

# Fontbonne University

## Policy Manual Volume IV

### Faculty Employment Policies



**2024**

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**FACULTY EMPLOYMENT POLICIES**

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## **Volume IV**

# **FACULTY EMPLOYMENT POLICIES**

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## **4.0 INTRODUCTION**

Volume IV of the Fontbonne Policy Manual contains the approved policies and procedures of Fontbonne concerning the terms and conditions of faculty employment at Fontbonne University. This Volume IV is incorporated by reference into the individual contracts of each faculty member. Where the terms and provisions of an individual contract of a faculty member are inconsistent with the general policies contained herein, the provisions of the individual contract shall control if it is of benefit to the faculty member. Any misapplication, misinterpretation or violation of specific provisions in this Volume IV should be reported to the Vice President for Academic Affairs, the appropriate department chairperson, or the appropriate FGA committee.

The administrative or staff responsibilities of faculty members with administrative or staff duties are specified in the individual contracts of such faculty members.

While authority to change policy ultimately resides with the Board of Trustees, recommendations for change are invited from all committees or faculty members involved. Committees or faculty members seeking to amend a portion of this Volume IV should work through the appropriate committee or administrator.

This manual is impacted by actions of the Board of Trustees taken during their meeting of March 10, 2024. In that meeting, the Board unanimously voted to:

- 1) Declare a state of financial exigency in existence at Fontbonne University.
- 2) Direct the administration of Fontbonne University to take all necessary steps to begin the orderly cessation of university operations, with the final conferral of degrees and the conclusion of instruction to occur on or before August 31, 2025. The administration is further directed to voluntarily resign accreditation with the Higher Learning Commission and all program accreditors after the final conferral of degrees. The administration is empowered to enter the university into agreements including, but not limited to, custodianship of records and teach-out agreements, as may be necessary to comply with policies, rules, and regulations.

Additional modifications affecting sections 4.3.2.7, 4.6.1, and 4.7 are included in the relevant sections below.

## **4.1 FACULTY STATUS**

### **4.4.1 Definition of Faculty Status**

All persons working under the title of Professor, Associate Professor, Assistant Professor, Instructor, Senior Lecturer, Senior Clinical Instructor, Lecturer, and Clinical Instructor shall constitute the faculty of Fontbonne University.

#### **4.4.2 Components of Faculty Status**

An individual's faculty status at Fontbonne is understood in terms of

1. the type of appointment (see section 4.2),
2. the academic rank (see section 4.3), and
3. the type of contract (see section 4.4).

## **4.2 TYPES OF FACULTY APPOINTMENTS**

### **4.2.1 Full-time Faculty Member**

A full-time faculty member is a contractual employee of Fontbonne University pursuant to a Term, Notice or Continuous Appointment Agreement (see section 4.4) who is qualified for appointment to faculty status as listed above and who ordinarily has full-time teaching duties or teaching and other duties (e.g., research, academic administration, library duties) equivalent to a full-time teaching load.

Full-time faculty appointments are ordinarily for nine months and require teaching twelve credit hours per semester or their equivalent. Full-time faculty appointments for longer or shorter periods of time require teaching proportionally more or fewer credit hours. In addition, full-time appointments require advising, participation in faculty governance, participation in departmental activities, and other duties consistent with full-time employment at an accredited university. Full-time faculty are eligible for appointment to the rank of Instructor or appointment at or advancement to the rank of Assistant Professor, Associate Professor, or Professor. They may be probationary or post-probationary, depending on whether they have successfully completed the Non-Tenure Review or been granted tenure by Fontbonne University (see Subsections 4.6.3 and 4.6.4.).

### **4.2.2 Full-time Affiliate Faculty Member**

A full-time affiliate faculty member is a contractual employee of Fontbonne University pursuant to a Term Appointment Agreement (see section 4.4) who is qualified for appointment to faculty status as listed above. The primary responsibility of full-time affiliate faculty members is teaching. They are responsible for the equivalent of 30 credit hours of instruction, to be distributed over the fall, spring, and in some cases the summer terms, and ordinarily will have only four course preparations per calendar year. Affiliate faculty members will not be required to advise students or to serve on University committees; their departmental responsibilities will be limited to holding at least three office hours per week and working on curriculum and assessment in the area in which they teach. Affiliate faculty will receive one-year term appointments. Depending on their degree, they are eligible for appointment to the rank of Instructor or Assistant Professor and advancement to the rank of Assistant Professor. They are not eligible to apply for tenure or to participate in the Non-Tenure Review.

### **4.2.3 Pro-rata Faculty Member**

A pro-rata faculty member is a contractual employee of Fontbonne University pursuant to a Term, Notice or Continuous Appointment Agreement (see section 4.4) who is qualified for appointment to faculty status as listed above. Pro-rata appointments are either half-time or three-quarters time and carry responsibilities proportional to full-time appointments. Like full-time faculty, pro-rata faculty have commitments to their academic department and University that go beyond teaching. These duties

may include advising, participation in faculty governance, and participation in departmental activities. A faculty member in a pro-rata appointment is not eligible to apply for tenure or participate in the Non-Tenure Review; however, a tenured faculty member may retain post-probationary status should he or she move from a full-time appointment to a pro-rata appointment. Pro-rata faculty are eligible for appointment to the rank of Instructor, Assistant Professor, Associate Professor, or Professor. They are not eligible for advancement except as allowed in subparagraph 4.3.2.3.1.

#### **4.2.4 Part-time Faculty Member**

A part-time faculty member is a contractual employee of Fontbonne University pursuant to a Term Appointment Agreement (See section 4.3) who is qualified for appointment to faculty status as listed above. Part-time appointments are made on a per-course basis. Part-time faculty are appointed to the rank of Lecturer or Clinical Instructor and are eligible for advancement to the rank of Senior Lecturer or Senior Clinical Instructor. They are not eligible to apply for tenure or participate in the Non-Tenure Review.

