the terms and conditions for the extension, if any.
- f. In cases in which tenure is not granted or in which annual contract on the basis of moratorium is not offered, the faculty member will be eligible for a terminal year of employment.
- g. Except under extraordinary circumstances to be determined and defined in writing by the University at the time of the hiring of a new full-time faculty member, advancement to the rank of Professor will not precede granting of tenure.

6. Tenure: Performance Requirements

Eligibility for an appointment to tenure requires demonstration to the satisfaction of the levels of Committees, Provost and the President, that in their judgment, she/he has continuously served and will continue to serve as among the most outstanding of University teachers; among the most productive University faculty members in scholarship, research, or creative activities; effectively and fully promotes community based learning and leadership opportunities for students, perform effectively as a faculty administrator (if applicable); show strong faculty presence on campus; and contribute service to the University in at least one of the following areas: governance, academic advising, student recruitment and interaction, substitution for colleagues, or community involvement, and generally demonstrate engagement with the Mission and educational visions of the University.

The candidate must provide persuasive evidence of significant involvement in the life of the University "beyond the classroom." The faculty member must also demonstrate ongoing intellectual responsibility toward current trends, activities, and developments in his or her field of specialization. Finally, the candidate must demonstrate a commitment to the University's Mission and vision statements. (see Part I in this *Faculty Handbook*).

7. Tenure: Preparation of Faculty Portfolio

- a. By April 1 of a full-time tenure track faculty member's fifth year of service with the University that counts toward eligibility for review for tenure at the University, the Committee on Rank and Tenure will notify each faculty member who is eligible to be considered for tenure based on evidence supplied by the Human Resources Office in the form of the initial placement at time of hire and/or the contract letter signed by the individual faculty member and the Provost at the time of the appointment to the tenure track position. The candidate will prepare a faculty portfolio that will comprehensively and

accurately document the candidate's performance over the years of evaluation and will show the nature of continuing achievement and growth. The evaluation file may ultimately include materials submitted not only by the candidate but also by peers, external commentators, University committees, faculty administrators and senior administrators.

- b. The candidate will include in the portfolio the same categories of materials required for promotion applications (see Part IV, Section III.B.3.b, in this *Faculty Handbook*). In addition, the candidate for tenure will also include the following materials in the portfolio:
 - (1) Letters from students, faculty, and staff members describing the candidate's involvement in the life of the University beyond the classroom.
 - (2) Examples by the candidate of ways in which the faculty member has demonstrated past, ongoing and expected future intellectual responsibility toward current trends, activities, and developments in his or her field of specialization.
 - (3) A statement by the candidate of ways in which the faculty member has incorporated the University's Mission and vision statements into his or her professional life both through service and in the classroom.
- c. By November 1 of the sixth year, the candidate will either deliver one copy of the faculty portfolio to the Chair of the Committee on Rank and Tenure or else request an extension by the Provost, in a letter to the Provost, with a copy to the Committee on Rank and Tenure, in a petition explaining the reason for the request and the length of time requested.
- d. By November 5, the Chair of the Committee on Rank and Tenure will notify the President, the Provost, the appropriate School Dean, Department Chair, and Program Director, of the names of faculty members who have submitted faculty portfolios. Senior administrators and Deans will be given the opportunity to submit additional letters or materials to the Chair of the Committee on Rank and Tenure. If the Chair receives any such letter or material, the Chair will immediately forward a copy to the candidate. The candidate may then submit a response, which must reach the Chair of the Committee on Rank and Tenure within 15 days after receipt or longer period as authorized by the Chair for good cause.
- e. The appropriate Dean may also be invited by the candidate to make a classroom visit and submit a letter of evaluation to the Committee on Rank and Tenure.

8. Tenure: Peer Review by the Committee on Rank and Tenure

Policies and procedures for tenure are identical with those for promotion, except that the Committee will send recommendations for advancement to the Provost by March 1 (see Peer Review by the Committee on Rank and Tenure, Part IV, Section III.B.4, in this *Faculty Handbook*).

E. Third Year Tenure Track Review of Ranked Full-Time Faculty

To help facilitate a faculty member's performance of her/his faculty duties, the Committee on Rank and Tenure, in collaboration with the Department Chair or Program Director, conducts a third year tenure track review. Its purpose is to give timely feedback and guidance to the individual faculty member, which the faculty member may choose to use to orient subsequent performance in a manner which may enhance her/his candidacy for promotion or tenure. Review

takes place early in the third year of employment for all ranked full-time faculty members, with the exception of those applying for promotion during the third year and those who have previously been promoted after beginning full-time teaching at the University. Full-time faculty who have not tendered resignation from the University are required to apply for third year tenure track review in accordance with the following policies and procedures.

1. Third Year Tenure Track Review: Degree and Time Requirements

A ranked full-time faculty member who has completed two years of teaching at Notre Dame de Namur University, upon notification by the Committee on Rank and Tenure by April 1 of his or her second year of employment at the University, must apply for third year tenure track review during the third year. Determination of the faculty member's status within the tenure track is based on the date of hire supplied the Committee by the Human Resources Office.

2. Third Year Tenure Track Review: Performance Requirements

A faculty member applying for third year tenure track review must meet the criteria for the rank at which he or she is currently teaching (see Ranked Full-time Faculty, Part IV, Section I.A, in this *Faculty Handbook*).

3. Third Year Tenure Track Review: Preparation of Faculty Portfolio

- a. The Committee on Rank and Tenure will notify each faculty member who is subject to a third year tenure track review by April 1 of his or her second year of employment at the University. The candidate is then required to prepare a faculty portfolio that will document the candidate's continuing achievement and growth. The portfolio may ultimately include materials submitted not only by the candidate but also by faculty administrators and senior administrators.
- b. The candidate will include in the portfolio the same materials required for promotion applications (see Part IV, Section III.B.3.b, in this *Faculty Handbook*).
- c. By November 1, the evaluator will review the faculty portfolio with the candidate. By November 15, the evaluator will then forward the faculty portfolio to the Chair of the Committee on Rank and Tenure.
- d. By November 15, the Chair of the Committee on Rank and Tenure will notify the Provost, the School Dean, Department Chair, and Program Director (if appropriate) of the names of faculty members who have submitted faculty portfolios. Senior administrators and Deans will be given the opportunity to submit additional letters or materials to the Committee on Rank and Tenure. Such letters or materials must reach the Chair of the Committee on Rank and Tenure by November 15. If the Chair receives any such letter or material, the Chair will immediately forward a copy to the candidate. The candidate may then submit a response, which must reach the Chair of the Committee on Rank and Tenure by December 1.
- e. The School Dean may also be requested by the candidate to make a classroom visit and write a letter of evaluation.

4. Third Year Tenure Track Review: Peer Review by the Committee on Rank and Tenure

- a. The Committee on Rank and Tenure will review the faculty portfolio. The Committee will also examine the candidate's faculty personnel file in the Human Resources Office.
- b. If a member of the Committee on Rank and Tenure has written a letter as a faculty administrator or faculty peer to be included in a candidate's faculty

portfolio, that member shall not participate in the Committee on Rank and Tenure's discussions or decisions with regard to the candidate's application.

- c. The Committee on Rank and Tenure will submit its evaluation of the candidate's portfolio directly to the individual under review. It will take note of those criteria for advancement which are strong and will identify those areas which are marginal or weak. A copy of the recommendations will also be sent to the Provost, the School Dean, the Department Chair, Program Director (if appropriate), and to the Office of Human Resources to be placed into the faculty member's faculty personnel file.
- d. The Department Chair and/or Program Director, as appropriate, will meet with and counsel the faculty member, review the recommendations of the Committee on Rank and Tenure concerning present and future performance and develop a specific timeline and strategy for addressing continued development in areas of strength and improvements in areas that could be improved.
- e. After meeting with Department Chair or Program Director, the faculty member may respond in writing to the Committee on Rank and Tenure. The candidate's response will be incorporated into the faculty portfolio, which will be retained in the Provost's Office. A copy of the response will also be sent to the office of the appropriate Dean to be placed into the faculty member's faculty personnel file in the Human Resources Office.

5. Third Year Tenure Track Review: Administrative Review

The President does not ordinarily receive the contents of any report of the Committee of the third year tenure track review of a full-time tenure track faculty member, but is apprised in writing of the results of the review. Upon request of the President, the Committee will forward to the Provost its file and any report.

F. Appointment of Full-Time Faculty as Professor *Emeritus*/*Emerita*

The rank of Professor *Emeritus* or Professor *Emerita* may be assigned to Associate Professors or Professors who have terminated their responsibilities as ranked faculty members for valid reasons (e.g., retirement, illness) after ten or more years of distinguished service to the University. Under exceptional circumstances, long-standing Assistant Professors may also be assigned the rank of Professor *Emeritus* or *Emerita*. Full-time faculty who have demonstrated to the satisfaction of the Provost a continuing achievement and growth are eligible for merit appointment as Professor *Emeritus* or Professor *Emerita* in accordance with the following policies and procedures.

1. Professor *Emeritus*/*Emerita*: Degree and Time Requirements

A ranked full-time faculty member who has completed ten or more years of teaching at Notre Dame de Namur and who has terminated his or her responsibilities as a full-time ranked faculty member may be considered for emerita/emeritus status. Faculty on phased early retirement are not eligible for emeriti status until they have completed their phased early retirement.

2. Professor *Emeritus*/*Emerita*: Performance Requirements

The nomination of a retiring member of the faculty to *Emeritus*/*Emerita* status must be submitted in the form of a letter from the faculty member's Department Chair/Program Director. If the faculty member is a faculty administrator, the letter must come from the School Dean as appropriate. If the faculty member is a Dean, the letter may be submitted from a member of the faculty or administration as deemed appropriate by the Provost.

3. Professor *Emeritus*/*Emerita*: Preparation of Faculty Portfolio

This step is not applicable.

4. Professor *Emeritus*/*Emerita*: Peer Review by the Committee on Rank and Tenure

- a. At its December meeting, the Chair of the Committee on Rank and Tenure will present the Committee with a list of faculty eligible to be considered for *emeriti* status effective the end of the spring semester. The Human Resources Office will confirm that those listed have completed ten or more years of teaching at Notre Dame de Namur University and have or will have terminated their responsibilities as full-time ranked faculty members.
- b. The Committee will decide whether or not to recommend *emerita/emeritus* status. Majority vote is used in decision making; a tie vote results in no recommendation.
- c. By January 15, the Committee will send recommendations to the Provost, who will forward them to the President.

5. Professor *Emeritus*/*Emerita*: Decision by the President

- a. The Provost will recommend and the President will decide whether or not to grant *emeriti* status.
- b. By February 1, the President will send notice of his decision to the Board of Trustees.
- c. At an appropriate meeting with the Provost and the Chair of the Committee on Rank and Tenure, the Board of Trustees will be informed of the President's decisions with regard to designation and appointment of faculty members as Professors *Emeritus* or *Emerita*.

G. Appointment of Part-Time Faculty as Senior Lecturer

Appointment to the position of Senior Lecturer is reserved for part-time faculty members who have served the University faithfully and with distinction. This is a non-rank, non-tenure eligible position, and is awarded only to long-term, part-time faculty members, and to retired full-time faculty members who accept part-time teaching positions, and only when their teaching expertise matches the program needs and fiscal resources of the institution. Service as senior lecturer does not count as time served for purposes of promotion or acquisition of tenure. The position of Senior Lecturer is not automatically granted upon length of teaching service. An appointment as a senior lecturer is for a term of one academic year. Part-time faculty who have demonstrated continuing achievement and growth are eligible for merit appointment as Senior Lecturer in accordance with the following policies and procedures:

1. Senior Lecturer: Degree and Time Requirements

A lecturer who has completed seven years and a minimum of 84 units of teaching at Notre Dame de Namur University as Lecturer or a retired full-time faculty member with equivalent experience who has accepted a part-time teaching position, may apply for appointment as Senior Lecturer. He or she is notified by a letter from the appropriate School Dean upon eligibility for the appointment based on the faculty member's contract work sheets since the time of initial hire. Copies of the letter will be sent to the Provost, the faculty member's Department Chair, and the Chair of Rank and Tenure.

2. Senior Lecturer: Performance Requirements

A lecturer applying for appointment as Senior Lecturer must be a challenging and successful teacher; conduct productive scholarship, research, or creative activities; contribute service to the University in the areas of governance, student recruitment and

interaction, or community involvement; and show strong faculty presence on campus. The most important considerations will be distinction in teaching together with service to and involvement in the life of the institution beyond that expected of part-time faculty.

3. Senior Lecturer: Preparation of Faculty Portfolio

- a. The candidate will prepare a faculty portfolio that will document the candidate's continuing achievement and growth. The portfolio may ultimately include materials submitted not only by the candidate but also by faculty administrators and senior administrators.
- b. Retired full-time faculty members need to submit a letter of application, a current resume', and letters of support from their Department Chair or Program Director and from a faculty peer of their choice. Other Candidates will include the following materials in their portfolio:
 - (1) A current resume.
 - (2) Representative syllabi for courses taught in the previous two years.
 - (3) End of semester student evaluations since the last appointment/promotion.
 - (4) A letter of recommendation from the candidate's Department Chair or Program Director, evaluating the individual's satisfaction of the Criteria for Faculty Performance (see Part IV, Section I, in this *Faculty Handbook*), as made by means of class visitations, collegial discussions, and reviews of student evaluations. The letter should also assess the candidate's fulfillment of contractual obligations detailed under Faculty Workload and Expectations (see Part III, Section III, in this *Faculty Handbook*), as well as his or her commitment to the Mission and educational values of the institution. In addition, the letter must also discuss how the candidate's teaching expertise matches the program needs and fiscal resources of the institution.
 - (5) A letter of recommendation from a faculty peer chosen by the candidate, evaluating the individual's satisfaction of the Criteria for Faculty Performance (see Part IV, Section I, in this *Faculty Handbook*), as made by means of class visitations and collegial discussions.
 - (6) Documentation of the candidate's achievement and growth. Reference should be made both to the general Criteria for Faculty Performance (see Part IV, Section I, in this *Faculty Handbook*) and to the specific criteria for part-time faculty (see Part II, Section I-B, in this *Faculty Handbook*). The faculty member should address both past achievements and future intended areas of growth. The candidate may include any materials in any format which provide evidence relevant to the criteria:
 - (a) Teaching Effectiveness
 - (b) Professional Development
 - (c) Faculty Administration (if applicable)
 - (d) Service to the University
 - (e) Campus Presence
 - (f) Mission
 - (g) Inclusive Excellence
- c. By October 1 preceding the fiscal year for which the candidate wants the advancement to become effective, he or she will deliver one copy of the faculty portfolio to the Chair of the Committee on Rank and Tenure.

- d. By October 5, the Chair of the Committee on Rank and Tenure will notify the President, the Provost, the appropriate Dean(s), Department Chairs, and Program Directors of the names of faculty members who have submitted faculty portfolios. These faculty administrators and senior administrators will be given the opportunity to submit additional letters or materials to the Committee on Rank and Tenure. Such letters or materials must reach the Chair of the Committee on Rank and Tenure by October 15. If the Chair receives any such letter or material, the Chair will immediately forward a copy to the candidate. The candidate may then submit a response, which must reach the Chair of the Committee on Rank and Tenure by November 1.

4. Senior Lecturer: Peer Review by the Committee on Rank and Tenure

Policies and procedures for appointment as Senior Lecturer are identical with those for promotion, except that the Committee will send recommendations for advancement to the Provost by March 1 (see Peer Review by the Committee on Rank and Tenure, Part IV, Section III, in this *Faculty Handbook*).

PART V

FACULTY DEVELOPMENT, LEAVES, AND BENEFITS

I. Faculty Development

A. Sabbatical Leave

1. A sabbatical leave should not be considered a right of a faculty member but is accorded to qualified members of the faculty to help them improve their academic contribution to the University through study, research, travel, writing, or creative activity. When applying, faculty are asked to take care that the objectives of the sabbatical are clearly specified and that goals are set that have a reasonable expectation of being completed. Financial support is awarded on the basis of merit, and the obligation of faculty members to their projects is not completed until an account is given after the sabbatical is over and faculty members have resumed teaching duties.
2. Sabbatical leave with full pay for one semester, or half pay for one academic year, may be granted to any faculty member with the rank of assistant professor or higher who has served at least six academic years full-time with the University, and who has not been granted a sabbatical leave in the previous six academic years. Additional sabbatical leaves may be granted whenever the faculty member completes another six-year service cycle.
3. Senior Lecturers may apply for paid sabbatical leaves, following fourteen years service to the University. Compensation is based upon a six-unit semester salary. Only one such leave will be granted to a senior lecturer in any given semester. All other sabbatical leave policies apply.
4. For purposes of long-range planning, a faculty member considering sabbatical leave must file a preliminary notice of intent to apply for sabbatical leave with the Committee on Rank and Tenure and with his or her Department Chair or Program Director by April 15 of the academic year preceding the year in which formal application will be completed. This notice of intent needs to be in writing.
5. Formal application for sabbatical leave will be made in the form of a proposal to the Committee on Rank and Tenure with the written approval of the applicant's Department Chair or Program Director or, in the case where there is no Department Chair or Program Director the School Dean, by October 1 of the preceding academic year. If the applicant is a Department Chair written approval will be submitted by the School Dean. This proposal should contain an outline of the proposed activity and its timeline, a statement as to its value to the University and an appraisal of its professional enrichment to the faculty member. The proposal must state how faculty replacements are planned. If possible, courses should be cycled so that substitute faculty is not needed. Candidates should notify the School Dean of their application for sabbatical.
6. In any given semester, sabbatical leave will be granted to not more than five (5) percent of the total full-time active teaching faculty or eligible senior lecturers. In making this calculation, faculty currently on phased early retirement and leave of absence are counted as full-time faculty. The maximum number of such leaves per year will be determined by

the Committee on Rank and Tenure. If the number of faculty requesting leaves exceeds the maximum number which can be granted, the order of selection will be determined by the following:

- Chair of Rank and Tenure is advised in writing of applicant's intent to apply by April 15 of the academic year in which application is intended.
- Completed application is submitted by the posted deadline.
- Degree to which the application meets the criteria outlined in the Faculty Handbook Part V. I. A. 5. and criteria shared with potential applicants at Spring workshop.

Not more than one sabbatical leave will be granted at any one time in the same department.

7. Application is made in current year of eligibility unless applicant is asked to apply in another year due to department or University concerns or documentation of personal need. If sabbatical is deferred for other than department, University, or personal need, the applicant must request permission from the Provost's office and obtain written approval from that office. A sabbatical may only be deferred for a maximum of two academic years from the applicant's actual date of eligibility. If an applicant chooses to defer his/her sabbatical from the year in which s/he is eligible for other than University or departmental need, s/he will not be accorded special consideration in the selection process for the year that s/he applies. (See Faculty Handbook Part V.I.A.2. for clarification of sabbatical cycling.)

Except for the conditions detailed in Faculty Handbook Part V. I. A .6., faculty members who defer taking their sabbatical such that they do not complete it within two-years of eligibility, shall forfeit their opportunity and cannot re-apply until they have complete a second six-year period.

In the event a faculty member, due to either university policy, (e.g. no more than 5% of total full-time teaching faculty or eligible lectures), or departmental need, is not approved for sabbatical for two consecutive years, the two-year forfeiture limitation will not apply.

8. A sabbatical leave will be granted only with the written understanding that the faculty member, following the leave, will continue service at the University. Faculty members accepting a sabbatical leave are expected to repay the University in full if they do not remain at the University for two academic years after their sabbatical. Exceptions to this rule may be made at the discretion of the President.
9. Normal raises and benefits will remain in effect during sabbatical leave and the sabbatical year will count in the tally of years of service to the University for advancement in rank, salary, and tenure. The University, during this interval, will continue its contribution toward the faculty member's health insurance and retirement fund if he or she subscribes to either or both.
10. The Committee on Rank and Tenure will send recommendations for sabbatical leave to the Provost by December 1, along with the supporting faculty applications. Faculty members who have been granted sabbatical leave will be notified in writing by the President by February 15. The President's decision on the granting or denial of sabbatical leave will be final.
11. A faculty member who is not recommended for sabbatical leave by the Committee on Rank and Tenure or is not granted leave by the President will be notified within ten (10) working days following the decision to not recommend or not grant. Such a decision shall be in writing and shall include the reasons for the decision.
12. It is imperative that the faculty member advise the Rank and Tenure Committee of any alternations to the proposed project, as soon as possible.
13. The faculty member granted sabbatical leave will make to the Committee on Rank and Tenure, President, the Provost and the School Dean, a written report accounting for his or her sabbatical activity within ninety (90) days of resumption of teaching responsibilities.

Rank and Tenure's approval of this account will constitute the University's confirmation that the intent and/or spirit of the sabbatical was in fact met. Disapproval (e.g., because the faculty member failed to do the work) may result in Rank and Tenure sending a recommendation to the President that the financial support granted the faculty member will be returned, in part or in full, to the University.

B. Release Time

The University allocates release time for full-time faculty and senior lecturers for scholarly and creative research, in accordance with the following policies and procedures:

1. Eligibility for release time

The University allots a total of nine (9) units of release time per year, including summer sessions, for full-time faculty research.

- a. Release time is awarded by the Committee on Faculty Development, following policies and procedures noted in this Section of the *Faculty Handbook*. All full-time faculty and senior lecturers are eligible to submit proposals for release time. There is no restriction on the number of times a faculty member may apply, but priority is given to those who have not previously received release time.
- b. Additional units of release time for specific purposes beneficial to the University may be awarded by the President, following policies and procedures developed by the Provost.

2. Criteria for release time

A proposal for a release time project is evaluated on the integrity, depth, and quality of the scholarly or creative activity. Specific criteria to be evaluated include:

- a. Activities and methodology.
- b. Purpose and value for the faculty member and the University.
- c. Estimated timetable for conducting and completing activities.
- d. Audience for whom the results might be published or presented.

3. Application process for release time

Formal application for release time will be made to the Committee on Faculty Development by November 1 for the following academic year, using a standard form supplied by the Committee. The application will include the signatures of the faculty member's Department Chair or Program Director (to acknowledge scheduling changes that will need to occur if the application is approved) and the School Dean (to acknowledge budgeting changes that will need to occur if the application is approved). The application will also include attached letters of recommendation from an NDNU colleague, a publisher, a collaborator, or other non-University colleague, as appropriate.

4. Awarding of release time

The Committee on Faculty Development will evaluate and award release time on a competitive basis. Faculty members who have been awarded release time will be notified in writing by the Committee on Faculty Development by December 31. A faculty member who is not awarded release time will be notified within ten (10) working days following the decision not to award. Such a decision shall be in writing and shall include the reasons for the decision.

5. Reporting results of release time project

The faculty member awarded release time will make to the Committee on Faculty Development, the President, the Provost, and the School Dean a written report of the results of his or her release time project within ninety (90) days of resumption of full-time teaching responsibilities following the release time semester.

C. Research Grant

The University allots funds for faculty for scholarly and creative research, in accordance with the following policies and procedures:

1. Eligibility for research grant

The University allots a total of \$5000 for faculty research per fiscal year, including summer sessions. All faculty are eligible to submit proposals for research grants, but priority will be given to full-time faculty, senior lecturers, and part-time faculty with five years of teaching experience at Notre Dame de Namur University. There is a limit of \$500 per faculty member per grant. There is no restriction on the number of times a faculty member may apply, but priority is given to those who have not previously received a research grant.

2. Criteria for research grant

A proposal for a research grant project is evaluated on the integrity, depth, and quality of the scholarly or creative activity. Specific criteria to be evaluated include:

- a. Activities and methodology.
- b. Purpose and value for the faculty member and the University.
- c. Estimated timetable for conducting and completing activities.
- d. Audience for whom the results might be published or presented.

3. Application process for research grant

Formal application for a research grant will be made to the Committee on Faculty Development by November 1 for the following spring or by March 1 for the following summer or fall, using a standard form supplied by the Committee. The application will include an itemized budget of expenses which need to be met from this grant, plus any other sources.

4. Awarding of research grant

The Committee on Faculty Development will evaluate and award research grants on a competitive basis. Faculty members who have been awarded research grants will be notified in writing by the Committee on Faculty Development by December 15 for the following spring or by April 15 for the following summer or fall. Payments of grants will be authorized by the President of Faculty Senate by December 30 for the following spring or by April 30 for the following summer or fall. A faculty member who is not awarded a research grant will be notified within ten working days following the decision not to award. Such a decision shall be in writing and shall include the reasons for the decision.

5. Reporting results of research grant project

The faculty member awarded a research grant will make to the Committee on Faculty Development, the President, the Provost and the School Dean a written report of the results of his or her research grant project within ninety (90) days of resumption of teaching responsibilities following the research grant semester.

D. Travel grant

In order to encourage faculty members to attend professional conferences and meetings, the University allots funds for faculty travel for scholarly and creative purposes in accordance with the following policies and procedures:

1. Eligibility for travel grant

The University allots a total equal to \$300 per full-time faculty member per fiscal year, including summer sessions, for travel grants. At the discretion of the faculty member's School Dean, requests may be made for reimbursement of travel expenditures of Senior Lecturers or Part-time faculty, provided the total amount of travel monies requested does not exceed the amount allocated to that Department .

2. Criteria for travel grant

A request for a travel grant is evaluated on the integrity, depth, and quality of the scholarly or creative activity. Grants may be used to reimburse costs for transportation, housing, meals, and registration for professional conferences or meetings. It is presumed that such meetings will not interfere with the academic duties of faculty members.

3. Application process for travel grant

Formal request for a travel grant is made to the faculty member's School Dean, using a standard travel requisition and expense voucher form supplied by the University's Business Office. The request must include the original, appropriate receipts for the sum requested, unless the receipts have been previously submitted

4. Awarding of travel grant

Each academic department is annually allotted a total amount of money for travel grants equal to the number of full-time faculty members in the department. The faculty members of each department determine guidelines for use of the travel funds within their academic area, including the extent to which funding may be available for part-time faculty members. The Department Chair signs a faculty member's request for a travel grant to confirm that the request has met the grant guidelines for the department's policy. The Chair then forwards the request to the President of Faculty Senate, who authorizes payment.

E. Sister Catharine Julie Cunningham Memorial Teaching Project Award

Each year the University awards \$1000 to a faculty member in order to enhance and honor the teaching/learning experience at the University, to honor excellence in teaching, and to encourage new and creative ways of achieving excellence in teaching, in accordance with the following policies and procedures:

1. Eligibility for teaching project award

The University allots \$1000 for the teaching project award plus additional funding to purchase an award plaque. All faculty with two years of teaching experience at Notre Dame de Namur University are eligible to submit a proposal for the teaching project award. There is no restriction on the number of times a faculty member may apply, but priority is given to those who have not previously received a teaching project award.

2. Criteria for teaching project award

A proposal for a teaching project award project is evaluated on the integrity, depth, and quality of the teaching activity. The guidelines for teaching projects are broad in order to encourage new and creative ways of achieving excellence in teaching. Projects meriting the award might include developing new courses, using outside resources, setting up colloquia which bring faculty and students together, or creating field-work programs. A project may not involve the University in any cost beyond that of the award itself. Specific criteria to be evaluated include:

- a. Activities and methodology.
- b. Purpose and value for the faculty member and the University.
- c. Estimated timetable for conducting and completing activities.
- d. Audience for whom the results might be published or presented.

3. Application process for teaching project award

Formal application for a teaching project award will be made to the Committee on Faculty Development by March 1 for the following academic year, using a standard form supplied by the Committee. The application will include an itemized budget of expenses which need to be met from this award plus any other sources.

4. Awarding of teaching project award

The Committee on Faculty Development will evaluate and award the teaching project award on a competitive basis. A faculty member who has been awarded a teaching project award will be notified in writing by the Committee on Faculty Development by April 15. Payment of the award will be authorized by the President of Faculty Senate by April 30. An award plaque will be presented to the recipient of a teaching project award at the May Commencement ceremony.

5. Reporting results of teaching project award project

The faculty member awarded a teaching project award will make to the Committee on Faculty Development, the Provost, and the President a written report of the results of his or her teaching project within ninety days of resumption of teaching responsibilities following the teaching project award semester.

F. George M. Keller Teaching Excellence Award

1. The Notre Dame de Namur University award for teaching excellence honors George M. Keller, Governance Board Chairman from 1982-1994. The George M. Keller Teaching Excellence Award, established in 1995, seeks to recognize excellence in teaching by full-time faculty at NDNU. The selection process includes student nomination letters, with attention given to a faculty member's teaching contribution, ability to motivate students, leadership in teaching, success as an academic advisor and other outstanding contributions to the learning process at NDNU.
2. Faculty are nominated by students. Ballots are distributed by the Provost's Office at key posts throughout campus, the week following Spring Break. At the end of this week, the Provost's Office will collect the ballots and forward them to a Selection Committee comprised of faculty, students, and alumni.
3. The Recipient will be inducted into the Keller Scholar Group and receive a grant of \$4000, an attractive wooden plaque to display in his or her office, and their name engraved along side past recipients on a plaque showcased in the Keller Conference Room. The awardee's name is traditionally announced at the May commencement ceremony, at which time the check and plaque are presented

II. Faculty Leaves

A. Leaves with Pay

1. Holidays

Full-time and part-time faculty observe the following holidays. When one of these holidays falls on a Saturday, the Friday before will be observed; if one falls on a Sunday, the following Monday will be observed. If two holidays fall on the same weekend, only one day will be observed (Friday or Monday):

- a. New Year's Day.
- b. Martin Luther King's Birthday.
- c. President's Day.
- d. Good Friday.
- e. Memorial Day.
- f. Independence Day.
- g. Labor Day.
- h. Fall Midterm Holiday.
- i. Thanksgiving Day.
- j. Day after Thanksgiving.
- k. Day before Christmas.
- l. Christmas Day.
- m. Day after Christmas.
- n. New Year's Eve.
- o. Any other day declared by the President as a holiday.

2. Vacation Leave

Full-time faculty hired on twelve-month contracts have the same rights and responsibilities as other exempt employees with regard to vacation leave. Twelve-month faculty administrators are entitled to twenty days annual vacation during the first three years of employment. After the third anniversary date of hire, they are entitled to twenty-five days annual vacation. Vacation time does not accrue beyond the following June 30; the maximum number of vacation days that can be accrued is the number earned in one fiscal year. Effective July, 2000, all exempt employees (including faculty) hired after July 1, 2000, will accrue vacation at the rate of fifteen (15) days per year (1.67 days per month), and the maximum accrual will be 30 days (or 240 hours). The scheduling of vacation time must be based on the needs of the University. All vacation requests must be approved in advance by the appropriate faculty administrator or senior administrator. Each faculty member must give the appropriate faculty administrator or senior administrator at least ten days advance notice before taking vacation leave.

3. Sick Leave

- a. Full-time faculty who hold nine-month contracts are entitled to 1 day (8 hours) sick leave per month worked for a total of nine (9) days per year; those who hold ten month contracts will receive ten (10) days per year; those who hold twelve-month contracts will receive twelve (12) days per year. Core Faculty will receive nine (9) days per year. This time may be accumulated for a total sick leave period not to exceed ninety days. Part-time librarian faculty who work 1000 hours or more per fiscal year are entitled to two hours sick leave per month, up to an accumulated maximum of 24 hours.

- b. No definite provision is made for replacing a full-time or part-time faculty member who is unable to attend classes by reason of illness or other necessity. It is assumed that the classes will be cancelled or that other members of the department or program will take the classes temporarily as a service to the University.
- c. The sick faculty member is expected to notify the Department Head or Program Director at the onset of an illness, so that arrangements can be made for the missed classes.
- d. If the illness of a full-time faculty member is an extended one, the faculty member must notify the Human Resources Office, so that State Disability Insurance benefits will not be lost. Absence in excess of one semester will involve a cessation of salary. If illness continues, the faculty member may be granted a leave of absence.
- e. If the illness of a part-time faculty member is an extended one, a substitute will be provided and the salary of the substitute will be deducted from the salary of the absent faculty member.
- f. Faculty members may use their sick leave only if they are ill, for their medical and dental appointments, for childbirth, or for the illnesses or doctors' appointments for their dependent children, dependent parents, or their spouses. Abuse of the University's sick leave policy is dishonesty and may lead to discharge from employment.

4. Bereavement Leave

- a. A leave of absence with pay due to a death in the faculty member's immediate family is allowed for full-time faculty members. Such leave shall not be charged against vacation or sick leave. The immediate family, as it pertains to this policy, is defined as the employee's parents, spouse, children, son/daughter-in-law, step-children, brothers, step-brothers, sisters, step-sisters, brothers/sisters-in-law, mother/father-in-law, grandparents, grandchildren, or any dependent who has resided with the employee for a period of at least one year. The maximum allowable bereavement leave is three working days. Any additional time off will be charged to either vacation leave or leave without pay.
- b. The faculty member shall obtain the approval of the appropriate faculty administrator (Department Head, Program Director) prior to going on a bereavement leave of absence. If circumstances make this impracticable, the faculty member shall notify the faculty administrator at the earliest possible time. Failure to do so may be cause for denying leave with pay.

5. Leave for Jury Duty

Full-time faculty members will receive their regular, full pay for all time served on jury duty, including all hours spent in preliminary examination.

6. Leave for Service in the Armed Forces

The University allows up to two weeks with pay for annual military reserve training leave taken by full-time and part-time faculty members if the leave is required during a period when the faculty member is scheduled to teach. Any personal recompense earned during a short leave will be deducted from the salary paid by the University. Military reserve training leave is not charged to sick leave or vacation accrual.

7. Leave for National Guard Duty

Full-time faculty members who are activated to National Guard duty for riots, disasters, etc. will be granted the difference between military pay and the salary paid by the University.

8. Academic Leave of Absence with Pay

Leaves of absence are granted to faculty of any rank for sufficient academic reason, such as advanced study, research, or creative activity that will prepare the faculty member for improved service to the University. Such leaves are granted by the President with the approval of the Committee on Rank and Tenure and the Department Chair or Program Director. Faculty on approved leaves of absence for less than a semester may receive full salary. Special arrangements must be made for longer periods. In the case of a leave of absence of a semester or longer, the University will not continue its contribution toward the faculty member's health insurance or retirement fund.

B. Leaves Without Pay

1. Academic Leave of Absence Without Pay

A leave of absence for educational or professional reasons may be granted to ranked faculty without salary by the President upon recommendation of the Committee on Rank and Tenure for a period of no more than two years. The faculty member's status or tenure will not be affected by such leaves. Up to one year on such a leave may count toward step, promotion in rank, tenure or sabbatical time, at the discretion of the Committee on Rank and Tenure.

2. Personal Leave of Absence Without Pay

Ranked faculty wishing to have extended personal leave without pay will make their request to the School Dean. Ordinarily such leaves will not exceed one academic year. An effort should be made, however, to arrange the leave to coincide with the academic terms. The faculty member's status or tenure will not be affected by such leaves, but time on such leaves will not count toward promotion in rank, tenure, or sabbatical time. Consult the Human Resources Office for information on the Family and Medical Leave Act provisions.

III. Faculty Fringe Benefits

A. An Overview of Faculty Fringe Benefits

1. The following is a summary of the fringe benefit programs which are provided by the University to faculty. The application of these programs to individual employees will vary depending upon the eligibility requirements for and the terms and conditions of the particular program. The descriptions that are provided below are not intended to be complete but are provided to give the employees pertinent information about significant aspects of the program. In all cases the employee should not rely exclusively on these descriptions but is advised to obtain details of the programs from the federal or state agencies which administer them or, for University programs, from the Human Resources Office.
2. The eligibility requirements and terms and provisions of the various fringe benefit programs described below are subject to change from time to time without notice or obligation. Employees are encouraged to check their status for participation in these programs from time to time.

B. Statutory Benefits

The following is a summary description of certain benefits provided by law. For detailed information, contact the agency that administers the law. The Human Resources Office will assist the faculty member in identifying the correct agency.

1. Social Security Federal Insurance Contribution Act (FICA)

- a. Social Security is the basic social welfare program in the United States. The benefits from Social Security include retirement, disability, and death benefits. Normal retirement benefits begin at age 65. If the employee should become disabled before age 65, he or she may qualify for monthly benefits to ease the financial burden. In the event of an individual's death, survivor's payments can be made to the descendant's eligible dependents.
- b. Employees are subject to Social Security payroll deductions. The amount of the deduction, based on a tax rate and maximum taxable base earnings, is determined by federal law. The employee's payroll deductions are matched by a contribution from the University.

2. Workers' Compensation

Workers' Compensation Insurance, which is paid for by the University, ensures that employees will receive compensation for lost work time and payment for medical expenses. This insurance entitles employees to benefit payments if injured on the job at the University or if they suffer an illness arising out of or in the course of their work. If an employee should receive an injury on the job, he or she is obligated by safety regulations to report the injury immediately to his or her supervisor.

3. Unemployment Compensation

Unemployment Insurance ensures income should an employee become unemployed for other than good cause. The amount and duration of weekly payments are based on the reason(s) surrounding unemployment. Benefit payments can be made for up to twenty-six weeks. Claim forms and details are available at the local California Employment Development Department. The cost of unemployment insurance is paid entirely by the University.

4. State Disability Insurance (SDI)

- a. State Disability Insurance coverage is required by the State of California. This insurance provides the employee with benefits for illness or disability. SDI

benefits may be integrated with University sick pay. For example, suppose an employee becomes disabled January 1 through January 31. Accumulated sick pay will provide the individual's full salary through January 15. The employee may apply for SDI benefits to ensure income through January 31.

- b. Employees are subject to payroll deductions. The tax rate on earnings and the maximum taxable base earnings vary each year. Benefit payments can be made to the employee for up to fifty-two weeks.
- c. Employees should contact the Human Resources Office should they be ill or disabled more than three work days or if they enter the hospital. Claim forms and details are available in the Human Resources Office.

C. Health and Welfare Benefits

The following is a summary description of certain benefits provided by the institution. For detailed information, contact the Human Resources Office or review the information provided by the insurance carrier or organization that provides the coverage. Coverage and premium payments are subject to change from time to time by the University.

1. Premium Savings Plan (PSP)

- a. The Premium Savings Plan enables the employee to pay premiums for health and dental plans with before-tax dollars, by signing a salary reduction agreement with Notre Dame de Namur University. Under law, if salary is reduced by the amount of the health and dental premiums, taxable income is reduced. Consequently, federal and state taxes as well as the wage base for FICA (Social Security) taxes are reduced for each year in which the employee has reduced salary. For most employees the PSP will result in lower income taxes and higher take-home pay.
- b. The Premium Savings Plan is available to full-time and part-time faculty who teach at least eighteen (18) units per year. Information regarding the Premium Savings Plan will be given to the employee during the employee's first few days of employment.

2. Health and Dental Insurance

- a. During the employee's first few days of employment he or she will be given details of each health and dental insurance plan, including prices and comparative coverage information, by the Human Resources Office. The employee will be asked to study and discuss the plans with members of the family before making a selection. The employee is responsible for informing the Human Resources Office within three (3) working days after the first day of employment of his or her selection.
- b. If the employee does not choose to join a health or dental plan during the first calendar month of eligible employment, an opportunity to join for the first time or transfer from one medical plan to another is available once each year during the respective plan's open enrollment period. Employees will be informed in advance of the specific enrollment period.
- c. If the employee begins his or her eligible employment between the first and eighth days of any month, health or dental insurance is effective the first of the following month.
- d. If the employee begins his or her eligible employment between the ninth and last day of any month, his or her health or dental insurance is effective the first of the month following completion of thirty (30) calendar days of employment.

- e. If the employee's marital status or number of dependents change, the employee has thirty (30) calendar days in which to make the necessary additions or deletions.