#### **4.2.5 Visiting Artist-, Writer-, Scholar-in-Residence; Visiting Ranked Faculty**

Fontbonne University may appoint artists, writers, scholars and other distinguished individuals to the special faculty status of Visiting Artist-, Writer-, or Scholar-in-Residence or Visiting Ranked Faculty. They are appointed by the Vice President for Academic Affairs after consultation with the appropriate departmental chairperson. All such faculty are hired on term appointments for a limited period of time with no intent or expectation of on-going employment. Such appointments may be full-time, pro-rata, or per-course depending upon the needs of Fontbonne University.

### **4.3 FACULTY RANKS**

#### **4.3.1 Rank for New Faculty Appointments**

##### **4.3.1.1 Full-time Teaching Faculty, Full-time Affiliate Faculty, and Pro-rata Faculty**

All new full-time faculty, full-time affiliate faculty, and pro-rata faculty will be assigned appropriate rank by the Committee on Rank and Tenure. Rank is assigned by the committee on the basis of information submitted by the Vice President for Academic Affairs as soon as possible after the hiring of a faculty member.

##### **4.3.1.2 Librarians**

Ordinarily, new appointments will be made at the rank of Assistant Professor. New appointments at the rank of Assistant Professor require a Master's of Library Science or its equivalent from an American Library Association (ALA) accredited program.

##### **4.3.1.3 Academic Rank for Part-time Faculty**

New appointments will be made at the rank of Lecturer or Clinical Instructor.

##### **4.3.1.4 Academic Rank for Administrators**

Faculty rank is generally restricted to those whose primary role at the University is teaching. However, in special circumstances, faculty rank concurrent with an administrative appointment may be granted

with approval of the Rank and Tenure Committee. The following criteria ordinarily apply:

1. An administrative appointment in Academic Affairs;
2. Regular teaching responsibilities (usually as overload);
3. Academic rank in a previous position at an accredited institution of higher education;
4. Appropriate terminal degree; and
5. Recommendation by the appropriate academic department.

### **4.3.2 Criteria for Appointment to or Advancement in Rank**

Criteria for appointment to rank or advancement in rank at Fontbonne University are as follows:

#### **4.3.2.1 Lecturer and Clinical Instructor**

The ranks of Lecturer and Clinical Instructor apply only to part-time faculty. Appointment to the rank of Lecturer or Clinical Instructor ordinarily presupposes the following qualifications:

1. Possession of at least a master's degree in the appropriate field; or possession of the professional degree ordinarily required for teaching in certain technical and professional fields; and
2. Acceptance of the educational philosophy and policies of Fontbonne University as stated in the Policy Manual.

#### **4.3.2.2 Senior Lecture and Senior Clinical Instructor**

The ranks of Senior Lecturer and Senior Clinical Instructor apply only to part-time faculty. Appointment of part-time faculty to the rank of Senior Lecturer or Senior Clinical Instructor ordinarily presupposes:

1. Possession of at least a master's degree in the appropriate field; or possession of the professional degree ordinarily required for teaching in certain technical and professional fields;
2. Five semesters (including summers) of successful teaching at Fontbonne; for those faculty engaged in teaching accelerated courses lasting seven or fewer weeks, the requirement would be ten appointments; these semesters or appointments need not be consecutive;
3. A minimum of 24 months since service as a faculty member at Fontbonne University began;
4. Acceptance of the educational philosophy and policies of Fontbonne University as stated in the Policy Manual;
5. A classroom observation by the departmental chairperson or a full-time faculty member designated by the departmental chairperson; and
6. A positive recommendation from the departmental chairperson.

#### **4.3.2.3 Instructor**

Appointment to the rank of Instructor presupposes the following qualifications:

##### **4.3.2.3.1 Academic Credentials**

Possession of a master's degree in the appropriate field, as determined by the Vice President for Academic Affairs in consultation with the departmental chairperson, from an accredited institution of higher learning; or possession of the professional degree ordinarily required for teaching in certain

technical or professional fields.

Upon completion of the appropriate academic degree, as determined by the Vice President for Academic Affairs in consultation with the departmental chairperson, any faculty member at the rank of Instructor will be eligible for immediate advancement in rank. Any salary increment would be deferred to the next appointment year.

#### **4.3.2.3.2 Professional Experience**

None required.

#### **4.3.2.3.3 Teaching Effectiveness**

Demonstrated teaching ability from prior experience or potential for development.

#### **4.3.2.3.4 Professional Growth and Development**

Demonstration from prior experience or potential for professional development.

#### **4.3.2.3.5 Potential for Contribution to the University**

Indication of interest and cooperation in the duties of a faculty member as stated in Volume IV of the Policy Manual.

Acceptance of the educational philosophy and policies of Fontbonne University as stated in Volumes I, IV and VI of the Policy Manual.

### **4.3.2.4 Assistant Professor**

Appointment or advancement to the rank of Assistant Professor presupposes the following qualifications:

#### **4.3.2.4.1 Academic Credentials**

For a new appointment:

1. Possession of an earned doctorate or a terminal degree, such as an MFA, JD, Master of Social Work, or Master of Science in Taxation, in an appropriate area as determined by the Vice President for Academic Affairs in consultation with the departmental chairperson.
2. In an academic program where there is evidence that master's level academic credentials are sufficient faculty preparation, a specific waiver of the requirement that possession of an earned doctorate or terminal degree is necessary for advancement in rank to Assistant Professor can be granted by the Vice President for Academic Affairs and the Committee on Rank and Tenure in consultation with the departmental chairperson.

#### **4.3.2.4.2 Professional Experience**

For a new appointment: no prior teaching or professional experience is required. For continuing faculty on notice or continuous contracts:

1. A minimum of three years of successful college teaching under a full-time teaching appointment at the rank of Instructor at an accredited institution. At least one of these three years must be at Fontbonne.

2. A candidate is eligible for immediate advancement upon completion of an earned doctorate or terminal degree, such as an MFA, JD, Master of Social Work, or Master of Science in Taxation, in an appropriate field as determined by the Vice President for Academic Affairs in consultation with the departmental chairperson.

#### **4.3.2.4.3 Teaching Effectiveness**

1. For a new appointment: demonstrated teaching ability from prior experience or potential to develop the necessary teaching skills.
2. For continuing faculty on notice or continuous contracts, evidence of teaching effectiveness based on student evaluations, colleague evaluations, departmental chairperson and Vice President for Academic Affairs evaluations, and self-evaluations.

#### **4.3.2.4.4 Scholarship and Professional Activity**

1. For a new appointment: evidence of prior professional growth and development.
2. For continuing faculty on notice or continuous contracts: evidence of activities, such as
  - a. Further academic study;
  - b. Participation in learned societies;
  - c. Research and creativity;
  - d. Contributions to curricular development; and/or
  - e. Continuing professional experience or practice.

#### **4.3.2.4.5 Potential for Professional Service**

1. For a new appointment:
  - a. Indication of interest and cooperation in the duties of a faculty member as stated in Volume IV of the Policy Manual;
  - b. Acceptance of the educational philosophy and policies of Fontbonne University as stated in the Policy Manual.
2. For continuing faculty on notice or terminal contracts: evidence of satisfactory performance of University responsibilities other than teaching, such as:
  - a. Active involvement in departmental affairs;
  - b. Effective academic advisement;
  - c. Responsible service on University committees;
  - d. Adherence to the educational philosophy and policies of Fontbonne as stated in the Policy Manual; and/or

### **4.3.2.5 Associate Professor**

Appointment or advancement to the rank of Associate Professor presupposes the following qualifications:

#### **4.3.2.5.1 Academic Credentials**

An earned doctorate or a terminal degree, such as an MFA, JD, Master of Social Work, or Master of Science in Taxation, in an appropriate area, as determined by the Vice President for Academic Affairs in consultation with the departmental chairperson.



#### **4.3.2.5.2 Professional Experience**

1. For a new appointment: Associate rank from an accredited institution.
2. For continuing faculty on notice or continuous contracts:
  - a. A minimum of five years of successful college teaching under a full-time faculty appointment at the rank of Assistant Professor is ordinarily necessary to apply for advancement in rank. At least three of these five years must be at Fontbonne with the number of years of credit from another institution toward advancement in rank approved by the Committee on Rank and Tenure at the time of the initial appointment.
  - b. Up to three years of full-time appointment as an Instructor at Fontbonne may be credited toward the minimum of five years in the rank of Assistant Professor at Fontbonne for a tenured faculty member. Years of credit will be based on a recommendation of the departmental chairperson and Vice President for Academic Affairs to the Committee on Rank and Tenure at the time the faculty member is considered for tenure. The committee will take into account the level of participation in program development and faculty governance.
  - c. Up to two years of substantive non-teaching experience directly relevant to their teaching assignments may be credited toward the minimum of five years at the rank of Assistant Professor if the faculty member had at least 10 years of such substantive, relevant non-teaching experience. Determination of years of credit will be made by the Committee on Rank and Tenure based on a recommendation of the departmental chairperson and Vice President for Academic Affairs.

#### **4.3.2.5.3 Teaching Effectiveness**

Evidence of teaching effectiveness based on student evaluations, colleague evaluations, departmental chairperson and Vice President for Academic Affairs evaluations, and self-evaluations.

#### **4.3.2.5.4 Scholarship and Professional Activity**

Evidence of activities such as

1. Further academic study;
2. Participation in learned societies;
3. Research and creativity;
4. Contributions to curricular development; and/or
5. Continuing professional experience or practice.

#### **4.3.2.5.5 Professional Service**

Evidence of satisfactory performance in University responsibilities other than teaching, such as

1. Active involvement in departmental affairs;
2. Effective academic advisement;
3. Responsible service on University committees;
4. Adherence to the educational philosophy and policies of Fontbonne as stated in the Policy Manual; and
5. Community service related to the Mission Statement of the University.

#### **4.3.2.6 Professor**

Appointment or advancement to the rank of Professor presupposes the following qualifications:

#### **4.3.2.6.1 Academic Credentials**

Possession of an earned doctorate or a terminal degree, such as an MFA, JD, Master of Social Work, or Master of Science in Taxation, in an appropriate area as determined by the Vice President for Academic Affairs in consultation with the departmental chairperson.

#### **4.3.2.6.2 Professional Experience**

For a new appointment: Professor rank from an accredited institution.

For continuing faculty on notice or continuous contracts: A minimum of ten years of successful university teaching under full-time faculty appointment, of which six years must be at Fontbonne University at the rank of Associate Professor.

#### **4.3.2.6.3 Teaching Effectiveness**

Evidence of teaching effectiveness based upon student evaluations, colleague evaluations, departmental chairperson and Vice President for Academic Affairs evaluations, and self-evaluations.

#### **4.3.2.6.4 Scholarship and Professional Activity**

1. Demonstration of advanced scholarly or creative activity;
2. Evidence of activities such as
  - a. Further academic study;
  - b. Participation in learned societies;
  - c. Research and creativity;
  - d. Contributions to curricular development; and/or
  - e. Continuing professional experience or practice.

#### **4.3.2.6.5 Professional Service**

Evidence of significant contribution to the University in areas other than teaching, such as:

1. Active involvement in departmental affairs;
2. Effective academic advisement;
3. Responsible service on University committees;
4. Adherence to the educational philosophy and policies of Fontbonne as stated in the Policy Manual; and
5. Community service related to the Mission Statement of the University.

#### **4.3.2.7 Emeriti Faculty**

The Board of Trustees approved the following modification to 4.3.2.7 effective March 11, 2024: “Those faculty who have received the rank of Associate Professor or Professor and who have been employed in full-time status at Fontbonne University for ten or more years on May 1, 2025, shall be granted the title Associate Professor Emeritus or Professor Emeritus, as befits their rank, upon approval of the President on May 1, 2025.” For clarity, the remainder of this section is printed without change in this 2024 version of the policy manual.