- f. Health Insurance

The University provides a choice of medical plans. For ranked faculty the cost of employee coverage of each plan is partially paid for by the University. All part-time faculty are eligible to participate in the medical plans, although they will be responsible for 100 percent of the cost; the University will not pay any portion of their premium. The part-time faculty member will also be responsible for three months payment in advance of the coverage.

- g. Dental Insurance

The University provides one dental insurance plan to full-time faculty. The University pays for a portion of the employee's cost. Details are available through the Human Resources Office.

- 3. Short-Term Disability Program

The University's short-term disability program is an integration of available sick leave and State Disability Insurance.

- 4. Long-Term Disability Program

- a. The University's long-term disability (LTD) program for full-time faculty provides insurance which is income protection during a prolonged period of disability resulting from injury, sickness, or pregnancy. Starting on the 91st calendar day of the disability, full-time faculty are eligible to receive a monthly income up to $66\frac{2}{3}$ percent of the employee's base salary. Monthly benefits will be reduced by the amount received from other benefits such as worker's compensation or Social Security disability payments. Monthly benefits may be increased each year in accordance with a cost-of-living increase as determined by the insurance underwriter.

- b. The effective date of eligibility for LTD benefits is the first of the month following thirty (30) calendar days of employment. The life insurance policy contains further information on long-term disability insurance.

- c. The University pays the entire cost of this insurance.

- 5. Accidental Death and Dismemberment Insurance

- a. An additional benefit for full-time faculty will be paid for death or dismemberment occurring as a direct result of accidental bodily injury, if the loss occurs within three hundred sixty-five (365) days from the date of the accident. This benefit is available to full-time employees only.

- b. The effective date of coverage is the first day of the month following the completion of thirty (30) calendar days of employment. Life insurance policies contain further information on accidental death and dismemberment insurance.

- c. The University pays the entire cost of this insurance.

- 6. Term Life Insurance

- a. Term life insurance for full-time faculty is payable to the employee's beneficiary upon death. No medical examination is required to be eligible for this coverage. Term life insurance is available to full-time employees only.

- b. The University provides life insurance coverage of \$50,000 effective on the first day of the month following the completion of thirty (30) calendar days of employment. An insurance policy will be given to the employee near the effective date of coverage.
- c. Conversion to an individual life insurance policy is available without evidence of insurability. Application for conversion is required within thirty-one (31) calendar days of termination of group coverage.

7. Retirement Program

- a. The University provides a tax-sheltered annuity plan for retirement income needs. Employees will be given information regarding the plan during orientation by the Human Resources Office. Employees may join the plan during the first eligible employment month or any time thereafter, with no penalty. A supplemental retirement annuity is also available.

The University will determine from time to time whether and to what extent it will contribute to employees' account by providing either an amount to match that amount contributed by the employee or a non-elective deferral. The University will determine its match and/or non-elective deferral at a level of between zero (0) and seven percent (7%) of gross base salary but not in excess of seven percent (7%). On an annual basis the University will determine to what level it will provide the employer contribution. Employees are fully vested in the pre-tax contribution they make to the plan. Employer matching contributions are made after six months of service by the employee to the institution, and employees are one hundred percent vested in those monies and any match contributions. There is a vesting schedule for the non-elective employer contribution. The vesting schedule is 33 1/3% vested after the first year of employment, 66 2/3% vested after the second year of employment and 100% vested after the third year of employment. All employees are eligible to defer pre-tax dollars into the plan. The following classes of employees are not eligible to receive any Matching or Employer contributions:

- (i) non-resident aliens with no U.S. source income;
- (ii) employees whose compensation and conditions of employment are governed by the terms of a collective bargaining agreement unless the collective bargaining agreement provides that such employees are eligible to receive any employer contributions and matching contributions that may be made to the Plan pursuant to Section Three, Part C.2 or E.2;
- (iii) leased employees;
- (iv) temporary employees;
- (v) occasional employees;
- (vi) employees who are regularly scheduled to work fewer than 1000 hours per year; and
- (vii) employees who have not attained age 21.

Matching contribution and/or employer contributions is on gross base salary only, overloads, overtime and other non-base salary are excluded from the definition of gross base salary.

Employees may begin contributing to the account opened on their behalf on the first of the month following thirty (30) days of employment. The University begins matching employee contributions at the conclusion of the six-month Introductory Period.

D. Institutional Benefits for Faculty

1. Tuition Remission

- a. See The Employee Handbook for Administration and Staff.

2. Use of Swimming Pool

The swimming pool is open to employees and their families.

3. Facilities Usage

Employees may use the facilities of the Physical Education Department which include the swimming pool, tennis courts, gymnasium, and other approved facilities subject to University policies and regulations concerning the use thereof.

4. Ralston Hall

Employees are entitled to a fifty percent (50%) reduction in the rate of rental for Ralston Hall. Arrangements must be made with the Coordinator of Ralston Hall.

5. Bookstore Discounts

Employees of the University are entitled to the following discounts on purchases made at the Notre Dame de Namur University Bookstore: A twenty percent (20%) discount is available on school, instructional, and office supply purchases. A ten percent (10%) discount is available on clothing, calculators, novelty items, and greeting card purchases. No discounts may be taken on book purchases or perishables.

6. Other Benefits

- a. Price Club/Costco Membership.
 b. Credit Union.
 c. Free Checking Account.
 d. Automobile and Home Insurance: A group automobile and home insurance policy is offered by the California Casualty Indemnity Exchange through the University. Premiums are paid in full by the individual. While premiums are paid on an individual basis, premiums may be at a discount. This discount is a result of the University's association with the Association of Independent California Colleges and Universities and California Casualty.

E. Institutional Benefits for Retired and *Emeriti* Faculty Members

1. Notre Dame de Namur 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 at no charge for faculty who have retired from the University: use of the library, language laboratory, computer laboratories, pool, gymnasium, and parking facilities; placement in College mailing lists and directories; admission (with guest) to cultural events sponsored by the Art, Music, and Theatre Arts departments; attendance at faculty meetings with voice but without vote; and attendance at classes as auditors if space is available.
2. *Emeriti* faculty members have the additional privileges of representing the University officially if requested by the President, walking in academic processions, being listed in the University *Catalog*, and being provided office space if facilities permit.
3. The Faculty Senate President will appoint a current faculty or staff member who will act as a liaison for retired and *emeriti* faculty members. The liaison will be responsible for

coordinating the implementation of the benefits listed above among the various involved University offices.

PART VI

FACULTY RIGHTS, RESPONSIBILITIES, and WORKING CONDITIONS

I. Faculty Rights and Responsibilities

A. Use of Copyrighted Material

1. Faculty members are legally responsible for adherence to copyright laws governing reproduction of materials (including, but not limited to, photocopying, duplication of audiovisual materials, copying of software, and off-air taping). Faculty members may make reproductions for classroom teaching under the FAIR USE provision (Section 107) of the Copyright Revision Act. "In determining whether the use made of a work in any particular case is a fair use, the factors to be considered shall include: 1) the purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes; 2) the nature of the copyrighted work; 3) the amount and substantiality of the portion used in relation to the copyrighted work as a whole; and 4) the effect of the use upon the potential market for or value of the copyrighted work."
2. Here are some brief guidelines for fair use:
 - a. You may make a SINGLE COPY of any of the following:

- (1) A chapter from a book.
 - (2) An article from a periodical or newspaper.
 - (3) A short story, short essay, or short poem.
 - (4) A chart, diagram, graphic, drawing, cartoon, or picture.
- b. Multiple copying for CLASSROOM USE must meet the strict tests of brevity and spontaneity. You may distribute photocopied material to students in a class without the publisher's prior permission under the following conditions:
- (1) The distribution of the same photocopied material may not occur more than one semester.
 - (2) Only one copy may be distributed for each student and that copy must become the student's property.
 - (3) The material must include a copyright notice on the first page of the portion of material photocopied.
 - (4) The students may not be assessed any fee beyond the actual cost of photocopying.
- c. For LIBRARY RESERVE SHELF use, the same guidelines apply as in this *Faculty Handbook*, Part II, Sections XI-A-2-a and XI-A-2-b (above); for multiple copies on reserve the following guidelines apply:
- (1) The amount of the material should be reasonable in relation to the total amount of material assigned for one term of a course.
 - (2) The number of copies should be reasonable in light of the number of students enrolled, the difficulty and timing of the assignments, and the other courses which may assign the same material.
- d. Creation of ANTHOLOGIES by photocopying a number of copyrighted articles and excerpts to be purchased and used together as a text for a course requires permission of the copyright holders.

- e. OFF-AIR TAPING of TELEVISION PROGRAMS is permissible under the following conditions:
- (1) The program may not be copied from pay television.
 - (2) The program must be shown within the first ten consecutive days after the date of recording in a classroom setting or similar environment.
 - (3) The program may be retained for a period not to exceed the first forty-five consecutive calendar days after the date of recording, after which the recording must be erased or destroyed.
 - (4) No broadcast program may be recorded off-air more than once at the request of the same teacher, regardless of the number of times the program may be broadcast.
- f. Copying of VIDEOTAPES is a direct infringement of the copyright holder's rights. You must obtain permission from the copyright owner in order to lawfully copy a videotape.
- g. In general, COMPUTER SOFTWARE is licensed to the user, and the user must abide by the conditions of the licensing agreement. Software is usually licensed for use on only one computer (consult your licensing agreement for specific details). Typically, you are permitted to make one backup copy of your software to use if the original disks become damaged or lost. Under no circumstances are you permitted to copy and distribute software without the expressed written consent of the software manufacturer.
3. The University subscribes to Copyright Clearance Center, Inc. in order to obtain copyright permission for photocopies that are placed on reserve in the library. It is the faculty member's responsibility to notify the library if photocopies placed on reserve do not adhere to the fair use guidelines (for example, the same photocopied article is being used both fall and spring semesters). Also, via the University Bookstore, faculty members can create lawful course packets (anthologies) for sale to the students. Please consult the bookstore for further information.
4. The above information does not cover all possible situations, nor does it give sufficient detail to be considered an adequate guide to the copyright law. It is the faculty member's responsibility to become informed of the provisions and guidelines of the copyright law.
5. The library has a variety of books and pamphlets on use of copyrighted materials in an educational setting. Following is a selected list of sources available on reserve at the library:
- a. Althouse, Jay. *Copyright: The Complete Guide for Music Educators*. Van Nuys, California: Music in Action, 1984.
 - b. Fishman, Stephen. *The Copyright Handbook: How to Protect and Use Written Works*. Berkeley, California: Nolo Press, 1999.
 - c. Gasaway, Laura N. and Wiant, Sarah K. *Libraries and Copyright: A Guide to Copyright Law in the 1990s*. Washington, D.C.: Special Libraries Association, 1994.
 - d. Hoon, Peggy, ed. *Guidelines for Educational Use of Copyrighted Materials Designed For Educators and Librarians in the Higher Education Setting*. Pullman: Washington State UP, 1997.
 - e. Library of Congress Copyright Office. *Report on Copyright and Digital Distance Education*. Washington, D.C.: U.S. Government Printing Office, 1999.
 - f. Reed, Mary Hutchings. *The Copyright Primer for Librarians and Educators*. Chicago, Illinois: American Library Association; Washington, D.C.: National Education Association, 1987.

- g. Stim, Richard. *Getting Permission: How to License and Clear Copyrighted Materials Online and Off*. Berkeley: Nolo Press, 1999.
- h. Talab, R.S. *Commonsense Copyright: A Guide for Educators and Librarians*. Jefferson: McFarland and Company, 1999.
- i. *United States Copyright Law: A Guide for Music Educators*. [Issued jointly by the Music Educators National Conference, et al.]

B. Academic Freedom

1. 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, and the persons of the faculty, administration, and the student body, bear mutual responsibility to exercise professional competence and to extend to one another the trust and respect which foster an environment for the exercise of academic freedom.
2. Notre Dame de Namur University endorses the principles of academic freedom. 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 in the classroom and in public. Faculty should respect Catholic teachings in their work at Notre Dame de Namur University.
3. The University will honor the following specific statements on academic freedom and on professional ethics:
 - a. Faculty members are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the academic officers of the University.
 - b. Faculty members are entitled to freedom in the classroom in discussing their subject, but care should be taken in teaching controversial matter that has no relation to the subject. Faculty should present the subject matter of their courses as announced to their students and as approved by the faculty in their collective responsibility for the curriculum.

C. 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, Notre Dame de Namur 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. 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" are quoted below in abbreviated form.

1. Members of the faculty, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end they devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although they may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
2. As teachers, the members of faculty encourage the free pursuit of learning in their students. They hold before them the best scholarly standards of their discipline. They

demonstrate respect for the student as an individual, and adhere to their proper role as intellectual guide and counselor. They make every reasonable effort to foster honest academic conduct and to assure that their evaluation of students reflects students' true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation of students for their private advantage and acknowledge significant assistance from them. They protect students' academic freedom.

3. As colleagues, members of faculty have obligations that derive from common membership in the community of scholars. They respect and defend the free inquiry of their associates. In the exchange of criticism and ideas they show due respect for the opinions of others. They acknowledge their academic debts and strive to be objective in their professional judgment of colleagues. They accept their share of faculty responsibilities for the governance of their institution.
4. As members of their institution, members of faculty seek above all to become effective teachers and scholars. Although they observe the stated regulations of the institution, they maintain their right to criticize and seek revision. They determine the amount and character of the work they do outside their institution with due regard to their paramount responsibilities within it. When considering the interruption or termination of their service, they recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
5. As members of their community, the members of faculty have the rights and obligations of any citizen. They measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression that they speak or act for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

D. Sexual Harassment or Gender Discrimination

Notre Dame de Namur University seeks to create and maintain an academic environment in which all members of the community are free of harassment based on sex or gender. The institution espouses Catholic values that infuse the academic and residential life on campus. Undergirding community life must be the awareness on the part of every member of the rights and human dignity of every individual. Attitudes of condescension, hostility, role-stereotyping, and sexual innuendo weaken the health of the community. Furthermore, harassment based on sex or gender compromises the integrity of a liberal arts education, because it makes the learning and working environment hostile, intimidating and offensive; it destroys opportunities for students to develop strong, positive self-concepts and the sense of self-confidence which is essential to living out the ideals of a liberal education. In addition, persons who harass others compromise their own integrity and credibility. Consequently, no form of sexual or gender harassment can be tolerated on campus.

1. Definitions

- a. Sexual harassment is defined as repeated and unwelcome sexual advances which interfere with an individual's work or academic environment, or as coercive behavior which threatens an employment or academic reprisal or promises rewards contingent upon obtainment of sexual favors, or as spreading false stories about a person's sexual conduct, or as falsely accusing someone of sexual harassment.
- b. Gender discrimination is defined as derogatory references to gender.

2. Investigation and Appeals Procedures

- a. Anyone who believes he or she has been the object of sexual harassment or gender discrimination should so advise the Faculty Ombudsperson, the Vice President for Student Affairs, or the Vice President for Administration. Investigation of a complaint will be conducted by one or a combination of the above-named individuals and will be undertaken immediately and conducted in expeditious manner, assuring maximum confidentiality consistent with principles of due process and fundamental fairness as follows:
- (1) The complaint must be in writing with sufficient specificity.
 - (2) A person bringing a complaint founded in good faith will suffer no retaliation.
 - (3) The person charged will be promptly so notified and given an opportunity to respond.
 - (4) If a complaint is found to be valid, appropriate counseling may be made available to the offender and/or disciplinary action or dismissal consistent with the degree of seriousness of the sexual harassment or gender discrimination may be instituted. Discipline or dismissal of a faculty member will follow the procedures outlined elsewhere (see Part VII, Section II, in this *Faculty Handbook*). The faculty member may invoke the grievance procedure in response to the decision and results of the findings on the complaint (see Faculty Grievance and Appeal, Part VIII, in this *Faculty Handbook*).
- b. Any individual will have up to thirty calendar days after the alleged occurrence(s) to file a complaint. It must be recognized, however, that a lengthy period of time between the alleged occurrence(s) and an investigation may make fact-finding extremely difficult or impossible. In student cases one hundred eighty (180) calendar days will be considered for filing a complaint.

E. Civil Rights Complaints or Harassment

1. Principle

Notre Dame de Namur University is committed to maintaining a humane atmosphere in which the race, color, creed, national or ethnic origin, physical or mental handicap or veteran status of an individual or group are respected and not disparaged.

2. Investigation Procedure

The procedure utilized in the investigation of any complaint of civil rights infringement or harassment will be the same as those used for the investigation of a complaint of sexual harassment or gender discrimination (see Sexual Harassment or Gender Discrimination, Part VI, Section I.D, in this *Faculty Handbook*).

F. Violations of Faculty Rights and Responsibilities

Disputes involving a charge that a faculty member's rights or academic freedom has been abrogated or that professional ethics have not been maintained are to be settled through the use of the University's grievance and appeal procedures (see Part VIII, Section XV, in this *Faculty Handbook*). While affirming academic freedom as a right, Notre Dame de Namur University recognizes that, in some circumstances, the questions of academic freedom become enmeshed in questions of professional incompetence or irresponsibility. In the effort to distinguish between these easily confused issues, 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.

II. Faculty Working Conditions

A. Research Policies

1. The University does not support or condone research that undermines any individual's physical health, mental health, or moral character, either intentionally or through negligence. All persons engaged in research or serving as subjects of research shall be fully informed as to their legal obligations and rights. The University expects all faculty involved in research to adhere to Principles 6.06-6.20 of the "Ethical Principles" of the American Psychological Association (1992); for further information, contact the Provost's Office.
2. "Classified" research is not permitted at any University facility.
3. Research conducted by graduate students will be guided by a committee consisting of two faculty members. These members shall be the graduate student's research advisor and one other faculty member of the graduate program in which the student is enrolled.
4. Research conducted by undergraduate students will be supervised and monitored by faculty members from the department or program for which the student is conducting research.
5. Faculty research policies and practices at Notre Dame de Namur University are governed by decisions of the Faculty Development Committee. The Faculty Development Committee allocates release time awards and grants covering faculty development expenses. Any additional research costs involving expense for the University must be approved by the appropriate academic budget manager (Department Chair or Graduate Program Director) and by the Provost.
6. The Governance Board's Committee on Academic Affairs serves in an advisory capacity to help develop policy on research.
7. Two Committees monitor research on human subjects and animal subjects at NDNU: the Institutional Review Board for Research Involving Human Subjects and the Institutional Animal Care and Use Committee.

B. Patent Policy

Unless otherwise agreed in writing by the University and a faculty member, a faculty member must sign a Patent Agreement with the University when that employee is conceiving or developing a patentable device, process, or product during the employee's contract term with the University or when that employee is using University facilities.

C. Parking

Employee vehicles must be identified by an appropriate sticker obtained from the Human Resources Office. This entitles faculty to special parking spaces reserved for employee cars.

D. Campus Safety

It is assumed that faculty members will observe certain safeguards while on campus. The following infractions of safety standards constitute misconduct and may result in dismissal:

1. Abusing, altering, or tampering with safety devices.
2. Smoking in areas designated as restricted.
3. Possessing on University property firearms, explosives, or dangerous weapons, or possessing or selling such devices illegally.

4. Possessing on University property illegal intoxicants, narcotics, or other controlled substances, or possessing or selling such substances.
5. Failing to report accidents or emergencies promptly to the proper authorities.
6. Failing to observe safety rules or wear safety equipment or clothing as prescribed by the University.

E. Emergency Preparedness

1. In case of medical emergency, dial outside (9-911) or campus switchboard (0). All injuries occurring as a result of work must be reported to the Human Resources Office.
2. In case of fire, dial outside (9-911) or campus switchboard (0). If there is a fire alarm in the building, ring it, then leave the building by the nearest exit. As soon as possible thereafter, contact the Campus Security Office. Fire emergency preparedness suggests that employees become aware of the location of fire alarms and extinguishers in each building in which they work.
3. In case of police need, dial outside (9-911) or campus switchboard (0). As soon as possible thereafter, contact the Campus Security Office.
4. In case of earthquake, seek shelter under a strong table or in a doorway, away from windows. For further information, see Earthquake Preparedness, Appendix VIII, in this *Faculty Handbook*.