On retirement, a Professor or Associate Professor may be granted the title of Emeritus-Emerita.

#### **4.3.2.7.1 Criteria**

The criteria for this rank shall include the following:

1. The candidate shall have been a member of the Fontbonne faculty for a minimum of ten years;
2. The conferring of this rank shall be recommended by the departmental chairperson and the Vice President for Academic Affairs; and
3. The candidate shall be recognized as an outstanding teacher and contributor to the University community by the affirmative vote of the Committee on Rank and Tenure.

#### **4.3.2.7.2 Privileges**

Privileges attached to this rank include:

1. Listing among the faculty in the University catalog;
2. Use of the library;
3. Option to retain a university computer network account for the limited purposes of access to email and library resources (see 2.4.1.2 for details and restrictions);
4. Receipt of selected University publications;
5. Participation in convocations and academic processions;
6. Inscription of name and years of service on an appropriate plaque;
7. Voice in the FGA;
8. Use of campus facilities as available and approved by the Vice President for Academic Affairs.

#### **4.3.2.7.3 Procedure**

The recommendation for advancement to the rank of Professor Emeritus-Emerita should ordinarily be submitted in writing to the chairperson of the Committee on Rank and Tenure on or before September 15 of the year of consideration for retirement.

#### **4.3.2.8 Faculty with Non-teaching Appointments**

In the event that an employee with faculty status anticipating application for advancement in rank assumes a non-teaching role at the University, the committee on Rank and Tenure, department chair, and Vice President for Academic Affairs (or Dean/immediate supervisor) will determine credit or criteria equivalency as established by the current policy manual. A letter outlining the credit or criteria equivalency, subject to approval by the President, will be placed in the individual's file in the Office of Academic Affairs. Approved by the FGA April 13, 2011.

### **4.3.3 Criteria for Appointment to or Advancement in Rank for Librarians**

#### **4.3.3.1 Assistant Professor**

Appointment to the rank of Assistant Professor presupposes all of the following qualifications:

#### **4.3.3.2 Academic Credentials**

Possession of the terminal degree, a Master's in Library Science or its equivalent from a program accredited by the American Library Association.

If there is evidence that alternative master's level academic credentials are sufficient faculty preparation (such as may be the case for archivists or conservators), a specific waiver of the

requirement that possession of a terminal degree is necessary for appointment to the rank of Assistant Professor can be granted by the Vice President for Academic Affairs and the Committee on Rank and Tenure in consultation with the University Librarian.

#### **4.3.3.1.1 Professional Experience**

None required.

#### **4.3.3.1.2 Librarianship/Teaching Effectiveness**

Demonstrated professional ability from prior experience or potential to develop the necessary skills.

#### **4.3.3.1.3 Scholarship and Professional Activity**

Evidence of prior professional growth and development.

#### **4.3.3.1.4 Potential for Professional Service**

1. Indication of interest and cooperation in the duties of a faculty member as stated in Volume IV of the Policy Manual;
2. Acceptance of the educational philosophy and policies of Fontbonne University as stated in Volume IV of the Policy Manual.

### **4.3.3.3 Associate Professor**

Appointment or advancement to the rank of Associate Professor presupposes all of the following qualifications:

#### **4.3.3.2.1 Academic Credentials**

Possession of a Master's in Library Science or its equivalent from a program accredited by the American Library Association.

#### **4.3.3.2.2 Professional Experience**

For a new appointment: Associate rank from an accredited institution.

For continuing librarians: A minimum of five years of successful librarianship under a full-time faculty appointment at the rank of Assistant Professor is ordinarily necessary to apply for advancement in rank. At least three of these five years must be at Fontbonne, with the number of years of credit from another institution toward advancement in rank approved by the Committee on Rank and Tenure at the time of the initial appointment.

#### **4.3.3.2.3 Librarianship/Teaching Effectiveness**

Evidence of professional effectiveness based on annual evaluations, self-evaluations, colleague evaluations, and evaluations from the University Librarian.

#### **4.3.3.2.4 Scholarship and Professional Activity**

Evidence of activities such as:

1. Further academic study or attendance at professional conferences, workshops, or programs;
2. Participation in or service to professional organizations through committee work or holding office;

3. Publication or presentation of professional research or creativity;
4. Contributions to curricular development; and/or
5. Continuing professional experience or practice.

#### **4.3.3.2.5 Professional Service**

Evidence of satisfactory performance in University responsibilities other than the primary assignment, such as:

1. Active involvement in and contribution to the library mission;
2. Active involvement in classroom teaching;
3. Responsible service on University committees;
4. Adherence to the educational philosophy and policies of Fontbonne as stated in the Policy Manual; and/or
5. Community service related to the Mission Statement of the University.

#### **4.3.3.4 Professor**

Appointment or advancement to the rank of Professor presupposes all of the following qualifications:

##### **4.3.3.3.1 Academic Credentials**

Possession of a Master's in Library Science or its equivalent from a program accredited by the American Library Association.

##### **4.3.3.3.2 Professional Experience**

For a new appointment: Professor rank from an accredited institution.

For continuing librarians: A minimum of ten years of successful librarianship under full-time faculty appointment, of which six years must be at Fontbonne University at the rank of Associate Professor.

##### **4.3.3.3.3 Librarianship/Teaching Effectiveness**

Evidence of professional effectiveness based upon annual evaluations, self-evaluations, colleague evaluations, and evaluations from the University Librarian.

##### **4.3.3.3.4 Scholarship and Professional Activity**

1. Demonstration of advanced scholarly or creative activity;
2. Evidence of activities such as
  - a. Further academic study or attendance at professional conferences, workshops, or programs;
  - b. Participation in or service to professional organizations through committee work or holding office;
  - c. Publication or presentation of professional research or creativity;
  - d. Contributions to curricular development; and/or
  - e. Continuing professional experience or practice.

##### **4.3.3.3.5 Professional Service**

Evidence of significant contribution to the University in areas other than the primary assignment, such as

1. Active involvement and creative contribution to the library mission;

2. Active involvement in classroom teaching;
3. Responsible service on University committees;
4. Adherence to the educational philosophy and policies of Fontbonne as stated in the Policy Manual; and
5. Community service related to the Mission Statement of the University.

#### **4.3.3.5 Emeriti Faculty**

The criteria, privileges, and procedures for granting Emeritus status to librarians are the same as all other faculty.

## **4.4 TYPES OF CONTRACTS**

Each faculty member at Fontbonne will be on one of three types of teaching contracts:

1. a term contract covering a clearly defined period and carrying no right or expectation of renewal (see paragraph 4.4.2);
2. a notice contract requiring the University to give adequate notice, according to well-defined periods, if a contract is not to be renewed—i.e., if the appointment is to be terminated (see paragraph 4.4.3); or
3. a continuous contract, issued if the faculty member has been granted tenure (see paragraph 4.4.4).

### **4.4.3 Probationary and Post-probationary Faculty**

1. All faculty on notice or continuous contracts will be either probationary or post-probationary.
2. Probationary faculty have not been granted tenure or successfully completed the non-tenure review (see subsections 4.6.3 and 4.6.4). All probationary faculty are on notice contracts (see subsection 4.4.3). Note: in the context of faculty contracts, the term “probationary” carries no pejorative connotation.
3. Post-probationary faculty have been granted tenure or successfully completed the non-tenure review. Tenured faculty are on continuous contracts (see subsection 4.4.4), and post-probationary non-tenured faculty are on notice contracts (see subsection 4.4.3).
4. A faculty member on a term contract is neither probationary nor post-probationary.

### **4.4.4 Term Contracts**

Term contracts are issued for a clearly defined, limited period and carry no right or expectation of renewal. Term contracts may also be issued to full-time faculty in special circumstances with the approval of the Vice President for Academic Affairs for short-term curricular needs of the University. Term contracts include:

1. Per-course contracts issued to part-time faculty, full-time faculty, full-time affiliate faculty, and pro-rata faculty undertaking teaching that is not otherwise part of a contractual agreement and
2. Annual and semester contracts issued to full-time faculty, full-time affiliate faculty, and pro-rata faculty who are not on notice contracts or continuous contracts.

### **4.4.5 Notice Contracts**

A notice contract is renewable. There are two types of notice contracts: tenure-track notice contracts and non-tenure-track notice contracts. Non-tenure-track notice contracts may be either probationary or post-probationary, depending on whether the faculty member has successfully completed the Non-Tenure Review. Non-renewal of a notice contract requires the University to provide the faculty member with adequate notice of non-renewal, as stipulated in 4.9.3.1.

Decisions about renewal are ordinarily made in the context of the annual review. However, termination of a notice appointment, with adequate notice, may also result from a decision by the University to eliminate or reallocate a faculty position.

#### **4.4.3.1 Tenure-track Notice Contracts**

Probationary tenure-track faculty receive a one-year notice contract renewable annually for their first six years of service under a full-time academic-year teaching appointment. Such contracts are issued with the expectation of renewal unless proper notice is given of non-reappointment, as stipulated in subparagraph 4.9.3.1. The Vice President for Academic Affairs, in consultation with the departmental chairperson and the college dean, decides on annual renewal of the contract. During the faculty member's sixth year, the faculty member will apply for tenure as stipulated in subsection 4.6.4.

If the faculty member chooses not to apply for tenure, the faculty member will be issued a one-year term contract. If tenure is not granted, the faculty member will be issued a one-year term contract.

#### **4.4.3.2 Non-tenure Track Notice Contracts**

There are two types of Non-Tenure Track Notice Contracts:

##### **4.4.3.2.1 Probationary Non Tenure-track Notice Contracts**

Probationary non-tenure track faculty receive a one-year notice contract renewable annually for their first six years of service under a full-time teaching appointment. Such contracts are issued with the expectation of renewal unless proper notice is given of non-reappointment. The Vice President for Academic Affairs, in consultation with the departmental chairperson and the college dean, decides on annual renewal of the contract. During the faculty member's sixth year, the faculty member participates in the non-tenure review as stipulated in Section 4.6.3. If the faculty member chooses not to apply for the non-tenure review, the faculty member will be issued a one-year term contract. If the non-tenure review results in a decision against renewal, the faculty member will be issued a one-year term contract. If the non-tenure review is successful, the faculty member will receive a notice contract as described in subparagraph 4.4.4.1.2.

##### **4.4.3.2.2 Post-probationary Non Tenure-Track Contracts**

Post-Probationary Non-Tenure Track faculty receive annual contracts requiring notice of termination of at least two years, counted from the end of the contract period or from June 1, whichever comes later. An exception will be made in the faculty member's sixth year, when the faculty member will undergo periodic non-tenure review as stipulated in 4.6.3. If the periodic non-tenure review is not successful, a one-year term contract will be issued. If the periodic non-tenure review is successful, the contract requiring two years' notice will be issued. Within the two-year notice period, termination is possible through program elimination, declaration of financial exigency, or dismissal for cause (see section 4.9).

Year after non-tenure review period	Years of notice required for termination (counted from the end of the contract or from June 1)
1	2
2	2
3	2
4	2
5	2
6	if non-tenure review is unsuccessful: 1 if non-tenure review is successful: 2

#### **4.4.6 Continuous Contracts**

Continuous tenured contracts are issued annually to faculty members who have been granted tenure by the University. Such contracts, though issued each year, are considered to be continuous in nature with termination possible through program elimination, declaration of financial exigency, or dismissal for cause (see section 4.9).

#### **4.4.7 Locus of Appointments**

All faculty have as the locus of their appointment the academic department that is stated in the contract.