F. Academic Dress

Faculty customarily appear in academic dress at the Convocation and at Commencement.

G. Use of University Facilities and Services

Faculty members may use their office spaces, available library and computer services, and occasional clerical assistance for scholarship, research, or creative activities, provided that the prime intent of the activity is to foster their own professional development. Activities which regularly generate secondary income for the faculty member or which demand substantial use of University facilities or services need prior written approval from the Provost.

H. Use of the University Name and Seal

Faculty members may identify themselves as to rank and position at Notre Dame de Namur University in connection with scholarship, research, or creative activities, provided that the prime intent of the activity is to foster their own professional development. Care must be taken that the contents of public reports resulting from such activities are attributable to the individual rather than to the University. Activities which regularly generate secondary income for the faculty member or which may violate the University's vested interests in its name and seal need prior written approval from the Provost, who assures conformity with University-wide policies.

PART VII

FACULTY SEPARATION and DISMISSAL

I. Faculty Separation

At times, the University or the faculty member may find it necessary to sever the contractual employment relationship. To protect the interests of both parties, general categories of separation are here defined, and the policies and procedures related to each are set forth below:

A. Resignation

1. Resignation is a severance action by which a faculty member voluntarily severs the employment relationship with the University. Because of the extreme hardship to colleagues, students and the academic enterprise which is often caused by untimely resignation, it is requested that each faculty member provide the earliest possible notice of an intent to resign to their Department Head, Program Director, and School Dean. It is expected that, except in unusual circumstances, notice of voluntary resignation will be effective at the end of the academic year.
2. If a resignation is for reasons of prolonged mental or physical illness, the University may consult with the faculty member or his or her designated representative, as to whether the option of a leave of absence would be appropriate and beneficial for all parties concerned in lieu of separation by voluntary resignation.

B. Retirement

1. Retirement is the voluntary termination of faculty member from active service to the University, whose request for retirement therefore has been approved, after rendering honorable, extended and sufficient service to the University.
2. Any ranked faculty member at the University who is eligible to retire, and who will be retired or pensioned, is deemed, for the purposes of these rules, to have been separated from the University's service in good standing.

C. Full Early Retirement Plan (Effective until February 28, 2003 for those faculty currently eligible)

1. Qualifications

To be eligible for participation in the Full Early Retirement Plan, the faculty member must meet the following criteria:

- a. Full-time, tenured teaching faculty member. (Exceptions for non-tenured faculty can be made with the approval of the President.)
- b. Age 55 through 65 at the time full early retirement participation begins.
- c. Has been a full-time employee of the University for at least ten years; and
- d. Is currently a faculty member in good standing against whom no charges for dismissal are pending or resolved adversely to the faculty member

2. Provisions for Salary

- a. Twenty-five percent of the scale salary (defined by rank and step) for the last teaching year of full-time employment will be paid to the employee each year for five consecutive academic years following retirement. Payment is made according to the publicized payroll distribution schedule. (Note: Salary for employees who convert from Phased Early Retirement will be based on twenty-five percent of the scale salary [defined by rank and step] during the last year of phased retirement and will continue for the remaining number of years, not to exceed five.)

- b. This salary will not be eligible for any increases during the five effective years.

3. Fringe Benefits

Full early retired faculty are eligible for the fringe benefits listed below for a period of five consecutive academic years following retirement. A detailed description of current faculty benefits appears under Faculty Fringe Benefits, Part V, Section III, in this *Faculty Handbook*, which may be altered from time to time upon notice to the retiree. Any general changes to the benefit package of active faculty members will also immediately apply to the Full Early Retiree. Fringe benefit provisions include:

- a. Medical Insurance
- b. Tax Sheltered Annuity Plans, contributions based on amount earned. (Note: Contributions will cease once retiree begins drawing on funds.)
- c. Price Club/Costco.
- d. Free checking account.
- e. Social Security, contributions based on amount earned.
- f. State Unemployment Insurance, dependent upon decision by Insurance Board.
- g. Tuition remission at a rate of three units per semester, on a "space available" basis, up to nine units per year (no accrual allowed).

4. Restrictions

- a. Dental Insurance, not eligible (Note: Membership in the dental plan may continue for up to eighteen months following retirement if paid for by the retiree.)
- b. Life, Long-Term Disability and Accidental Death and Dismemberment, not eligible.
- c. State Disability, not eligible.
- d. Workers' Compensation, not eligible.
- e. Sabbatical Leaves, not eligible.
- f. Promotion, not eligible.

5. Notification of Full Early Retirement

Interested faculty will notify in writing by December 1, the Provost, the School Dean, the Department Chair and the President regarding intention to retire the following fall. Any faculty member choosing to enter into this plan should schedule an appointment with the Human Resources Office.

6. Non-Eligibility for Full Early Retirement

Employee on Full Early Retirement Plan may not change to Phased Early Retirement Plan.

D. Phased Early Retirement Plan (Effective until February 28, 2003 for those faculty currently eligible)

1. Qualifications

To be eligible for Phased Early Retirement, the faculty member must meet the following criteria:

- a. Full-time, tenured, teaching faculty member. (Exceptions for non-tenured faculty can be made with the approval of the President.)
- b. Age 55 through 65 at the time phased early retirement begins.
- c. Has been a full-time employee of the University for at least ten years.

2. Provisions for salary

- a. Sixty-five percent of scale salary (defined by rank and step) during the last teaching year of full-time employment will be paid to the employee each year for five consecutive academic years following retirement. Payment is made according to the publicized payroll distribution schedule.
- b. This salary will be eligible each year for the average increase which may be granted to other faculty in the same rank.

3. Fringe Benefits

Phased early retired faculty are eligible for the fringe benefits listed below for a period of five consecutive academic years following commencement of phased retirement. A detailed description of faculty benefits appears under Faculty Fringe Benefits, Part V, Section III, in this *Faculty Handbook*. Any across-the-board modification to the benefit package will also apply to the Phased Early Retiree. Fringe benefit provisions include:

- a. Medical Insurance
- b. Tax Sheltered Annuity Plans, contributions based on amount earned. (Note: Contributions will cease once retiree begins drawing on funds.)
- c. Price Club/Costco.
- d. Free checking account.
- e. Social Security, contributions based on amount earned.
- f. State Disability/Short-Term Disability.
- g. State Unemployment Insurance, dependent upon decision by Insurance Board.
- h. Workers' Compensation.
- i. Tuition remission at a rate of three units per semester, on a "space available" basis, up to nine units per year (no accrual allowed).

4. Restrictions

- a. Dental Insurance, not eligible. (Note: Membership in the dental plan may continue for up to eighteen months following retirement if paid for by the retiree.)
- b. Life, Long-Term Disability and Accidental Death and Dismemberment Insurance, not eligible.
- c. Sabbatical Leaves, not eligible.
- d. Promotion, not eligible.

5. Course Load and Other Requirements

- a. Annual teaching load of half-time for two semesters or full-time for one semester.
- b. Valuable service to the University defined in writing by the Department Head or Program Director in conjunction with the faculty member and approved by the President.

6. Notification for Phased Early Retirement

Interested faculty will notify in writing by December 1, the Department Chair, the Program Director (if appropriate), the Provost, the School Dean, and the President regarding intention to begin the Phased Early Retirement Plan the following fall. Any faculty member choosing to enter into this plan should schedule an appointment with the Human Resources Office.

7. Eligibility for Full Early Retirement

Employee on Phased Early Retirement Plan may, by giving notice by December 1 to the Department Chair, Provost, School Dean, and the President, opt to convert to Full Early Retirement Plan the coming fall semester.

E. Expiration of Term of the Appointment of the Contract

1. The appointment of any non-tenured faculty member may be terminated before the date of expiration of its term by mutual consent of the faculty member and the University.
2. Written notice of non-reappointment effective with the expiration of the term of appointment of the current contract must be given by the University to a full-time faculty member in accordance with the following standards:
 - a. A full-time faculty member in the first year of service at the University must receive written notice of non-reappointment at least three months in advance of the expiration of the term of the current contract.
 - b. A full-time faculty member in the second year of service at the University must receive written notice of non-reappointment at least six months in advance of the expiration of the term of the current contract.
 - c. A full-time faculty member who has completed two or more years of service at the University must receive written notice of non-reappointment at least twelve months in advance of the expiration of the term of the current contract.
3. A written notice of non-reappointment must state the reason(s) for the decision. The faculty member who receives notice of non-reappointment may request an explanatory interview with the Department Chair or Program Director, and the School Dean.
4. In the case of a faculty member whose has received written contract which specifies a future date after which the faculty member will not continue to teach at the University, the faculty member is deemed to have received timely notice of non-reappointment at the time of his/her receipt of the written contract. No further notice of non-reappointment need be provided to the faculty member.
5. Within ten (10) days of receiving written notice of non-reappointment, the faculty member may request the Provost to review the decision. Such request must be in writing.
6. The final decision of the Provost will be communicated in writing within ten (10) days of the request, unless the Provost transmits to the faculty member notice of a later date by which the final decision will be communicated.
7. If the faculty member believes that there has occurred a violation of (a) appropriate University or Committee policies or procedures, as set forth in the *Faculty Handbook*; or (b) the faculty member's academic freedom; or (c) the governing policies bearing upon nondiscrimination with respect to race, color, age, marital status, sex, pregnancy, national origin, ancestry, religion, veteran's status, sexual orientation, disability, or other factors which cannot form the basis for an employment decision under California or federal law applicable to the University, then the faculty member may file a grievance pursuant to Section IX.

II. Dismissal

- A. Termination of appointment initiated by the University of a faculty member holding an appointment with tenure and termination of appointment of a faculty member prior to the expiration of a term appointment is designated as dismissal. The contract between the University and a tenured or non-tenured faculty member may be terminated by the University for the following reasons which shall constitute adequate cause for such dismissal:
1. Incompetence in teaching or administration;
 2. Substantial neglect of duty;
 3. Gross misconduct including but not limited to unprofessional conduct with students;
 4. Gross violation of professional ethics;
 5. Substantial failure to work harmoniously with other teachers, administrators, or students;
 6. Serious infractions of rules and regulations for the health and safety of members of the University community;
 7. Financial exigency or emergency or change in the educational program.
- B. Such adequate cause for a dismissal is related, directly and substantially, to the fitness of faculty members in their professional capacities as teachers. Dismissal will not be used to restrain faculty members in their exercise of academic freedom.
1. A faculty member with tenure or one whose term appointment has not expired may be considered for dismissal only upon decision of the Provost, following consultation with the appropriate academic administrators.
 2. The Provost, must first determine that there exists sufficient information to support a charge alleging the existence of cause for dismissal. The information may include but is not limited to reports, letters, performance evaluations, course evaluations, and other materials. Where charges are filed under Section A. 1, 2, 5, 6, and 7, a showing of adequate cause shall include evidence demonstrating that the faculty member has been apprised of prior concerns and has been given opportunities to correct those concerns.
 3. The following preliminary steps must be completed before formal dismissal proceedings begin:
 - a. The Provost will discuss the matter with the faculty member in a pre-dismissal conference. Prior to the conference, the Provost will inform the faculty member in writing that a pre-dismissal conference will be held. During the conference, all parties will look toward a mutual settlement prior to the initiation of formal dismissal charges. The matter may be resolved by mutual consent at this point; if resolved, a statement of resolution will be prepared by the Provost and if acceptable, executed by the faculty member.
 - b. If the pre-dismissal conference does not resolve the matter, the faculty member is strongly encouraged to discuss the pending dismissal charges with the Faculty Ombudsperson or other third parties on campus, who will attempt to facilitate a resolution.
 - c. After completion of the pre-dismissal conference, if a mutual settlement has not occurred, the Provost may give the faculty member written notice of the filing of formal dismissal charges, as follows: A written statement of charges alleging cause for dismissal, framed with reasonable particularity by the Provost will be presented in writing to the faculty member, with a copy simultaneously transmitted to the Chair of the Committee on Faculty Grievances or designee.

- d. Upon receipt of the notice of charges, the Chair of the Committee on Faculty Grievances or designee will send, within two (2) working days, a copy of the notice of charges to the members of the Committee. The Chair will also schedule an initial meeting of the Committee, to be held, if feasible, within five working days of receipt of the charges, to begin consideration of the newly filed dismissal charges.
4. The procedures for subsequent determination of the charges of are otherwise identical with the procedures for considering grievances. Formal dismissal proceedings consist of three progressive steps which must be followed in order. They are detailed in Part IX.D-F of this *Faculty Handbook*. Dismissal of a faculty member who has tenure or whose term appointment has not expired is confirmed and can become effective only when the three progressive steps are completed or waived by both parties.
5. Pending a final decision through the grievance and appeal procedures, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if the Provost determines that immediate harm to the faculty member or others is threatened by continuance. Salary and fringe benefits will continue during the period of the suspension.
6. If a final decision to dismiss is confirmed through the grievance and appeal procedures, the effective date of dismissal from the University will be established in accordance with the following standards.
 - a. A full-time faculty member in the first year of service at the University must receive notice of dismissal at least three months in advance of the effective date of the dismissal.
 - b. A full-time faculty member in the second year of service at the University must receive confirmed notice of dismissal at least six months in advance of the effective date of the dismissal.
 - c. A tenured faculty member or a full-time faculty member who has completed two or more years of service at the University must receive confirmed notice of dismissal at least twelve months in advance of the effective date of the dismissal.
 - d. Notice of dismissal for purposes of a-c above shall be deemed to have occurred on the date that the Provost transmitted notice of charges to the faculty member and the Chair of the Committee; however, in the case of dismissal pursuant to A. 2, 3 and 4 above, dismissal from the University shall be effective with the conclusion of proceedings under Section IX of the Handbook.
7. Dismissed faculty lose all benefits and privileges at the University except for accrued retirement benefits.

PART VIII

FACULTY GRIEVANCE AND APPEAL

The University recognizes and endorses the importance of academic due process and of adjusting grievances in a prompt and equitable manner, and wherever feasible, to encourage the informal and prompt settlement of grievances. The orderly processes hereinafter set forth provide mechanisms which implement University policies, including those related to academic due process, academic freedom, and tenure.

A. Committees Coordinating University Grievance and Appeal Procedures

Three standing committees coordinate the University's grievance and appeal procedures. These committees use, so far as possible, parallel processes to resolve conflicts:

1. Faculty grievances and appeals are coordinated by the Committee on Faculty Grievances, whose procedures are described in this *Faculty Handbook*. The procedures are designed to resolve conflicts which may arise between a faculty member (or group of faculty members) and another individual. The other individual may consist of one or more faculty members, staff members, or a member of the University Administration such as academic administrators, deans, or senior administrators. Any grievance to be initiated by a faculty member should be filed with the Chair of the Committee on Faculty Grievances or designee.
2. Staff grievances and appeals are coordinated by the Committee on Staff Grievances, whose procedures are described in the *Employee Handbook for Administrators and Staff* (see University Grievance Committees, Appendix IV, in this *Faculty Handbook*).
3. Student grievances and appeals are coordinated by the Student Judicial Committee, whose procedures are described in the student handbook, *Student Rights, Freedoms and Responsibilities* (see University Grievance Committees, Appendix V, in this *Faculty Handbook*).

B. Definitions Related to Faculty Grievance and Appeal Procedures

1. A grievance is defined as a complaint by a faculty member, that one or more of the following have occurred:
 - a. A breach, misinterpretation, or misapplication of the terms of University policy or procedures as set forth in this *Faculty Handbook* by the University or a representative of the University, which adversely affects the grieving faculty member;
 - b. An infringement of the rights of the grieving faculty member, as set forth in this *Faculty Handbook*, which relate to compensation, appointment or reappointment, tenure, promotion, dismissal, suspension, reassignment, or termination, if it adversely impacts the grieving faculty member.
 - c. A dispute with a senior administrator, a School Dean, a Department Chair, a Program Director, or another faculty member or members for which other forums for resolution do not exist or have been exhausted, if it adversely impacts the grieving faculty member.
 - d. A challenge by a faculty member to a charge filed alleging that there exists cause for dismissal of the faculty member who has tenure or whose term appointment has not expired.

3. An appeal is a request by a party for review of matter that was the subject of findings and recommendations of the Committee on Faculty Grievances.
4. The parties to a grievance are:
 - a. The grievant is the person or persons who file the grievance. In the case of dismissal charges, the charging party is the Provost supported by the appropriate dean, or other academic or senior administrators.
 - b. The respondent is the person or persons who are named in the grievance as responsible for the actions described in the grievance. In the case of dismissal charges, the respondent is the faculty member being charged.

C. Steps in Resolving Grievances, Appeals and Charges

1. Grievances and Appeals-Informal: The following informal steps must be completed before formal grievance and appeal proceedings can begin:
 - a. The first step in resolving faculty conflicts will be consultation, within a twenty-one (21) day period following the occurrence of the events giving rise to the grievance or appeal, with the faculty ombudsperson, who will attempt where feasible to resolve the issue among all parties.
 - b. If resolution cannot be reached by means of consultation with the faculty (and other relevant) ombudspersons, the grievant may discuss the matter with the respondent or appropriate academic or senior administrators or deans in a pre-grievance conference, looking toward a resolution satisfactory to the grievant. If the matter is to be resolved, upon request of any of the parties, they will attempt to prepare and execute a statement of resolution.
 - c. A written grievance should be filed as expeditiously as possible, and within fourteen (14) working days following completion of informal resolution steps. The written grievance will be filed with the Chair of the Committee on Faculty Grievances.
 - d. The Chair of the Committee on Faculty Grievances will promptly transmits a copy of the written grievance to the respondent, the Provost and the President. The Chair thereafter promptly convenes a meeting or conference call of the Committee, to begin consideration of the grievance.
 - e. The Informal stage of proceedings on a charge of dismissal of faculty member holding a tenured appointment or prior to expiration of a term appointment will be conducted in accordance with Section VII of the Handbook.
2. Formal Grievance and Appeal proceedings consist of three progressive steps which must be followed in order. They are summarized below and then detailed in the subsequent Part IX.D-F of this *Faculty Handbook*:
 - a. Step 1: The Committee on Faculty Grievances, consisting of five elected faculty members, meets when grievance or dismissal charges are brought to its attention. The Committee conducts formal proceedings to hear evidence related to the grievance or dismissal charges. The Committee on Faculty Grievances issues its findings and recommendations to the President in writing. If both parties accept the findings and recommendations, with the concurrence of the President the matter may be resolved on the basis of the recommendations of the Grievance Committee; otherwise, the grievant (or charging party in the case of a charge of dismissal) may request that the grievance be resolved at the appeal stage, Step 2.

- b. Step 2: The President reviews the findings and recommendations of the Committee on Faculty Grievances. Where deemed necessary or appropriate to his review, the President may review the record of evidence received by the Committee. After completing his review, the President issues a decision in writing resolving the appeal, which shall be the final decision of the University, unless the resolution of the President results in the dismissal of a faculty member holding a tenured appointment or a term appointment prior to its expiration, in which case, the aggrieved faculty member may request within 30 days after notice thereof that the President's decision be reviewed by the Board of Trustees.
- c. Step 3: Where, in a matter eligible for appeal to the Board of Trustees, the President has affirmed the dismissal of a faculty member and the aggrieved faculty member has in a timely manner requested that the President's decision be reviewed by the Board of Trustees through its designated Committee. The Board will review the record of the matter in a manner which it deems appropriate and will thereafter issue a final decision resolving the appeal.