#### **4.4.8 Issuance and Receipt of Contracts**

Full-time faculty contracts for any academic year shall be issued on or before April 30 and shall be returned on or before May 15, or the first working day thereafter. If the appointment offer is not accepted on or before May 15, the offer shall expire unless a special arrangement is made with the President.

All per-course term contracts are issued on an individual basis as the necessity arises.

The appointment becomes official when the contract offered by the Vice President for Academic Affairs and the President to the prospective faculty member is signed in duplicate by both parties. A copy is retained on file in the Office of Academic Affairs, and the other is kept by the appointee. A facsimile copy is kept in the office of the Director of Human Resources.

### **4.5 GUIDELINES FOR SEARCH, APPOINTMENT, AND ORIENTATION OF FULL-TIME AND PRO-RATA FACULTY**

The Academic Council of Fontbonne University has developed some standard practices for new faculty searches and has a modest orientation program for new faculty. The following document outlines good practice and details what roles are played by the University and by the department.

#### **4.5.1 Guidelines for Faculty Searches**



1. The department and the chairperson in discussion with the college dean develop the position description and the advertising strategy; the Director of Human Resources can, after consulting with the Vice President for Academic Affairs, modify the advertising strategy for budget reasons. The Vice President for Academic Affairs and college dean set the salary-range. A program's needs and professional philosophy should shape the position description. Generally, departments should seek applicants whose expertise will complement that of other departmental members. Disciplinary and pedagogical competency is critical.
2. The department chairperson and the college dean submit an employee requisition form and recruitment plan to the Vice President for Academic Affairs. The recruitment plan should identify the proposed chair and members of the search committee and an anticipated timeline for the search. To the extent possible, search committees should reflect a diversity of backgrounds and perspectives, e.g., race/ethnicity, gender, age. In addition to approving the recruitment plan, the college dean is responsible for orienting the committee to the search process.
3. The department chairperson (or search committee chair, if not the department chairperson) manages the actual search process, including receiving and acknowledging applications, making them available for review by those involved in the screening process, and making travel arrangements for candidates invited to campus for interviews.
4. The departmental chairperson (or search committee chair, if not the department chairperson) arranges for secondary screening of candidates, which could include interviews at professional meetings and/or telephone interviews. Normally at this stage references are checked, typically by phone, by the departmental chairperson or designee.
5. Before arrival on campus, the candidates will have received copies of the university's statements on mission, vision, commitment and values, and Catholic identity, as well as an abstract of the strategic plan. Ideally, they will also have received from the department a copy of the current catalog and other relevant material.
6. The departmental chairperson (or search committee chair, if not the department chairperson) is responsible for organizing the interview process itself. The interview will include at least the following: individual and group meetings with the departmental faculty, departmental chairperson, and program director (if applicable); a meeting with students; a teaching and/or pedagogical presentation; meetings with the college dean and Vice President for Academic Affairs; and casual events like lunch. Ideally, a faculty member from outside the department will participate in the process. Written feedback will be solicited from all participants in the interview process.
7. The Vice President for Academic Affairs will discuss the University's mission and values with the candidates.
8. The department recommends one or more candidates to the college dean identifying the strengths and weaknesses of all the finalists. Once agreement is reached on a candidate and the conditions of employment, the college dean makes an oral offer contingent upon satisfactory completion of a criminal background check, followed by a formal offer letter

(from the Vice President for Academic Affairs). If necessary, the Rank and Tenure Committee reviews the conditions of the offer (including rank and years of credit toward tenure and/or promotion), and their approval of the conditions is noted in the offer letter.

## **4.5.2 Guidelines for Orientation**

### **4.5.2.1 University Responsibility**

The University will provide the following:

1. Orientation to the mission and values of the University and the history of the University and the Sisters of St. Joseph, the University's sponsoring body;
2. Office space appropriately configured, with furniture, computer, phone and internet service (joint responsibility of departmental chairperson, the departmental secretary and Office of Academic Affairs);
3. Assistance with benefits, parking, and the University ID (this may be done individually, and the departmental secretary may assist);
4. Discussion of important values for faculty, including emphasis on teaching and learning, as well as the values of the University, including Fontbonne's Catholic identity;
5. Explanation of University's administrative structure and faculty governance;
6. Introduction to support services in Academic Affairs, including those housed in the Library, the Kinkel Center, and the Office of the Registrar;
7. Explanation of faculty development funding;
8. Review of the Policy Manual, with special attention to key policies relative to syllabus preparation, attendance, and final examinations;
9. Discussion of non-teaching responsibilities such as academic advising and departmental and University-level service;
10. Explanation of procedures for annual review, advancement, tenure, and non-tenure review;
11. Introduction to faculty members willing to serve as ongoing mentors or simply sources of one-time advice for new faculty; and
12. Overview of support services available in Student Affairs.

### **4.5.2.2 Department Responsibility**

1. New faculty will receive copies of relevant syllabi from the departmental files well before the semester begins to aid them in constructing their syllabi.
2. The departmental chairperson will promote ongoing dialogue among department faculty about practices that support the department's mission. The following activities might be included, particularly in the first semester:
  - a. Informal observations of one another's classes and
  - b. Discussion of curriculum goals, student needs, syllabi, assignments, and exams.

## **4.6 REVIEW AND RETENTION OF FACULTY WITH NOTICE OR CONTINUOUS CONTRACTS**

Faculty on notice or continuous contracts undergo one or more of four types of review, depending on

whether they are tenure-track or non-tenure track or probationary or post- probationary.

- 1 All faculty on notice or continuous contracts undergo annual review.
- 2 Probationary tenure-track faculty also undergo focused review and tenure review.
- 3 Probationary and post-probationary non-tenure track faculty on notice contracts also undergo non-tenure review.

#### **4.6.1 Annual Review of Faculty on Notice or Continuous Contracts**

The Board of Trustees approved this modification effective March 11, 2024: “Unless requested in writing by a faculty member to the department chair, faculty will not be required to submit a self-evaluation and will not receive an evaluation from the department chair in spring 2025.” For clarity, the remainder of this section is printed without change in this 2024 version of the policy manual.