D. Step1: Hearings by Committee on Faculty Grievances

1. The Committee on Faculty Grievances, consisting of five elected faculty members, and three alternative faculty members, conducts formal hearings on grievance or dismissal charges as needed. When called by the Chair, the Committee meets to organize its procedures, consider the charges, and render its findings.
2. Active members of the Committee on Faculty Grievances deeming themselves disqualified for bias or interest in a particular case will remove themselves from the case. In addition, either party in a grievance may request the removal of one active member of the Committee, provided that such a request is presented to the Chair of the Committee within five (5) days following the filing of the grievance or dismissal charges. If the member refuses to recuse him- or herself, the member must present his or her reasons to the Committee, and the remaining Committee members, with the addition of the alternate member who is most senior in rank, shall by majority vote determine the action to be taken. When a replacement is needed, a faculty member will be chosen by the remaining members of the Committee on Faculty Grievances from a pool of three faculty members who have been elected as alternate members of the Committee on Faculty Grievances. An alternate member serves solely for the designated grievance or dismissal case.
3. Within three (3) working days of the initial meeting of the Committee on Faculty Grievances to consider newly filed grievance or dismissal charges, the Chair will notify the grievant, the respondent, and the President regarding the procedures and schedule which will be followed in the formal hearings to be conducted by the Committee. Wherever practical, formal proceedings should begin no sooner than fifteen (15) calendar days and no later than thirty (30) calendar days after the initial meeting of the Committee.
 - a. The failure of the grievant, to comply with the established time limits without good cause as determined by the Committee, of these procedures shall result in waiver of his/her grievance.
 - b. The failure of the respondent to comply with established time limits at any step entitles the grievant to proceed to the next appeal level.
 - c. Time limits and levels may be waived or extended by mutual written consent of the parties.
4. The Committee on Faculty Grievances may request that the parties exchange relevant documents. It is incumbent upon all parties to come forward promptly with evidence in support of their positions relative to the grievance or dismissal charges. Accordingly, at least ten working days before the hearing, the parties should exchange with each other and present to the Committee copies of all documentary evidence that each will present at

the hearing, as well as a list identifying witnesses whose testimony will be requested. Each party will provide to the other party at that time a copy of such other specific documents that are in the party's possession and are relevant to the proceeding, if requested in writing to do so at least fifteen (15) working days prior to the hearing. The Committee has the authority to make determinations, as it deems appropriate to assure that the parties timely comply with these obligations.

5. The Committee on Faculty Grievances may convene such pre-hearing meetings with the parties as it determines to be appropriate to enhance the opportunity for fair, effective, and expeditious formal proceedings.
6. Formal proceedings shall be private, absent concurrence to other arrangements on the part of the parties, the Committee and the President of the University.
7. The parties to the formal hearing may have the assistance or representation of an individual who is a member of the University community, selected from among current University faculty, administrators, or staff.
8. The Committee on Faculty Grievances will arrange for formal proceedings to be recorded on audiotape and will provide copies to the charging party or grievant, upon their request, at the expense of the University. In hearings on charges seeking the dismissal of a faculty member holding a tenured appointment or of a faculty member prior to expiration of a term of appointment, the University will arrange for hearings to be transcribed by a certified court reporter at University expense.
9. All parties to the grievance should have the right to confront and cross-examine all witnesses who are called to testify before the Committee. Where a witness cannot or refuses to appear, the Committee on Faculty Grievances will assist in securing his/her attendance, but should he/she fail to appear, his or her statements shall not serve as the sole basis for a decision. The Committee may request written position statements from the party, and the party may submit written position statements if he/she so wishes.
10. The Committee on Faculty Grievances will grant adjournments to enable either party to investigate any evidence as if a valid claim of surprise is made.
11. The Committee on Faculty Grievances will not be bound by rules of evidence and may admit any evidence that is of probative value in determining the issues involved
12. In the case of dismissal charges, the burden of proof of adequate cause rests with the Charging Party, and will be satisfied only by a preponderance of the evidence in the record considered as a whole. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the Committee on Faculty Grievances in securing witnesses and making available documentary and other evidence.
13. In the case of dismissal for alleged incompetence, the testimony adduced by either party may include but is not limited to that of qualified faculty members from this or other institutions of higher education or testimony by other expert witnesses, as determined to be appropriate in the circumstances of the dismissal case
14. In the case of a grievance or appeal challenging a decision of non-reappointment, denial of promotion or tenure, and denial of correct placement within the salary schedule, the grievant must allege that (a) appropriate University or committee policies or procedures, as set forth in this *Faculty Handbook*, were violated and resulted in the decision being challenged; or (b) the decision in the above matters was based on considerations which violate the faculty member's academic freedom; or (c) the decision in the above matters was based on considerations which violate the policies of the University against discrimination on the basis of race, color, age, marital status, sex, national origin, ancestry, religion, veteran's status, sexual orientation, disability, or any other factors which cannot form the basis for an employment decision under California or federal law applicable to the University.

15. In any grievance or appeal in which the grievant alleges that a decision was based on inappropriate consideration given by the decision maker to the decision at issue in the grievance or appeal, the Committee on Faculty Grievances will determine whether the decision was the result of inappropriate consideration by the deciding person or persons in terms of the relevant standards set forth in this *Faculty Handbook*. The committee will not substitute its judgment on the merits of the decision for that of the deciding person or persons. If the committee believes that appropriate consideration was not given to the grievant's rights, it must request reconsideration by the deciding person or persons, indicating the respects in which it believes the consideration may have been inappropriate.
16. The Committee on Faculty Grievances will endeavor to complete its work within twenty-one (21) calendar days following the beginning of formal hearings. At the conclusion of the evidence, the Committee will deliberate in private to reach its findings and recommendations. The Committee may make its decision promptly, without having the record of the hearing transcribed, when it feels that a just decision can be reached by this means; or it may await the availability of a transcript of the hearing if its decision would be aided thereby.
17. In the case of dismissal proceedings, the Committee on Faculty Grievances should make explicit findings and recommendations with respect to each of the charges of dismissal which were presented, and transmit a reasoned opinion in all cases.
18. The decision of the Committee on Faculty Grievances should take the form of a report in writing stating its findings and recommended disposition of the grievance or dismissal charge, which shall not be based on evidence not duly received by the Committee pursuant to procedures as set forth in this *Faculty Handbook*.
19. The Committee on Faculty Grievances will transmit its report to the parties and the President within fifteen (15) working days after it has closed the record of evidence, except where not feasible to do so.
20. The grievant or charging party and the respondent will notify the Chair of the Committee on Faculty Grievances, within five (5) working days of receipt of the Committee's report, whether or not the findings and recommendations are acceptable.
 - a. Lack of response from a party will be interpreted as acceptance of the findings. The Chair will transmit a report to each party and the President identifying the acceptance by both parties and requesting the concurrence of the President to the recommended disposition.
 - b. If a party rejects the findings and recommendations, the party may institute Step 2 by filing an appeal with the President and by notifying the Chair of the Committee on Faculty Grievances, both within five working days of receipt of the findings. The Chair will send a letter reporting the rejection to both parties and to the President. The Chair will also transmit the records of the case to the President, including a copy of the transcript and the remainder of the record of evidence. The matter will automatically be removed to Step 2 in the event that the President declines to concur with the recommendation of the Committee.

E. Step 2: Appeal to the President

1. The President will review the matter, including in his discretion, the record of the proceedings conducted by the Committee on Faculty Grievances. In addition to the proceedings, the President may consider such additional evidence as seen fit, provided that the President fully discloses such additional evidence to the parties, allowing additional hearing time as may be required, before reaching a decision. The President will provide opportunity for argument, oral or written or both, by the parties or by their representatives.

2. The President will render a decision regarding the appeal as promptly as feasible. The decision will be presented in writing to the parties and the Chair of the Committee on Faculty Grievances, and will state the President's reasons for his decision.
3. The decision of the President shall be final on all parties, unless his decision is to affirm the dismissal of a tenured faculty member or of a faculty member prior to the expiration of a term appointment. In that event, the faculty member may appeal to the Board of Trustees by notifying the President in writing within thirty (30) working days after notice thereof of the President's decision within thirty (30) working days of receipt of the President's decision.
4. Failure to timely appeal will constitute acceptance of the decision. The President will send a letter reporting the acceptance to both parties and to the Chair of the Committee on Faculty Grievances.

F. Step 3: Appeal to the Board of Trustees

1. In the case of a timely appeal to the decision of the President affirming the dismissal of a tenured faculty member or of a faculty member prior to the expiration of a term appointment, the President will promptly report the filing of the appeal to the Chair of the Board of Trustees. The President will also transmit the records of the case to the Chair of the Board.
2. The Board will determine its procedure for review of the appeal, which may include a review of the record of the case. The Board will issue its final decision within sixty calendar days after receipt of appeal, if feasible. The Board will provide opportunity for argument, oral or written or both, by the parties or by their representatives.
3. The decision of the Board of Trustees shall be final.

G. General Provisions Regarding Grievance and Appeal Procedures

1. Extensions of time will normally be granted for good and sufficient reasons (e.g., illness as documented by a physician) by mutual agreement by the grievant or charging party and the person coordinating the grievance and appeal procedures at the time the extension is requested.
2. In recognition of the fact that the commitment of the University and the parties to the grievance and appeal procedures is necessary in order to achieve their designed objectives, the procedures contained herein for the resolution of grievance or dismissal charges shall be exhausted.
3. The University recognizes that outside impartial assistance may sometimes be useful in resolving disputes. However, mediation or arbitration conducted by external agencies should be used with discretion; they are not substitutes for proper procedures internal to the University.
4. All parties involved in grievance and appeal procedures should feel free to ask questions or voice concerns about the procedures at any time. Members of the Committee on Faculty Grievances can clarify details about the procedures but cannot discuss any material facts about the cases under study outside the confines of Committee-authorized meetings. The Faculty Ombudsperson and the Faculty Senate President are also available to discuss grievance and appeal procedures but cannot act as advocates for any party's positions in a case.

PART IX

UNIVERSITY POLICES, PROCEDURES AND GENERAL INFORMATION

I. Academic Policies and Procedures

Policies and procedures as affecting students are determined by the Academic Standards Committees of the University are subject to change. Faculty are advised periodically to review the University Catalog sections on “Undergraduate Policies and Procedures” and “Graduate Admissions and Policies” in order to keep informed about current regulations.

A. Registrar's Regulations

1. Faculty Schedule Card

At the beginning of each semester a faculty schedule card will be given to each faculty member. S/he is asked to check this card and return it to the School Dean, who will forward a copy to the Registrar's Office within the time limit indicated. Any subsequent change in schedule should be reported to the Registrar.

2. Change of Published Class Schedule

No change should be made in an assigned room or hour, and no addition of unscheduled classes should be made without the approval of the School Dean and the Registrar.

3. Grades

- a. Midterm grades of those students with grades of D or F and semester grades for all students are reported to the Registrar within 5 working days after the last scheduled examination date. Faculty will be notified in writing of the exact date that grades are due. In an emergency, permission may be obtained from the Registrar for an extension of two days. Following is the grading system:

Grade Points Per Unit

A+, A	Excellent	4.0
A-		3.7
B+	Good	3.3
B		3.0
B-		2.7
C+	Passing	2.3
C		3.0
C-		1.7
D+	Minimum Passing	1.3
D		1.0
D-		0.7
F	Failure	

- b. Grades not used in computing the grade-point average:

W	Withdrawn
P/NP	Pass/Not Pass (grade C or better)
IP	In Progress
NC	No Credit
Audit	Audit (no units accrue)
I	Incomplete

- c. Reports of academic grades are sent to students at the end of each semester.
- d. Pass/Not Pass Grades: Pass/Not Pass grades are awarded under the following conditions: with the permission of the major advisor, a student with a minimum 2.00 cumulative grade-point average may take one elective course each semester on a "pass/not pass" option. This choice may not include courses to be taken to fulfill general education or major requirements and may not exceed a total of 24 units. Students must indicate at the time of registration the course to be taken on a "pass/not pass" basis, and the grading option may not be changed after the specified date (concurrent with the date for adding a course).

4. Incompletes

Instructors are asked to allow Incompletes only for serious reasons such as prolonged illness or a circumstance beyond the student's control. Instructors will receive "Incomplete Grade" forms in the grade envelopes, distributed at the end of each semester. The instructor must sign the form. Once granted, the instructor should inform the student of the student's responsibility to complete the course, even if either party leaves the University, according to the following schedule:

- a. For courses normally completed within one semester, twelve months after the date the incomplete is assigned.
- b. For courses normally completed within one year, one semester after the date the incomplete is assigned.

5. Students on Probation

Each semester instructors will be informed about students in their classes on probation with the hope that they will be given appropriate assistance to enable them to succeed.

6. Independent Study

- a. Independent Study is individual study and research under the direction of an instructor. In most undergraduate departments Independent Study is available only for upper-division work. In most graduate programs, Independent Study is available only if the student completes 100 percent of the required course work at Notre Dame de Namur University. Each Undergraduate or Graduate Department Chair decides whether Independent Study is appropriate and, if so, the levels at which it will be available.
- b. Independent Study may be taken under optional or required circumstances:
 - (1) Optional Independent Study includes circumstances such as the following:
 - (a) The student wishes to pursue individual, creative research in the institution or in the field.
 - (b) The student wishes to investigate new career opportunities.
 - (c) The transfer student enters with one or two units remaining in a requirement and wishes to complete the requirement through Independent Study.
 - (2) Required Independent Study includes circumstances such as the following:
 - (a) The institution requires Independent Study as part of a program.
 - (b) The institution will not again offer a cycled required course during the time remaining before the student would normally graduate.

- (c) The institution cancels a required course and does not plan to offer it again before the student would normally graduate.
- (d) The institution discontinues a program and the student still needs a required course.

c. Registration

An Independent Study Contract must be completed by the student for each Independent Study. The contract includes information about the Independent Study's rationale, description, course objectives, learning strategies, texts, grading system, and an outline of activities. The student is responsible for obtaining the signatures of the instructor, the Department Chair, and the School Dean. When all signatures have been obtained, the contract is filed in the Registrar's Office. Registration must be completed no later than the end of the Add/Drop period in any semester or session.

d. Limits on Independent Study

An undergraduate student may take no more than nine units total as Independent Study. A graduate student may take no more than 20 percent of the units required in the program as Independent Study.

e. Faculty Expectations

During fall or spring semester, an instructor may be compensated for a maximum of six units of Independent Study but is not obligated to teach any unless specified in the individual's faculty contract. The instructor is expected to perform the amount of work necessary to meet the objectives of the Independent Study, including meeting with the student, preparing materials for the student, evaluating materials from the student, and/or performing administrative tasks related to the Independent Study. The activities to be performed by both the student and the instructor will be specified in the Independent Study Contract.

f. Faculty Compensation

Full-time and part-time instructors will receive compensation for directing required Independent Study at a rate of \$50 per unit. The School Deans are responsible for budgeting funds to compensate anticipated Independent Studies in their areas.

7. Quantification of a Unit of Credit

- a. Notre Dame de Namur University subscribes to the policy of the Western Association of Schools and Colleges (WASC) that a unit of credit represents a total of 45 study hours, e.g., 15 hours of in-class contact and 30 hours of out-of-class preparation. This unit is defined as a Carnegie "hour," which is technically 50 minutes (not 60 minutes). Therefore, a 3 unit, semester long course would meet in the classroom for a total of 45 "Carnegie hours," or $(45 \times 50 =)$ 2250 minutes, with the expectation that outside preparation time will be $(90 \times 50 =)$ 4500 minutes. Classes which meet three times per week for 15 weeks (45 sessions) are scheduled in 50 minute blocks (i.e., from 9:00 a.m. to 9:50 a.m.); classes which meet twice weekly are scheduled for 75 minute blocks of time (i.e., 9:00 a.m. to 10:15 a.m.).

The Intensive courses at Notre Dame de Namur University have a maximum of 28 contact hours or in-class seat hours as opposed to the traditional 45 to 49 contact hours in a 15-week semester course. The University's understanding with WASC is that the Intensive program must adhere to the absence policy of no more than four hours missed time per 7-week term. Coming late or leaving early is also counted toward the four hours. If a student misses more than four hours (the equivalent of one class session), the student will be withdrawn from

the class by the Chair of the Department. There are no exceptions and the student will need to work with the Chair to submit necessary paperwork immediately to the Business and Registrar's Office.

B. Student Issues

1. Registration of Graduate Students in Undergraduate Classes

In any course which is cross listed as offered for graduate and undergraduate credit, It is the faculty member's responsibility to request that any graduate student in the class identify him- or herself and to assure that the student is correctly registered at the graduate level.

2. Requirements for Graduate Students in Undergraduate Classes

Instructors will assign appropriate graduate work for graduate students in upper division courses. The expectation for graduate students' performances in upper division courses must be qualitatively and quantitatively higher than that set for undergraduate students. Expectations for graduate students are either outlined on the regular course syllabus or provided on a separate syllabus intended for distribution to graduate students in a class.

3. Attendance at Classes

Students are expected to attend all classes and not to absent themselves without adequate reason. Penalties for unexcused absences are left to the discretion of individual instructors. However, faculty are to notify the School Deans, in writing, of a consistent series of absences by an individual student. Planning for vacations and making reservations for travel must be in accord with dates given in the school calendar. No class may be shifted and no student may change sections in order to leave before scheduled beginning of vacation.

4. Dropping or Adding Courses, and Tuition Refunds

The period for dropping or adding courses for regular sessions or securing any tuition refund is limited to three weeks after classes begin. All changes in a student's original program are to be approved by the department chair/advisor. Exceptions to this policy may be requested only for very serious reasons from the appropriate School Dean. See current *Catalog* for specific policies.

C. Examinations

1. Midterm examinations are given at the option of the instructor. When they are given, however, they should be scheduled for a regular class meeting within the dates of the midterm period. All instructors are required to give students a letter grade at midterm and to inform them of their standing at mid-term. Final examinations are scheduled by the Registrar at the close of each semester and are required in all courses unless arrangements to the contrary are made with the appropriate School Dean. This schedule is published in the Class Schedule. Examination hours are counted in the total number of course hours.

2. Each instructor is personally responsible for the preparation, proctoring, and correction of

D. Exemptions and Challenge Examinations

Policy on these matters is contained in the University *Catalog* and may vary by program.

E. Field Trips

Field trips must be cleared in advance by the instructor in consultation with the Department Chair.

F. Advisors

As soon as a student selects a field of study, s/he is assigned to the Chair of his/her Department as an advisee. Most of the work of the advisor is curricular, helping students to plan and follow a course of study that meets the basic requirements and fulfills the prerequisites of the undergraduate major(s) or graduate program. However, the advisor should also be alert to his/her students' personal needs and difficulties out of concern for their total well-being as well as the problem of retention.

G. Questionnaires

Faculty members are requested to fill out all official questionnaires placed in their mail boxes. Faculty members desiring to circulate questionnaires or have their students do so are asked to clear their plans in advance with their School Dean. Faculty who use questionnaires for research must have budget approval from the Department Chair for any expense involved (postage, paper, etc.).

H. Some Special Responsibilities of Faculty to Satisfy Students as Consumers

1. Before the First Class

- a. Textbooks: Before classes start, please check with the Bookstore Manager regarding the arrival of textbooks ordered.
- b. Duplicating Services:. Duplicating equipment is available in the faculty/staff mail room, St. Mary's Hall, and through services provided by the Mail Room in Ralston Hall. Photocopied material cannot be provided in quantity by the University. Please abide by copyright laws.
- c. Audio-Visual Equipment: Requests for audio-visual equipment must be turned in to the OIT office (Campus Center) one week in advance of use. Please try to use free films when suitable because the budget for rentals is limited.
- d. Class Lists: These will be found in your mailboxes before the first class. Take roll every day. Adjust the list at each class meeting for students who bring drop or add forms. At the end of the drop period, a corrected copy will be given to faculty by the Registrar. After that, no student may be dropped except for exceptional reasons.

2. Preparation

It is assumed that, for each Carnegie unit, an instructor spends at least one hour each week correcting students' work or counseling students. It is expected that just as an instructor provides instruction in the content of a specific field, he or she will also strive to develop the basic skills necessary for students to understand and advance in the discipline, e.g., reading, writing, critical thinking, and numeracy .

3. First Class

- a. Be sure to hold class for the full period on the first day and each assigned day, and be sure that each student receives a copy of the syllabus for the course on the first day of class and that ample explanation be made of it during the first class. Be sure that students admitted later receive a syllabus.
- b. Take roll daily and add or drop from the list students who bring faculty the proper Add/Drop form.

4. Syllabus for the Course

Specific information must be included in the syllabus. It will be distributed to each student at the first class meeting. Two copies of this syllabus must be filed in the appropriate School Office at the end of the first week.

I. Penalties for Cheating and/or Plagiarism

1. University policy imposes severe penalties upon a student for academic dishonesty, including cheating, fabrication, participating in academic dishonesty, and plagiarism. The following sanctions are allowed:
 - a. The student may be dismissed. In this case, the instructor shall present evidence to the student, consult with the School Dean, and by mutual agreement with the Dean recommend dismissal to the appropriate Academic Standards Committee, which in turn may recommend dismissal to the President or may recommend an alternative plan of action.
 - b. The student may receive an "F" for the course. In this case, the instructor shall present evidence to the student, consult with the School Dean, and by mutual agreement with the Dean, impose an "F" for the course.
 - c. The student may receive a reprimand for a minor incident. But again, in this case, the instructor shall present the evidence of the violation to the student.
2. The Library offers an on-line service, "Turnitin," for faculty use in determining whether or not a written assignment turned in by a student has been all or in part plagiarized.

J. Identification Cards

Identification cards are available from the Human Resources office for all faculty members who choose to use these cards for business or academic purposes. Business cards may be obtained from the Business Office if approved by the School Dean. Orders are placed periodically as faculty demand warrants. Cost must be borne by the individual if specific institutional need is not established.

K. Visiting Lecturers for Classes

Lecturers whom instructors may wish to invite to their classes or to speak before campus groups, are welcome. The instructors should notify the Department Chair in advance regarding such visitors. Stipends may be requested for a visiting lecturer. Discuss allocations and make a request with the Department Chair.

L. Book Orders

1. In order to insure receipt of books in time for the opening of classes, textbook requisition forms must be filed in the campus Bookstore by the designated deadline for each session (March 15 for Summer Sessions) or semester (October 15 for the following spring, and April 15 for the following fall). A supply of textbook requisition forms is available from the Bookstore. Publishers prefer that faculty write directly to the company for desk copies. A directory of publishers is available for reference in the campus Bookstore.
2. Once a text has been ordered from the publisher, it cannot be changed for that session and the class must be required to use it.

3. Any decision to cancel a class should be telephoned to the campus Bookstore as soon as possible to avoid price-marking and shelving of books for that class. Marked books cannot be returned for full credit but must be considered used.
4. All purchases from the campus Bookstore at departmental expense must have the approval of the Department Chair.
5. The Bookstore will order from approved vendors items not in stock. In the event there are orders that the Bookstore is unable to fill, the purchase requisition will be referred to the Purchasing Department. Normal Purchasing Department procedures will be followed.

M. Library

1. Audio-Visual Aids

The Office of Information Technology is under the supervision of the Vice President for Administration . Audio-visual equipment not already installed in the classroom is stored in the A-V Media Center located in the Campus Center, and all arrangements for its use should be made through the Office of Information Technology one week in advance of the date for which such equipment will be needed. Specific information concerning the kind of materials available, directions for use, and the method of borrowing may be obtained from the Office of Information Technology.

2. Library Departmental Requisitions

Faculty members are strongly encouraged to recommend titles of books or other instructional resources in their fields to be added to the Library's current collection for general circulation or for the use of a specific class. In the latter case, requests should be made at least two months in advance. Request slips may be obtained from Department Chairs.

3. Reserve Books

Books specifically needed for use by a class or a limited group of students may be designated by faculty as reserve books to be placed on the reserve shelves of the Library. A list of such books with the books taken from the shelves should be given to the Librarian a week before either the beginning of the course or the date when the books are needed in the course. Please indicate the borrowing time limit on the list.

N. Electronic Learning Policy for Technology Mediated Courses and Programs
Notre Dame de Namur University

Policy

Electronic Learning Instruction (EL) at Notre Dame de Namur University shall be consistent with the educational mission, vision, and core values of the University. Policies and guidelines for direct, in-person instruction shall apply also to Electronic Learning. It is expected that instructional techniques for Electronic Learning, due to the medium, may differ from those of in-person coursework.

Electronic Learning at Notre Dame de Namur University is defined as a formal educational process in which delivery of courses and programs may occur anywhere and at any time where and when the instructor and student are not at the same location. Delivery of EL may be either synchronous (real-time) or asynchronous. This policy shall apply to all credit-bearing EL courses and programs in which 100% of the program is offered through EL as well as mixed/hybrid courses in which 50% or more of the instruction combines in-person (face-to-face) instruction with EL at Notre Dame de Namur University.

All Electronic Learning at NDNU shall adhere to this policy and operational guidelines. Any department or area offering EL courses or programs is expected to meet Western Association of Schools and Colleges (WASC) requirements and be guided by all policies established by the University. In addition, a department, program, or school is expected to address, in its self-studies and/or proposals for institutional change, the following expectations, which shall be reviewed by the University and made available to the regional accrediting commission.

University Duties and Responsibilities

EL Faculty:

- All EL courses and programs shall adhere to the highest standards of educational excellence and academic integrity. Best practices for EL will be maintained. These include, but are not limited to the effective analysis, design, development, implementation and evaluation of all EL courses and programs; appropriate deployment and use of EL technologies; and the primacy of instructor to student interaction with regard to continual and timely contact aimed at meeting students' learning needs. High levels of faculty-student, student-student interaction are aimed at achieving learning objectives are expected in all EL courses.
- EL courses shall be taught by tenured/tenure-track or adjunct faculty possessing the same degree requirements and standards given in the NDNU Faculty Handbook. Approval of all faculty teaching EL courses shall follow the same standards used for hiring faculty to teach in-person courses at NDNU. These include but may not be limited to the review of professional credentials and record of teaching experience, faculty and administrative approval, in-person or virtual interview.
- EL courses shall be designed and implemented in ways commensurate with time expectations maintained for in-person courses: instructional activities required of students must match what is expected of students participating in in-person courses as well as outside-of-course study-time expected for effective class participation for an in-person course. This does not mean that students will report to an EL course at a weekly proscribed time as is the case in in-person courses unless such time has been determined by the course assignments schedule – students will meet assignment completion and outside EL course preparation as determined by course design. Assignments shall, therefore, be contiguous with time expectations. Instructional activities may include, but are not limited to, numerous faculty-student, student-student discussion forums, Web 2.0 applications, individual assignment submissions, online quizzes and examinations, research forums, link reviews, and discussions.
- EL syllabi shall include learning outcomes, technology requirements, reading and other course materials, methods for communicating with instructor, assignments schedule, grading table as well as all other legal and NDNU statements required of instructors for the production of in-person course syllabi.
- New EL courses and programs shall be consistent with the mission and hallmarks of the University; students participating in EL courses and programs will be provided with information regarding the history of the University as well as its values. These may be made available through links to the University's Website and student and faculty handbooks.
- All new EL programs/courses shall be consistent with academic mission of university and shall follow the required NDNU approval process for all courses. The NDNU systems of governance and academic oversight shall pertain to all EL courses and programs.
- A curricular review and approval process shall be followed for new EL programs, conversion programs, and parallel programs.
- The University Library faculty shall make materials and services available for EL courses and programs.
- EL courses and programs shall be clearly designated as type of program (EL, Hybrid/Blended) in the NDNU course schedule and on departmental web pages.
- EL Course design shall support student-to-student and faculty-to -student interactions; the strength and major asset of EL is interaction and shall be emphasized in all EL courses and programs.
- If in-person, on campus meetings, are required for any given course or program these shall be clearly defined, designated and explained in EL course syllabi. (e.g., internships, laboratories, required lectures).
- Faculty shall provide the equivalent time to communicate, discuss, advise, and respond to individual student queries as exists in campus-based courses. This may take the forms of email, chats, telephone conversations, or other virtual methods. The forms of this support students and instructors use for such communications shall be clearly stated in all EL course syllabi.

- Faculty are expected to ensure the integrity and quality of student work by methods such as quizzes, examinations, written material, project completion and other means of assessment. Methods of assessment shall be clearly stated in all EL course syllabi. Program-level assessment methods of student learning outcomes shall include an evaluation of student outcomes in EL courses.

Student Services:

- EL Students shall be provided adequate access to the range of student services appropriate to support the program, including admissions, financial aid, academic advising, delivery of course materials, and placement and counseling.
- EL Students shall be provided with an adequate means for resolving grievances such as grade disputes. These shall adhere to policies given in the NDNU Student Handbook.
- Student presence in EL courses and programs shall be reported by faculty in accordance with the University's Administrative Drop/Withdrawal Policy.
- Training and support services for technologies used in all EL courses and programs shall be provided. Technical advice shall be available to students to resolve hardware and software problems.

Administrative Activities:

- EL programs shall be tracked by administrative offices including the Registrar, Information Technology, Admissions, Business, Institutional Research, and Provost.
- Tracking and assessment of EL student success/retention and graduation rates using demographic variables as well as other benchmarks shall be consistent with tracking and assessment systems which occur in in-person programs at the University.
- Due to the virtual nature of the EL medium, student verification shall be required across all EL Programs to certify factual and actual student participation in EL programs.
- Student privacy disclosure shall be ensured in all EL programs as it is in all University in-person courses.
- Any and all formal contractual agreements with partners involved in the delivery of EL programs shall be evaluated by NDNU administration on a regular and stated basis.
- A multi-year budget plan for EL and related multi-year technology plan that addresses University goals for EL support and deployment, as well as the development of a robust EL technology infrastructure, shall be effected and appropriately maintained.
- A University-qualified person shall be designated to coordinate, evaluate, and, where necessary, direct the delivery of EL programs.
- All NDNU administrative systems used in the support of in-person courses, programs, students, and faculty shall likewise support all EL programs.
- Administration shall seek to maintain approximately the same ratio of tenured/probationary faculty to adjunct and/or part-time faculty in EL programs as exists in in-person programs.
- Should an EL program be discontinued, the NDNU *Teach Out* Policy shall be followed.

Evaluation:

- Periodic reviews of this EL policy are expected. Modifications of the policy shall be made dependent upon faculty and administration's observation of best EL practices and support.

II. Faculty Personnel Records

Because appointment as a faculty member may lead to a continuing relationship with the University, it is essential that there be adequate and detailed documentation to support every action involving each individual, especially those actions pertaining to appointment, evaluation, professional activities, promotion, tenure, and dismissal. The University maintains two files as defined below for each faculty member: the faculty placement file and the faculty personnel file. Upon appointment to a faculty position, the placement file is merged with the personnel file and maintained in the Human Resources Office.

A. Faculty Placement File

1. The faculty placement file, maintained during the hiring process by the Provost contains all material required or received by the University in connection with the faculty member's application for employment. The faculty placement file contains the following documents:
 - a. Letter of application.
 - b. Professional resume.
 - c. Faculty Experience Form.
 - d. An official transcript or equivalent document showing the work leading to the applicant's most recent degree, mailed by the institution's registrar directly to Notre Dame de Namur University or delivered by the applicant in a sealed envelope from the registrar.
 - e. For an applicant planning to teach three or more units, three letters of recommendation from professional colleagues not employed by the University. (No letters of recommendation are required for an applicant planning to teach less than three units.)
2. Prior to appointment, the faculty placement file is available only to the President, the Provost, the School Dean, the Dean's professional staff, the search committee, and the Human Resources Office.
3. After appointment, items in the faculty placement file form the base of material kept in the faculty personnel file.

B. Faculty Personnel File

1. Following appointment to a faculty position, all placement and employment records are forwarded to the Human Resources office and maintained in that office in the Faculty Personnel File. This is the official and only personnel file of the faculty member at Notre Dame de Namur University. This file contains the following documents:
 - a. Documents from the faculty placement file.
 - b. Copies of the Initial Placement Worksheet and letters of appointment and acceptance.
 - c. Hiring transaction documents, personal data, and payroll, compensation, and fringe benefits documents.
 - d. Performance reviews and evaluations.
 - e. Copies of correspondence regarding promotion, tenure, and dismissal.
 - f. Any other documents placed into the file at the request of the President, the Provost, the School Dean, or the individual faculty member.
2. The source and date for each document placed in the faculty personnel file must be clearly indicated on the document. The Provost is responsible for assuring that all reprimand materials placed into the faculty personnel file have been reviewed by the faculty member. In implementing this policy, any document signed by the faculty

member or submitted for inclusion into the file by the individual faculty member may be assumed to have been reviewed. All other reprimand documents must be copied and a copy sent to the faculty member at the time a document is added into the file.

3. The faculty personnel file is available only to the President, the Provost, the School Dean, the Human Resources Director, the individual faculty member, and the Committee on Rank and Tenure. This file will be kept in strictest confidence and will be available for confidential use only by the individuals indicated above. However, the faculty member may authorize in writing access to his or her file by a person not indicated above.
4. The faculty member may, for the cost of duplication, obtain copies of documents contained in that individual's faculty personnel file in the Human Resources Office. 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

III. Faculty Contract, Salary, and Payroll Information

C. Term Contracts

5. Term contracts at Notre Dame de Namur University are given to all but tenured faculty, and are limited to the term of employment outlined in the letter of appointment. Term contracts may be either tenure or non-tenure track and do not confer upon a faculty member any entitlement to continued employment after the term specified in the letter of appointment expires.
6. Term contracts are also used with all faculty in special circumstances as follows: all special session contracts; for replacements for one semester or year for faculty on leave on a full-time basis; or for short-term curricular needs.

D. Continuous Contracts

Continuous contract rights at Notre Dame de Namur University are given to ranked faculty members who have attained tenured status. Faculty members employed under continuous contract are entitled to annual contract renewal and shall be subject to the terms and conditions of employment that exist at the time of each annual renewal by Notre Dame de Namur University.

E. Locus, Nature, and Period of Contract Appointments

1. All faculty appointments have as the locus of their appointment the Department and School at Notre Dame de Namur University, which is stated in the contract.
2. For full-time faculty, the nature of the appointment is specified in the contract by stating whether the faculty member is tenured or non-tenured and, if non-tenured, whether the position is tenure-track or non-tenure track. The faculty member's rank, grade, and step are stated in the contract. If the faculty member is assigned units to serve as a faculty administrator, such administrative appointment is stated in the contract.
3. The contract period is stated in the contract. The contract period is considered to include teaching days corresponding to an academic year, semester, or term plus periods of work time both before and after the academic year, semester, or term. Faculty performance is expected during the entire contract period, even when the corresponding academic teaching days have not begun or have been completed.

F. Issuance and Receipt of Contract

1. All probationary and continuous contract offers for returning full-time academic and librarian faculty must be issued by May 10 and be returned by May 25 or the first working day thereafter. If the contract offer is not accepted by May 25, or a special arrangement made with the Provost, the offer will automatically expire. Term contract offers for returning part-time faculty are generally issued in May or June for the fall semester and in December for the spring semester.
2. All contracts for new faculty are issued on an individual basis as the need arises.

E. Outside Employment and Off-duty Conduct Policy

1. In general, Notre Dame de Namur University ("the University") does not seek to interfere with its faculty's off-duty activities. However, the University cannot tolerate off-duty conduct, including outside employment, that impacts negatively on the University, either in terms of a faculty member's individual work performance or the business interests of the University, including its reputation.

3. Therefore, conduct which adversely affects or has the potential to affect the University's legitimate business interests or a faculty member's ability to perform his or her job, will not be tolerated. The following types of outside employment are strictly prohibited:
 - a. Employment which conflicts with a faculty member's work schedule, duties and responsibilities or creates an actual conflict of interest.
 - b. Employment which impairs or has a detrimental effect on a faculty member's work performance with the University.
 - c. Employment which requires a faculty member to conduct work or related activities on University property, during the University's working hours or using facilities or equipment.
4. Faculty members wishing to engage in conduct potentially adverse to the University's interest or wishing to engage in outside employment must contact his or her School Dean to obtain authorization for such activities. For purposes of this policy, self-employment is considered outside employment.
5. The University shall not provide workers' compensation coverage or any other benefit for injuries occurring from or arising out of outside employment.

F. Pay Period and Policies

1. Salaries for full-time faculty members are paid in semi-monthly installments over a period of twelve months beginning with the September 15 pay period. Payroll checks are issued on the 15th and last day of each month unless it is a holiday, in which case, payroll checks will be issued on the preceding working day. If payday occurs on either a Saturday or Sunday, payroll checks will be issued on the preceding Friday. Payroll checks are available in the Business Office, Ralston Hall, after 11 a.m. on payday.
2. Pay checks for part-time faculty do not correspond to the dates of the academic session for which they are employed. Depending upon the time needed to process the contracts, payments are made in eight or fewer checks per session.
3. The timely submission of grades to the Registrar, within three days of the last scheduled examination, is a specific part of the teaching obligation. If grades are not filed on time and unless otherwise excused, no paycheck will be issued until all grades are submitted to the Registrar.
4. Salary reductions because of a declared financial emergency or exigency will apply equally to administrative officers, faculty members, and all other employees.
5. No pay checks will be issued until a W-4 form is filed at the Human Resources Office. The Human Resources Office should be notified immediately of any change in home address, telephone number, legal name, marital status, or any other change which might affect the paycheck. A change in the number of dependents requires a new W-4 form to be filed at the Human Resources Office.
6. Any full- or part-time employee may designate his or her paycheck be deposited automatically in the bank, credit union, or other financial institution of his or her choice. Designation is made by signing a form available within the Payroll Office. There is a three-week waiting period to initiate or cancel Automatic Deposit.
7. An authorization to mail payroll checks form must be signed if an employee wants his or her payroll check mailed home. In the event of a payroll check being lost, there is a five working day waiting period before the check can be reissued.

G. Payroll Deduction Policy

The University is mandated by law to withhold Federal and State income taxes, State Disability Insurance, and Social Security taxes. Each payroll check stub shows the exact amount of these mandatory taxes withheld from the gross salary. Other deductions, for such items as health and dental coverage, are taken only upon the employee's signed authorization. Each payroll check stub also shows the exact amount of these voluntary deductions withheld from the gross salary.

H. Overload

- The normal faculty workload for nine-month faculty is 12 units each semester or 24 units total.
- The normal faculty workload for twelve-month faculty is 12 units each semester and 8 units over the two summer sessions or 32 units total.
- The common expectation throughout the higher education community is that the maximum overload for any faculty member should not exceed 25% of the normal total workload. Thus, for nine-month faculty, workload maximums would be 15-16 units each semester¹. For twelve-month faculty, workload maximums would be 15-16 units each semester and 8 units over the two summer sessions.
- Workloads for faculty exceeding the 15-16 unit maximum in an academic semester should be truly exceptional. Approvals of such requests should be granted only in extraordinary circumstances justified in writing and approved by the dean, the provost, and the president. Under all other circumstances, the acceptable alternative to workloads exceeding 15-16 units is not to engage in the activity or endeavor or to hire another individual to do so.
- Release time for faculty research is time released from other normal workload and overload obligations in order to engage in research. Thus, release time units should only be granted within a 15-16 maximum unit load.

Administrative, supervisory, or professional staff do not receive overtime compensation.

I. Financial Obligations

The employee expressly agrees that the University may deduct from any money owing from the University to the employee any outstanding financial obligations owed by the employee to the University including but not limited to parking fines, cost of replacement of damaged or lost property, library fines, and loans.

J. Faculty Salary Schedules

1. The University adopts in consultation with the Faculty Senate full-time and part-time faculty salary schedules for an indefinite period and during that period annual salary increments for faculty and library personnel will be based upon those schedules.

The structure of the salary schedules consist of steps within ranks for full-time faculty and levels for part-time faculty. The dollar amounts for the steps and levels on the salary schedules may be adjusted annually by a percentage change applied equally to existing steps and levels, such changes to become effective the beginning of each calendar year (see Faculty Senate Involvement in Budgeting Procedures, Part IX, Section III.K, in this *Faculty Handbook*; see current steps, levels, and salaries in Faculty Salary Schedules, Appendix I, in this *Faculty Handbook*).