Ongoing development and evaluation are essential components of the professional responsibilities of every faculty member, whether tenured or non-tenured. In order to ensure that faculty members meet this responsibility and to support them in this effort, the University conducts an annual review of all faculty members with notice contracts or continuous contracts.

1. This evaluation focuses primarily on teaching excellence or excellence in librarianship.
2. It also encompasses the following areas:
  - a. Performance of intramural responsibilities other than teaching, i.e., adherence to the mission of the University, service on University committees, participation in University governance, advising, and other duties as appropriate, such as moderating student groups.
  - b. Participation in professional activities outside the University, such as research, publication, performance, and membership and activity in learned societies and professional organizations.

Fontbonne University is profoundly dedicated to academic freedom. The University policy regarding academic freedom is provided at subsection 4.10.1. Accordingly, the annual review of faculty:

1. Uses multiple instruments of evaluation;
2. Includes input from the faculty member being reviewed, the faculty member’s departmental chairperson and college dean, and the Vice President for Academic Affairs.
3. Provides the opportunity for a faculty member to appeal the outcome by peer review, should the faculty member believe that remediation has been inappropriately required or that the faculty member’s academic freedom has been violated by the review process.

The instruments of evaluation include an annual self-evaluation, all student evaluations from both semesters, class observations by the departmental chairperson and/or college dean and/or Vice President for Academic Affairs, all advising evaluations for both semesters, and the departmental chairperson’s annual evaluation of the faculty member. Whenever the faculty member being reviewed is a departmental chairperson, the last item is replaced by the annual written evaluations of the individual as a faculty member and as a departmental chairperson, done by the college dean.

##### **4.6.1.1 Evaluative Instruments and Their Uses**

Use of evaluative instruments is governed by the professional ethics normally present in accredited universities. Appropriate uses of evaluative instruments include:

1. Making decisions about retention of non-tenured faculty;
2. Evaluating faculty for advancement in rank;
3. Evaluating faculty for the focused review, tenure, and the non-tenure review; and
4. Guiding faculty development, for self-improvement and institutional excellence.

For these purposes, the evaluative instruments are available for review by different individuals and groups in the University. Those authorized to review each of the instruments, and for which purposes, are detailed below.

The self-evaluation, student evaluations and/or summaries of them, required class observations by the departmental chairperson and/or college dean and/or Vice President for Academic Affairs, and the departmental chairperson's annual evaluation of the faculty member

May be used by:

- the individual faculty member
- the departmental chairperson
- the college dean
- the Vice President for Academic Affairs
- the Committee on Rank and Tenure

For purposes including but not limited to:

- self-development
- faculty development, retention recommendations
- Faculty development, retention recommendations
- faculty development, retention decisions
- advancement and tenure recommendations

#### Academic advising evaluations

May be used by:

- the individual faculty member
- the departmental chairperson
- the college dean
- the Vice President for Academic Affairs
- the Director of Advising
- the Committee on Rank and Tenure

For purposes including but not limited to:

- self-development
- faculty development, retention recommendations
- faculty development, retention recommendations
- faculty development, retention decisions
- development of faculty as advisors
- advancement and tenure recommendations

#### Evaluations of a Departmental Chairperson

May be used by:

- the individual chairperson
- the college dean
- the Vice President for Academic Affairs
- the Committee on Rank and Tenure

For purposes including but not limited to:

- self-development
- faculty development, retention recommendations
- faculty development, retention decisions
- advancement and tenure recommendations

### **4.6.1.2 Procedures for Annual Review of Faculty**

Individual faculty members, departmental chairpersons, college deans and the Vice President for Academic Affairs all bear significant responsibility for the success of the review process. The responsibilities of each party are delineated below.

If a faculty member is tenured and a full professor, the departmental chairperson's review will occur every three years. If a faculty member is tenured, but not a full professor, the review will occur every two years. A departmental chairperson may call for a review if remediation is required. A faculty member may ask for a more frequent evaluation in the interest of advancement or for other reasons. All faculty members will continue to complete a self-evaluation annually; similarly, they will all complete the evaluation of the departmental chairperson annually.

#### **4.6.1.2.1 Faculty Member Responsibilities**

The individual faculty member is responsible for:

1. Providing class time for student evaluations of each course which the faculty member teaches, following the standard evaluation procedure as directed by the Vice President for Academic Affairs. These evaluations will ordinarily be conducted during the last three weeks of the course.
2. Retaining these student evaluations for at least five years.
3. Reviewing and preparing a summary of these evaluations for inclusion in the faculty member's annual self-evaluation.
4. Allowing class observation (every three years for post-probationary faculty, semi-annually for probationary faculty) by the faculty member's departmental chairperson, reviewing the completed class observation form with the departmental chairperson within a week after the departmental chairperson completes the form, noting disagreements (if any) on the completed form, and signing it. During the first year on a notice appointment, the faculty member is also responsible for requesting a class observation by the college dean, following the same procedure. The Rank and Tenure Committee, following the focused review of a probationary tenure-track faculty member, may recommend that the frequency of classroom visits for this faculty member be reduced to an annual visit.
5. Completing the annual self-evaluation form according to the timetable provided, including the summaries of student evaluations from item #3 above.
6. Retaining copies of the completed self-evaluation, the departmental chairperson's evaluation, and the class observation form for at least five years.
7. Reviewing annually academic advising evaluations supplied by the Director of Advising, and retaining same for at least five years.
8. Meeting with the departmental chairperson at the end of the academic year to discuss progress toward meeting previously stated goal(s) for self-development for the current academic year and to formulate such goal(s) for the next academic year. At least one goal should be directly related to teaching.
9. Reviewing the departmental chairperson's annual evaluation of the faculty member, noting any areas of disagreement on the form, and signing the completed form.
10. Reviewing any remediation prescribed by the Vice President for Academic Affairs. Before the contract for the next academic year takes effect, the faculty member must also schedule a conference with the college dean, and the departmental chairperson, to discuss the areas of concern. (In the case where the faculty member is a departmental chairperson, the faculty member may choose one senior faculty member to participate in this conference.)
11. Reformulating the faculty member's goals and objectives to address the required

remediation after this conference, if applicable; signing this document, and forwarding it to the college dean for signature.