2. During the contract period, salary increments for faculty and library personnel will be based upon the agreed salary schedules, as follows:
 - a. Full-time faculty move up one step from their current step after teaching one year full-time at the University. Placement at a higher step is made

¹ The reason for the 15-16 unit range is to account for the possibility of either 3-unit or 4-unit course overloads.

once a year, at the beginning of each fiscal year (July 1) for twelve-month contract faculty, and on August 16 for nine-month contract faculty. If the faculty have been promoted to a higher rank, they move up to Step 1 in the new rank at the beginning of the fiscal year. Full-time faculty may advance only one step per year.

- b. Part-time faculty move up one level from their current level after teaching twelve units at Notre Dame de Namur University or other recognized institutions. Placement at a higher level is made once a year, at the beginning of each fiscal year. Part-time faculty may advance only one level per year.
 - c. Any changes in faculty salary schedules from one calendar year to the next calendar year will become effective for work performed beginning January 1 of the new calendar year.
3. In declared situations of financial emergency or financial exigency, the University retains the right, after consultation with the Faculty Senate through its Executive Committee, to lower or freeze salary schedules by a percentage change applied equally to existing steps and levels, for the period of the declared emergency or exigency.

K. Faculty Senate Involvement in Budgeting Procedures

1. During the fall semester, in anticipation of each budget cycle, the Faculty Senate will hold discussions on setting budget priorities for the coming fiscal year. The Faculty Senate, through its Salaries and Benefits Committee, will also meet to review the status of faculty compensation at the University and to set recommendations for salaries and benefits for the coming fiscal year. Budget managers will develop Departmental budgets based on the operating projections for the next fiscal year. The content of the above work will be conveyed to the Provost for integration into recommendations to be developed by the Planning and Budgeting Committee regarding budget priorities and salaries for the next fiscal year.
2. During the following spring semester, the Faculty Senate Salaries and Benefits Committee will work with the Planning and Budgeting Committee to develop plans and parameters for adjustments of the faculty salary schedules for the upcoming calendar year. The Planning and Budgeting Committee will report to the University community on the state of the current year's budget and on the recommended budget priorities for the next fiscal year, with estimates of cost accompanying each priority. The presentation will also include modules of the next year's operating budget (salaries, enrollments, auxiliaries, fundraising, etc.). If the Faculty Senate does not agree to the recommended salary schedules, the Planning and Budgeting Committee and the Faculty Senate President (or their designees) will deliberate to reach agreement before the budget is finalized.
3. By April 1, the budget recommended by the Planning and Budgeting Committee for the next fiscal year will be presented by the President or the President's designee to the Faculty Senate. The budget will include recommended dollar amounts in the salary schedules to be effective the following fiscal year, including dollar amounts in any proposed contingency schedules. The budget will then be presented to the Governance Board for its review and approval.

IV. Administrative and Fiscal Information

A. Communications

1. University Telephones

Use of professional judgment regarding personal and long distance calls is encouraged. Please confine long distance calls to University business. If employees must use a University telephone for an emergency personal long distance telephone call, the telephone call must be charged to the employee's home phone.

2. Mail Service

The mail center is located on the ground floor of Ralston Hall on the Cuvilly Hall side of the building. Outgoing mail should be in the mail center no later than 3:00 p.m. on Monday through Friday. The mail coordinator (in the mail center) should be notified of special or large mailings and contacted for help with problems.

B. Keys

Employees must return any Notre Dame de Namur University keys upon severance. There is a \$50 fee charged for lost or non-returned keys.

C. Supplies Requisitioning

Office supplies may be purchased through a University authorized vendor. Purchase requisitions must be authorized by persons with budgetary responsibility (School Deans and Department Chairs). The Purchasing Department will maintain a supply of University stationery.

D. Purchase Requisitions/Purchase Orders

1. Completed requisitions authorized by individuals with budgetary responsibility are to be turned in to the Purchasing Department allowing sufficient lead time for processing. Requisitions received by 10:00 a.m. will be processed and the purchase order will be available by 3:00 p.m. daily. Requisitions are available from the Purchasing Department.
2. A purchase order for more than \$1,500 is required for the purchase of all services, materials, and equipment not purchased through the Bookstore.

3. Employees are not authorized to make any purchases or requisition any merchandise on behalf of the University unless undertaken in accordance with this policy. The University will have no obligation to remit payment for any such unauthorized purchases or requisitions.

E. Check Request

1. The check request form is to be completed, signed and submitted to the Business Office. All original receipts, expense vouchers and purchase orders must be attached as indicated. All original invoices must be signed and dated as received.
2. If the check request is \$100 or less (no purchase order required), the employees will be reimbursed on demand through petty cash, Monday through Friday, 9:00 a.m. to 1:00 p.m. If the check request is more than \$100 (purchase order required) and received by Tuesday at 2:00 p.m., employees will be reimbursed the next Thursday after 2:00 p.m.

F. Travel Expenses

1. All travel arrangements are to be made through a University designated travel agent exclusively. This includes hotel, air fare, car rental, etc. For more than \$200, a purchase order is required.
2. Travel cash advances (any amount) require a check request form and must be reconciled immediately upon return to the University with all appropriate receipts/documentation.
3. Mileage reimbursement will be paid (at the rate established by the U.S. government) through petty cash. A mileage report and check request are required.

G. Lost and Found

The switchboard serves as the location for items lost and found.

H. Campus Facilities Usage

1. Dining Service

The Dining Hall and Tabard Inn offer a variety of food and beverage selections. Contact the respective facility for dates and hours of service. Vending machine service is available outside the Student Lounge.

2. Campus Parking

A parking permit authorizing parking in designated parking zones is available for employees who have cars regularly parked on campus. The Human Resource Office provides these permits free of charge to employees.

3. Religious Services on Campus

Religious services are held on campus in the Cunningham Memorial Chapel. The hours for Mass are available at the Chapel. The Sacrament of Reconciliation will be offered at your request.

I. Operation of Personal Automobiles on University Business

1. Authorized Use – The supervisor must approve the use of personal automobiles for official university purposes if a mileage allowance is to be paid or if, in case of an accident, business travel accidental death insurance and Worker’s Compensation benefits are claimed under coverage provided by the University. It is the responsibility of the supervisor to determine that each driver who is authorized to drive has a valid driver’s license and personal automobile liability insurance.
2. Medical Costs – If it is established that the driver was employed in an official University activity when the accident occurred, the driver is eligible for Worker’s Compensation benefits.
4. Insurance – NDNU’s liability insurance policy provides excess liability insurance protection to employees while they are using their own vehicles on University business, subject to the following provisions:
 - (1) The employee’s insurance is primary and will be applicable before the University’s insurance will defend or pay any claim.
 - (2) In any event, the employee must have insurance or be responsible for at least bodily injury coverage of \$15,000 per person, \$30,000 per accident, and \$5,000 property damage coverage, as required by the State’s “financial responsibility” laws. He or she must also possess a valid driver’s license.
 - (3) NDNU does not provide any insurance protection for fire, theft, collision, or other loss or damage to employee’s vehicles or personal property. The employee’s department should pay the deductible (up to a maximum of \$250) for damage to an employee’s vehicle used on authorized University business. If employees frequently use their vehicles on University business, they should consult with their insurance agent or broker.

J. Public Information

The Public Information Office (PIO), which is located in Pioneer Court in San Mateo, serves as a communication line to the general public, groups interested in the University, and the faculty and staff. Faculty making contact with the print and broadcast media should do so through the Public Information Office.

K. Contributions

Requests to potential donors for charitable contributions are approved by the President. When such gifts are received, they must be processed through the Development and Business Office systems. An implicit contract exists between any donor and the University. Therefore, such funds must be properly spent and documented for the protection of both the institution and the donor.

V. **Information of Interest to Faculty Regarding Students**

A. **Student Rights, Freedoms, and Responsibilities**

The Student Rights, Freedom, and Responsibilities document is available in the Student Services Office. Much of this document is relevant to faculty, who are urged to pick up the document and keep it for reference.

B. **Student Services Policies, Procedures, and Other Information**

1. **Religious Services on Campus**

See Part VII, Section IV.H.3 above.

2. **Family Educational Rights and Privacy Act**

Notre Dame de Namur policies and procedures regarding the privacy of student records comply with the Federal Family Rights and Privacy Act of 1974 (Buckley Amendment). Copies of the policies and procedures may be obtained at the Library or Registrar's Office.

3. **Social Programs**

The faculty members are encouraged to participate in social events and to open their homes to students or student groups whenever this can be done without undue inconvenience. The social program is under the overall direction of the Vice President for Student Affairs.

4. **Student Workers**

Department Chairs desiring the assistance of student workers should notify their School Dean, who will apply to the Director of Financial Aid during fall semester for the following year. When faculty need secretarial services, they may request it from their School Office.

5. **Special Events**

Scheduling of special events involving the University community, a club, or campus organization is cleared through the office of Campus Activities and recorded on the

master calendar. Requests for food services are made to the Director of Food Services on a request form available in the office of the Vice President for Student Affairs; for use of classrooms and other instructional facilities to the Registrar; for publicity to the Public Information Office; for the use of audio-visual aids to the Office of Information Technology; for the use of the student lounge to ASNDNU; and residence hall lounge space to the Resident Director.

6. Counseling Programs

a. Pre-Admission Testing

SAT, ACT, TOEFL (see *Catalog*).

b. Academic Counseling

(1) Counseling for the academic program of each undergraduate student is conducted by the Chair or Director of the Department in which the student is majoring. The initial freshman orientation program introduces the new student into the general liberal arts program and this is followed by more specific guidance for the freshman by the School Deans.

(2) In connection with academic counseling, the following tests are also required:

- (a) Freshmen: Placement tests in Spanish or French and mathematics.
- (b) Undergraduates with 30-60 units: Writing proficiency examination.
- (c) Seniors: GRE Advanced Test in specified fields required by some Departments.
- (d) Credential students: 16 Personality Test Profile, GRE Aptitude Test.
- (e) Master's students
 - i) MAT, MED, and MM: GRE Aptitude Test.
 - ii) MBA: GMAT Test.
 - iii) MPA: Either GRE or GMAT

c. Personal Counseling

The primary concern of Counseling Services is to enhance the emotional well-being and personal growth of students. Counseling Services was established in Fall 1982 to provide personal counseling for students as well as consultation for staff and administrators about particular students and staff problems.

Counseling provides an opportunity to discuss with a trained professional a problem or decision a student is facing. Through the counseling process, individual or group therapy, it is possible to explore ways of becoming more effective in personal relationships, to increase self-understanding and acceptance, to gain support during emotional crises, and to clarify short- and long-range goals.

7. Career Development Office

The Career Development Office, located in the Campus Center, directs the student's career requirements and assists in providing internships and job placement.

8. Director of Student Health Services

The Director, whose office is located on the first floor of Julie Billiard Hall, is available to the entire University community for emergency medical and referral services.

9. Activity Schedules and Student Handbook

The Student Handbook is available for faculty in the Student Activities Office. All scheduled activities should be entered on the Master Calendar.

APPENDIX I: THE EARLY HISTORY AND MISSION OF THE INSTITUTION

Early History

1. Notre Dame de Namur University, as it was renamed in Spring, 2001, was originally founded by the Sisters of Notre Dame de Namur as the College of Notre Dame, and was established in 1851 in San Jose, then the state capital of California. In 1868 the College acquired its charter with the power to confer degrees. From its beginnings, the institution has been staffed by lay professors, priests, and sisters from American and European universities, together with the Sisters of Notre Dame (SND).
2. Because of industrial developments around the original site in San Jose, the University was forced to find another campus, and the William Chapman Ralston estate in Belmont was purchased in 1922. Now located twenty-one miles south of metropolitan San Francisco, the University is situated on a beautifully wooded and hilly campus comprising eighty acres. Though in a suburban setting, it is situated in Silicon Valley and is accessible to the major cities of the Bay Area where cultural, social, and intellectual opportunities are readily available.
3. For many years the University offered only a two-year program for women; however, in 1953 it expanded to offer four-year baccalaureate and elementary teacher education programs. In 1969 The Board of Trustees voted coeducational status for the entire institution. The University now offers undergraduate programs leading to the degrees of Bachelor of Arts, Bachelor of Science, Bachelor of Music, and Bachelor of Fine Arts. Graduate programs lead to the Master of Arts in Art Therapy Psychology, Marital and Family Therapy, English, Teaching, and Counseling Psychology and Gerontology, the Master of Business Administration, the Master of Science in Systems Management and in e-Business Management, the Master of Public Administration, the Master in Music, and the Master of Education in Multicultural Studies and in Educational Technology. Certificate and credential degrees are awarded in the areas of Education, Psychology, and Premed.
4. Over the years, the educational profile of the institution has changed to meet the needs of students and the local community. In 1955 a non-matriculated student Evening Division was opened; in 1960, a similar Summer Session was established; and in 1970 a non-matriculated day program was added to the degree programs. In the fall of 1967, the Evening Division instituted a program of upper division courses leading to a Bachelors degree. In 1970 the Evening Division was re-named the Division of Continuing Education, and then the Evening Division in 1982; in 1978 the Winter/Summer Sessions were re-named Special Programs. The Evening Division was fully integrated into the regular organization of the University in 1983.
5. Three coeducational fifth-year graduate programs were initiated for preparing teachers for elementary (1963), secondary (1967), and Montessori pre-school levels (1967). In 1973 an Early Childhood credential was added. By 1977 the University had added credential programs. Now the University fulfills requirements for the Ryan Multiple Subject, Multiple Subject with Bilingual/Cross-Cultural Emphasis, and the Single Subject Teaching credentials, the Early Childhood Specialist credential, Special Education Learning Handicapped credential, and the Administrative Services credential.
6. In 1972 graduate programs leading to the Master of Arts in Teaching and the Master of Business Administration degrees were begun. By 1977 the Master of Pastoral Studies (closed 1985), Master of Education, Master of Music, and Master of Public Administration degrees had been developed; in 1978 the Master of Arts in French was begun (closed in 1988); in 1979 master's degrees in Developmental Therapy (closed in 1982) and Art Therapy were added. In fall 1985 the Master of Arts in Counseling Psychology was begun, followed by, In 1991, The M.A. in English, and, In 1996, the M.A. in Gerontology. In 2000, the M.S. in E-Business Management, the Special Education Credential, the M.A. in Special Education, the M.Ed. in Curriculum and Instruction, and the Certificate Program in Brief Therapy were opened. The M.Ed. in Montessori and the M.Ed. in Multicultural Education were suspended in 1999. Nevertheless, the University currently offers 14 masters level programs and new programs are being developed at an accelerated rate in order to

accommodate the personal and professional growth needs of potential students. Graduate programs presently offered include: Masters of Art in Art Therapy, Master of Arts in Marital and Family Therapy, Master of Arts in Counseling Psychology, Master of Arts in Gerontology, Master of Arts in English, Master of Arts in Special Education, Master of Arts in Teaching, Master of Business Administration, Master of Education in Curriculum and Instruction--Educational Technology, Master of Music, Master of Public Administration, Master of Science in Management, and Master of Science in e-Business Management.

Mission Statement

1. Our Mission

Founded upon the values of the Sisters of Notre Dame de Namur, and rooted in the Catholic tradition, Notre Dame de Namur University is committed to addressing the constantly changing educational needs of our diverse society and to providing strong liberal arts programs and professional studies. We encourage our students to develop their potential in a supportive environment and challenge them to share what they have learned through service and the promotion of social justice and global peace. We are a center for values-based learning where students are enabled to build character, competence and confidence for life and work.

2. Our Purpose

As an institution of higher education, we are a teaching and learning community dedicated to the search for truth, the transmission of knowledge, and the appreciation of beauty. Inspired by the mission of the Sisters of Notre Dame to live and work for justice and peace, we focus on the educational dimension of their commitment. We provide a scholarly and creative environment, enriched by women and men of diverse backgrounds who represent a variety of professional, academic, and personal talents. While emphasizing the insights and values of the Judeo-Christian humanistic tradition, we open ourselves to an understanding of other cultures and religions. Our small campus community of students, faculty, staff, and administrators allows for close interaction and mutual support. Here, with freedom for inquiry and expression, all of our members can develop their potential and affirm the dignity of their lives.

3. Our Programs

Notre Dame de Namur University is committed to education of the whole person - mind and heart, body and spirit. Our undergraduate programs are built on a core curriculum rooted in the liberal arts. This curriculum is balanced with career preparation and stresses the importance of integrating knowledge, critical thinking, problem solving, communication, and aesthetic appreciation. Our graduate programs concentrate in areas of professional studies that combine theory and practice. In addition to our academic programs, we are actively engaged with local communities in providing cultural, educational, and professional events.

4. Our Students

Notre Dame de Namur University attracts a student population with a broad range of backgrounds, abilities, and needs. We admit freshman, transfer, and graduate students. Many of these students, in both day and evening programs, are returning adults who choose to study part-time. This enriches our already diverse community. In welcoming this broad range of students, Notre Dame de Namur University acknowledges its responsibility to provide balanced support for all segments of its complex population.

5. Our Future

For over 135 years, the institution now recognized around the world as Notre Dame de Namur University has demonstrated an ability to adapt to changes in society. We remain flexible and innovative within the context of our Catholic, liberal arts heritage and in accordance with our resources. Our future actions will focus on better serving adult students, becoming more involved with the local community, and more fully meeting our commitment to the development of the whole

person. We will continue to renew and improve our programs and services so that our graduates will be prepared to live and work in the twenty-first century.

Aims

1. To assist the student to acquire a deeper understanding of Christianity in its Catholic interpretation, to live and experience it relevantly, and to provide knowledge of other Christian and non-Christian religions.
2. To further the continuing pursuit of truth and love of knowledge in an environment conducive to learning with a program structured enough to ensure a well-rounded liberal arts background and an appreciation of past and present events and values; and flexible enough to encourage independent study, personal judgment, and difference of opinion.
3. To cultivate the ability to think logically, critically, and independently; to foster a sensitivity to and a proper appreciation for intuitive faculties and creative insights; and to develop the ability to communicate thoughts accurately and concisely.
4. To stimulate and to increase the capacity of the student to enjoy and to share life.
5. To foster the free exchange of ideas among all members of the academic community; to assist the individual to become a mature, responsible, global-minded adult.
6. To provide special academic programs which develop the knowledge and skills necessary to pursue individual and community interests, professional competence, and cultural enjoyment.

1% increase
effective April 16, 2014

APPENDIX II: FACULTY SALARY SCHEDULES

NDNU FULL TIME FACULTY SALARY SCALE (August 15, 2013)

FULL TIME	ASST. PROF.		ASSOC. PROF		PROFESSOR	
	2013-14	2013-14	2013-14	2013-14	2013-14	2013-14
STEP	9 months	12 months	9 months	12 months	9 months	12 months
Instructor	52,132	69,510				
1	53,766	71,688	62,331	83,106	72,258	96,342
2	55,379	73,840	64,200	85,598	74,426	99,234
3	57,041	76,054	66,127	88,168	76,659	102,210
4	58,753	78,336	68,110	90,813	78,959	105,276
5	60,514	80,685	70,154	93,537	81,326	108,435
6					83,767	111,688
7					86,280	115,039
8					88,869	118,490

NDNU FULL TIME LIBRARIAN SALARY SCALE (August 15, 2013)

FULL TIME	ASST. LIBRARIAN	ASSOC. LIBRARIAN
	2013-14	2013-14
STEP	10 months	10 months
1	53,766	62,331
2	55,379	64,200
3	57,041	66,127
4	58,753	68,110
5	60,514	70,154

NDNU PART TIME FACULTY SCALE (August 15, 2013)

	RATE PER UNIT	LAB RATE
	2013-14	2013-14
LEVEL		
1	834	556
2	935	622
3	1,045	698
4	1,170	783
5	1,311	875
6	1,469	979
SENIOR LECTURER	1,645	1,097

PRIVATE MUSIC LESSONS		
1	588	
2	659	
3	739	
4	827	
5	925	
6	1,037	

NDNU CORE FACULTY (August 15, 2013)

	CORE FACULTY RATE	CORE FACULTY
	(10% ABOVE PT SCALE 2012)	LAB RATE (2012)
LEVEL		
1	917	616
2	1,027	688
3	1,151	771
4	1,287	861
5	1,444	968
6	1,616	1,081
SENIOR LECTURER	1,810	1,214

Benefits

Include: Participation in the University's retirement program
 Participation in the University's medical plan
 (full cost paid by employees as with senior lecturers)

APPENDIX III: INITIAL PLACEMENT OF FULL-TIME AND PART-TIME FACULTY

Notre Dame de Namur University
A. Initial Placement Worksheet for Full-time Faculty

Employee Name _____ Date of Hire _____

Department/School _____ Semester/Term _____

II. Teaching Experience

Date From	Date To	Institution Name and Location	Subject Taught	FT Equivalent (e.g. one semester = .5; one year = 1)
Total Full-time Equivalent years of teaching experience =				

III. Work Experience Related to the field (if applicable)

Date From	Date To	Company name and Location	Nature of Experience	Calendar years (e.g. 6 months = .5; one year = 1)
Total years of relevant work experience X .5 = Total equivalent years used for placement =				

Faculty will be placed appropriately on the current Full-time Faculty Scale based on their combined degrees and years of college and/or university teaching experience. This worksheet outlines the calculation for placement. Work experience related to the teaching field may be used in calculating placement eligibility by using this formula: one (1) year of relevant work experience x .5, using up to a maximum of 10 years of work experience for Assistant Professors with 0 to 7 years of college and/or university teaching experience, and up to a maximum of 6 years of work experience in addition to a minimum of 7 years of college and/or university teaching experience for Associate Professors and Professors.

Placement Calculations

Degree	Years of College Teaching Experience	Salary Step in Rank	Grade in Rank	Rank
Ph.D or Terminal Professional Degree (e.g. MM, MFA, MBA)	0	1	1	Assistant Professor
	1	2	1	
	2	3	1	
	3	4	1	
	4	5	1	
Ph.D /Terminal Degree and more than 7 years of college teaching. (4 at full-time College level)	8	1	1	Associate Professor
	9	2	1	
	10	3	1	
	11	4	1	
Ph.D/Terminal Degree and at least 12 years of college teaching. (9 at full-time College level)	12	1	1	Professor
	13	2	1	
	14	3	1	
	15	4	1	

Locate the appropriate degree(s) and years of teaching experience as per above and add up to 5 years of teaching experience credit for relevant work experience as per side one of the placement worksheet.

Placed at Rank _____ Grade _____ Step _____

Dean's Signature _____ Date _____

Notre Dame de Namur University
 A. Initial Placement Worksheet for Part-time Faculty

Employee Name _____ Date of Hire _____

Department/School _____ Semester/Term _____

IV. Teaching Experience

Date From	Date To	Institution Name and Location	Subject Taught	FT Equivalent (e.g. one semester = .5; one year = 1)
Total Full-time Equivalent years of teaching experience =				

V. Work Experience Related to the field (if applicable)

Date From	Date To	Company name and Location	Nature of Experience	Calendar years (e.g. 6 months = .5; one year = 1)
Total years of relevant work experience X .5 = Total equivalent years used for placement =				

Education

Degree	Institution	Major	Year Earned

Level	Position	FTE College Teaching Experience After Masters	FTE College Teaching Experience After Doctorate	Up to two steps may be granted in addition to or in place of teaching experience after earning a Masters/Doctorate as per the above formula
1	Lecturer	0-1 years		
2	Lecturer	2-5 years		
3	Lecturer	6-10 years	0-3 years	
4	Lecturer	11-14 years	4-6 years	
5	Lecturer	15-19 years	7-9 years	
6	Lecturer	20+ years	10+ years	

Faculty will be placed appropriately on the current Part-time Faculty Scale based on their combined degrees and years of teaching experience. This worksheet outlines the calculation for placement. Work experience related to the teaching field may be used in calculating placement eligibility by using this formula: one (1) year of relevant work experience x .5, using up to a maximum of 10 years of work experience.

Placed at level _____ on _____ (date) Dean Signature _____

APPENDIX IV: GUIDELINES FOR ADVISORY COUNCILS

Purpose

Our mission statement declares that NDNU "will continue to review and improve our programs and services, so that our graduates will be prepared to live and work in the twenty-first century." One of the ways in which we fulfill that pledge is to draw upon the knowledge and experience of the professional community by establishing advisory councils for various University programs.

Function

These councils/boards function to advise the University regarding the knowledge and skills needed in various fields to keep our programs current. They also serve to publicize our programs in their respective fields. Individual council members can assume a variety of functions including serving as mentors for students and offering assistance in student internships and placement. Councils/boards advise, assist, support and critique various programs, and also act as fundraisers in coordination with the Vice President for Advancement. However, the councils/boards do not act as decision-making bodies and do not determine curriculum.

Membership

The councils/boards are made up of prominent professionals in the field whose expertise is recognized. The councils/boards may also include faculty, current students and alumni. The Undergraduate or Graduate Department Chair will serve as an active member of the council/board.

Other

Leadership for the organization and functioning of an Advisory Board/Council will be provided by the Department Chair or Program Director of the academic program. The establishment of and financial support for activities of councils/boards must be approved by the appropriate School Dean. Meetings must be held at least once a year; minutes or reports of the meetings should be kept and distributed to members of the councils/boards and the President's Office.

APPENDIX V: UNIVERSITY GRIEVANCE COMMITTEES

Three standing committees coordinate the University's grievance and appeal procedures. These committees use, so far as possible, parallel processes to resolve conflicts:

1. Faculty grievances and appeals are coordinated by the Committee on Faculty Grievances, whose procedures are described in this *Faculty Handbook*. The procedures are designed to resolve conflicts which may arise between a faculty member (or group of faculty members) and another party. The other party may consist of one or more faculty members, staff members, academic administrators, or senior administrators. Any grievance to be initiated by a faculty member should be filed with the Committee on Faculty Grievances. Any grievance to be initiated by a senior administrator against a faculty member should be filed with the Committee on Faculty Grievances.
2. Staff grievances and appeals are coordinated by the Committee on Staff Grievances, whose procedures are described in the *Employee Handbook for Administrators and Staff*. The procedures are designed to resolve conflicts which may arise between a staff member (or group of staff members) and another party. The other party may consist of one or more staff members, faculty members, academic administrators, or senior administrators. Any grievance to be initiated by a staff member should be filed with the Committee on Staff Grievances. Any grievance to be initiated by a senior administrator against a staff member should be filed with the Committee on Staff Grievances.
3. Student grievances and appeals are coordinated by the Student Judicial Committee, whose procedures are described in the student handbook, *Student Rights, Freedoms and Responsibilities*. The procedures are designed to resolve conflicts which may arise between a student (or group of students) and another party. The other party may consist of one or more students, faculty members, staff members, academic administrators, or senior administrators. Any grievance to be initiated by a student should be filed with the Student Judicial Committee. Any grievance to be initiated by a faculty member, staff member, academic administrator, or senior administrator against a student should be filed with the Student Judicial Committee.

APPENDIX VI: ADMINISTRATIVE STUDY LEAVES

Administrative appointees are not eligible for tenure or sabbatical leave or credit for leave by virtue of an administrative position. However, study leave with pay may be recommended when the leave is in the interest of the appointee's duties and the welfare of the University. A study leave is for administrators who wish time to develop, refine, or extend administrative skills. Guidelines for applying for a study leave:

1. The request for leave with pay must be submitted by November 1 for the following college year.
2. Proposal for leave must include clear objective(s) submitted by November 1.
3. No more than one administrator may be on leave at one time.
4. The paid leave may not exceed five months.
5. Replacement for leave must be arranged without additional cost to the University.
6. Administrators are eligible to apply for a paid leave after six years of exemplary service to the University.
7. Leave with pay is granted with the understanding that the administrator, following his or her leave, will continue service at Notre Dame de Namur University for two full years.

APPENDIX VII: PURPOSE AND PROCEDURES OF THE SISTER CATHARINE JULIE CUNNINGHAM CHAIR FOR VISITING SCHOLARS

Purpose:

The Sister Catharine Julie Cunningham Chair was established in 1980 to honor Sr. Catharine Julie upon her retirement from the Office of President of the University (then, College of Notre Dame). It provides a capital investment yielding approximately \$75,000.00, under current market conditions. These funds are used to bring distinguished visiting faculty to the campus, thereby increasing the institution's visibility and prestige in the community and encouraging mutually beneficial academic and cultural activities.

Normally, the visiting scholar teaches a course at either the upper-division or graduate level. He or she is also expected to give a public lecture or other event (such as a workshop) which is open to members of the local community.

The fund has two components:

- (1) Two-thirds is designated to cover costs of two visiting scholar programs each academic year. These costs include the scholar's salary, the release time salary of a co-professor, and other expenses;
- (2) One-third of the funds is distributed at the discretion of the President for a variety of purposes beneficial to the institution, including funding of other visiting faculty and guest lecturers, or of other events that enhance the goals and programs of the University.

Rotation Among Schools:

The Sister Catharine Julie Cunningham Visiting Scholar Chair will be rotated among Notre Dame de Namur University's four Schools, beginning in the following manner:

Fall 2002 or summer Session II 2002:	School of Sciences
Spring 2003 or Summer Session I 2003:	School of Education and Leadership
Fall 2003 or Summer Session II 2003:	School of Business and Management
Spring 2004 or Summer Session I 2004:	School of Arts and Humanities

If a school does not indicate an intent to host a visiting scholar during a given semester, other schools may make requests to host visiting scholars in their programs during that semester.

Procedure for Application:

Schools are required to submit a letter of intent to the Faculty Development Committee on or near February 1st if they plan to host a visiting scholar for the following Spring, Summer, or Fall. That is, letters of intent for visiting scholars in Spring 2002, Summer 2002, or Fall 2002 must be submitted by February 1, 2001, to the committee. Formal and complete applications must be submitted before the scholar arrives at NDNU.

Forms for this purpose, plus guidelines, are available from the Chair of the Faculty Development Committee or from the Faculty Senate President, whose responsibility it is to administrate the funds.

APPENDIX VIII: EARTHQUAKE PREPAREDNESS INFORMATION

WHAT TO DO DURING AN EARTHQUAKE

1. Remain calm.
2. If indoors, stay there. Get under a table or desk or stand under a door frame. Stay clear of windows. If outside, get into an open space away from any buildings and power lines. Stay clear of falling debris. Do not attempt to re-enter a building.
3. Be aware that you may feel aftershocks. Again, remain calm and protect yourself as much as possible.

WHAT TO DO AFTER AN EARTHQUAKE

1. In the event of a MINOR earthquake, check your area for structural damage, and for any trapped or injured persons. Check for broken gas mains or damaged electrical conduits. If you smell gas, evacuate the building calmly and quickly. If any damage or injuries are found, contact facilities or security personnel as soon as possible.
2. In the event of a MAJOR earthquake, evacuate your area as calmly and quickly as possible. Determine if there are any injured or trapped persons who cannot be evacuated. Contact facilities or security personnel as soon as possible. The security command post will be located on the lawn between St. Joseph's Hall and the Library.
3. If EVACUATION is necessary, use this procedure:
 - a. Remain calm; your calm presence will help calm others.
 - b. Upon leaving the building, watch for falling debris. Even though the ground has stopped shaking, weakened structures may still collapse. Stay away from buildings.
 - c. Expect aftershocks. Try to get to safe ground as quickly as possible. Stay there until assistance arrives.
 - d. If you are forced to leave anyone trapped in a building, note the exact location as well as any possible hazards that a rescue team may encounter.
 - e. While in or near buildings, do not smoke or have open flames because of the risk of undetected gas leaks.
 - f. Head for safe areas such as the lawn between the Library and St. Joseph Hall or the main parking lot.

EARTHQUAKE RESPONSE: FACILITIES/PHYSICAL PLANT

If a disaster occurs during the normal work week, the Facilities Department staff will respond under the guidance of the Director. In the Director's absence, the Acting Assistant Chief Engineer will coordinate staff with the guidance of the Vice President for Finance and Administration.

During non-working hours, Security will respond and communicate with the Director of Facilities, the Vice President for Finance and Administration, or the President as appropriate.

The primary role of the Facilities Department will involve situation analysis: for instance, determining whether or not questionable buildings are safe for re-occupancy. All engineering, construction and repair of facilities are also the responsibility of the Facilities Department.

At the specific time of the earthquake response, the Facilities staff, whether maintenance or security, would be responsible for determining if utilities -- gas, electricity, and water -- need to be turned off. At all times utilities should be reactivated only by Facilities Department personnel in conjunction with PG&E when needed. In all other areas of response to an earthquake, the Facilities staff would fulfill a secondary or support role. See "Functional Areas of Responsibility" for detail.

EARTHQUAKE RESPONSE: CAMPUS SECURITY

In the event of an earthquake the following procedures would be taken and adhered to as closely as possible. On-scene adjustments may be necessary dependent upon life-threatening situations. Security personnel should remain calm and professional at all times. In the event of a moderate or severe earthquake, it is requested that off-duty campus security officers report by phone or in person to the supervisor to determine if their assistance is required.

Upon INITIAL SEISMIC ACTIVITY: Take cover in a doorway, under a desk, table, chair or any object that will provide a safe cover from falling objects. If you are in a building, do not run outside. If you are in a car, safely stop and remain in the car until the movement stops.

When SEISMIC ACTIVITY CEASES: Campus Security officers should begin an immediate check of campus buildings that were known to be occupied. A cursory visual check of the building should be made for any structural failure. People will be exiting the buildings, and Security should instruct them to go to an open area free from falling objects and remain there until the building can be checked for safe re-entry. If there are injured persons and the phone lines have failed, activate the fire alarm system in order that the area may receive emergency assistance. Remember that during a moderate or severe earthquake there may be a delay in emergency services responding to campus. Injured persons should be moved, if possible, in groups to safe areas. This will greatly assist medical personnel in providing treatment.

Certain areas of the buildings must be checked for leaks:

Ralston Hall:	Boiler room; sprinkler flow alarm
St. Mary's:	Solar panels (roof)
St. Joe's:	Solar panels (roof)
JB Hall:	Sprinkler flow alarm
Madison Center:	Sprinkler flow alarm
Dining Hall:	Gas range

In the event the sprinkler system alarm is activated and fire is not present, the system should be shut down at the main flow valve located at those buildings. The main gas shut-off for campus buildings is located on the lower road across from the Oaks and at the gas meter located next to the boiler room at Ralston Hall.

When circumstances and time permit, the following staff members should be contacted and given a preliminary report on the status of the campus: PRESIDENT, Provost, DIRECTOR OF FACILITIES, VICE PRESIDENT FOR ADMINISTRATION, VICE PRESIDENT FOR STUDENT AFFAIRS. The Crisis Management Team, composed of the Vice President for Administration, the Director of Facilities, the Human Resources Director, and the Director of Public Information should be an integral part of any actions taken and should therefore endeavor either to remain on campus if the quake takes place during working hours, or if the earthquake takes place outside working hours, to reach campus as soon as possible. Security personnel should also be in contact with the Residence Life staff present.

If a building has been structurally damaged, after the personnel have been evacuated, all entrances will be cordoned off and no one will be allowed to re-enter until it has been declared safe.

Utility systems -- gas, electricity, and water -- are not to be shut down unless an obvious danger exists, such as a rupture in one of the service lines. If that is the case, only the area affected should be shut down.

EARTHQUAKE RESPONSE: RESIDENCE LIFE/STUDENT LIFE/COUNSELING SERVICES

RESIDENCE LIFE: Training of student residence staff shall include earthquake emergency response procedures. Each residence hall will be equipped with a battery operated radio; each residence staff member shall be supplied with a flashlight. This equipment is for use year-round. Pamphlets on earthquake safety shall be included in each resident's welcome packet at orientation. Once the immediate danger of an earthquake has passed, the on-duty resident staff members shall obtain walkie-talkies from the staff office and await instructions. All residence staff members shall report to a central location (e.g. the lawn between the Library and St. Joseph Hall) for instructions from senior staff and/or Security.

STUDENT LIFE/COUNSELING SERVICES: Key personnel should be available on campus after the earthquake for emergency needs and emotional support for students. Personnel includes all student staff members, directors and assistant directors in the Student Affairs Division, SNDs living on campus, faculty and staff as available. Suggested activities following the earthquake: open group discussion led by the Director of Counseling Services to process emotional reactions to the events, etc.; offer mass/liturgy; send letter to residents and commuters from the Director of Student Life and the Director of Counseling Services informing students of the status of the campus and offering emotional support (see letter); distribute fliers on campus reminding students about the cause of earthquakes, safety actions/precautions, typical feelings, etc.

EARTHQUAKE RESPONSE: COMMUNICATIONS

1. All major decisions regarding response procedures are determined by the President.
2. The Crisis Management Team, consisting of the Vice President for Administration , the Facilities Director, the Director of Human Resources, and the Public Information Director, has primary responsibility in initial response to crises/disasters on campus. Depending on the situation, others will be brought into the network to deal with the particular matter. The Crisis Management Team will keep in touch with the President, who will make a determination on the actions taken.
3. The Facilities Director will notify emergency help, if necessary, and all safety and security personnel. The Director is also responsible for the physical plant.
4. The Public Information Office will establish connections with key contacts on campus in order to keep apprised of the condition in each area. The Director will be responsible for the collection and dissemination of information on and off campus, working in concert with the President's and Facilities Offices.
5. Key Personnel: One person in each area should be assigned as the primary contact person to assess initial damage, injuries, missing persons, etc. The University has been divided into 12 reporting locations: Library, St. Joe's and Chapel, Campus Center & Dining Hall, St. Mary's, JB Hall, Ralston Hall, Cuvilly & Tabard, Weigand/Madison Art Center, Gavin Hall & Toso Residences, Theater, Oaks, Apartments.
6. Methods of Communication: If telephone lines are down, the primary method of contact will be by walkie-talkie. The residence staff will relinquish theirs, if needed, to the Public Information Director for distribution to key contacts, Switchboard, and Facilities/Security. Bicycles and electric golf carts can be used for local transit to move the injured. Two battery-run radios with am/fm receivers are available in the assigned command center.
7. Cancellation of Classes/Business: The President will make the decision regarding holding classes and will have this information announced on the appropriate radio and TV stations.
8. Announcements via the University Switchboard: An official announcement needs to be made so switchboard personnel have accurate information. It is important to have an announcement for the college answering machine in the event the switchboard is closed. The wording of the announcement needs to take into account both the undergraduate and graduate student populations.

SAMPLE LETTER TO BE SENT TO STUDENTS POST EARTHQUAKE

Dear Student:

Thank you for your cooperation during and since the recent earthquake. This is to assure you that the buildings on campus have been inspected and found to be free of structural damage. As you are aware, we will probably experience more aftershocks in the next several days. Please remember the following safety precautions:

- Stand under the nearest doorway frame, if possible, or duck under the nearest desk/table.
- Face away from any glass (mirrors and windows).

In the event of a severe earthquake, follow the above procedures and the directions of any residence or college staff member.

An event such as this earthquake will elicit many feelings. Your emotional reactions may include shock, numbness, fear, anger, and guilt. You may experience some sleep disturbance or recurring dreams. It may be difficult for you to concentrate or to remember things. In general, you may feel "off center," irritable or jumpy. It is important to know that any and all of these feelings and reactions are normal in the aftermath of such an event. During times like these, most people will react in ways that seem unusual but which are natural responses to stressful situations.

It can be helpful to talk about your feelings. Talk as often and to as many people as you like. Another way to work through your feelings is to write about what you are experiencing. It can be reassuring to prepare for future emergencies: keep a flashlight handy, know safe places to go, become more aware of your environment. Last, but not least, keep things in perspective by remembering that life goes on, and that, with time, your world will seem more secure again. You will be able to get on with the business of living and meeting new challenges.

We are available, as are all NDNU faculty and staff, should you feel the need to talk about your current feelings.

Sincerely,

Director, Student Life

Director, Counseling Services

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