12. Retaining copies of the reformulated goals and objectives for at least five years.
13. Addressing the faculty member's goals and objectives, whether remedial or not, during the next academic year, since they will be fundamental criteria during the next year's review.

Note: In the case where the faculty member is a departmental chairperson, all references in items #1 through #9 immediately above to the "departmental chairperson" are to be replaced by "college dean."

#### **4.6.1.2.2 Departmental Chairperson Responsibilities**

The departmental chairperson is responsible for:

1. Conducting a classroom observation of each post-probationary faculty member of the department in a classroom observation at least once every three years, or annually at the discretion of the chair in consultation with the college dean.
2. Conducting a classroom observation of each probationary faculty member at least once a year. The Rank and Tenure Committee can recommend annual visits after the focused review, though the departmental chairperson, in consultation with the college dean, will make the final determination.
3. Completing a classroom observation form for each such visit, reviewing it with the faculty member within a week after the visit, noting any disagreements on the form, and signing it.
4. Distributing copies of the completed observation form to the faculty member, to the college dean and Vice President for Academic Affairs, and retaining a copy for at least five years.
5. Reviewing student evaluations and advising evaluations of each faculty member, making recommendations to the faculty member to address any areas where consistent problems occur, and returning the completed evaluations to the faculty member.
6. Completing the annual departmental chairperson's evaluation of the faculty member and reviewing this evaluation with the faculty member, noting any areas of disagreement on the form, and signing the completed form. Their conversation includes a review of the faculty member's progress toward reaching the faculty member's stated self-development goal(s) for the current year and a discussion of goal(s) for the following year. Areas of excellence are commended, areas in which development is appropriate are noted, and, if necessary, areas which require improvement are identified.
7. Distributing copies of the completed annual evaluation form to the faculty member, to the college dean and to the Vice President for Academic Affairs, and retaining a copy for at least five years.
8. Meeting with the college dean according to the timetable below, to discuss each faculty member's evaluation and to identify areas of development for which additional institutional support may be needed.
9. Participating in a conference with the faculty member and the college dean, if the outcome of the review indicates a need for remediation, as conveyed in writing to the faculty member by the college dean.
10. Retaining a copy of the faculty member's goals and objectives for the next academic year, for use as a factor in the next year's evaluation.

Note: In the case where the faculty member being evaluated is a departmental chairperson, the responsibility for items #1 through #6 immediately above rests with the college dean. In this case, also, the college dean includes in the review separate sections evaluating the individual as

a faculty member and as a departmental chairperson. Evaluation of performance as a departmental chairperson will be governed by the description of a departmental chairperson's responsibilities in the Policy Manual.

#### **4.6.1.2.3 College Dean Responsibilities**

The college dean is responsible for:

1. Visiting each faculty member in a classroom observation during the individual's first year, completing the classroom observation form for each visit, reviewing it with the faculty member within a week after the visit, noting any disagreements on the form, and signing it.
2. Performing the duties assigned above to the departmental chairperson, in the case where the individual being reviewed is a departmental chairperson.
3. Reviewing the completed annual faculty evaluations and classroom observations with the departmental chairperson according to the timetable below.
4. Participating in a conference with the faculty member and the departmental chairperson, if the outcome of the review indicates a need for remediation, as conveyed in writing.
5. Reviewing and signing appropriately revised goals and objectives submitted by a faculty member of whom remedial activities are required and providing an additional copy to the departmental chairperson.
6. Retaining departmental chairperson's evaluation of the faculty member, the faculty member's self-evaluation, a copy of the letter summarizing the outcome of the annual review, and the faculty member's goals and objectives, in files.

#### **4.6.1.2.4 Vice President for Academic Affairs Responsibilities**

The Vice President for Academic Affairs is responsible for:

1. Performing the duties assigned above to the college dean, in the case where the individual being reviewed is the college dean.
2. Reviewing the student evaluations of faculty.
3. Distributing annual faculty evaluation forms and classroom observation forms to departmental chairpersons, and self-evaluation forms to all faculty.
4. Retaining departmental chairperson's evaluation of the faculty member, the faculty member's self-evaluation, a copy of the letter summarizing the outcome of the annual review, and the faculty member's goals and objectives, in files.

### **4.6.1.3 Outcomes of the Annual Review**

Each annual review may lead to one of several outcomes, depending on whether the faculty member is probationary or post-probationary:

1. Renewal (for probationary faculty on notice contracts)
2. Non-renewal (with adequate notice, for probationary faculty on notice appointments)
3. Prescribed remediation (for post-probationary faculty, whether on notice contracts or continuous contracts)

#### **4.6.1.3.1 Renewal**

Renewal of probationary contracts is made by the Vice President for Academic Affairs on the recommendation of the departmental chairperson and college dean. If the departmental chairperson and/or college dean has recommended that the contract not be renewed and the Vice President for

Academic Affairs decides to renew the contract, the departmental chairperson and/or college dean may appeal the decision to renew the contract to the President.

#### **4.6.1.3.2 Termination of Probationary Faculty**

The following guidelines apply only to full-time tenure-track and non-tenure track probationary faculty and do not take into consideration dismissal for cause, release for reasons of financial exigency, or elimination or reallocation of a faculty position.

1. The departmental chairperson who intends to recommend against a renewal of the appointment informs the faculty member in question and discusses the faculty member's teaching and other academic performance and whether or not the faculty member should continue at the University. If the faculty member states at this time the desire to discontinue association with the University, the faculty member writes a formal statement to this effect to the departmental chairperson, the college dean, and the Vice President for Academic Affairs; no appointment will be offered; the faculty member will waive any further claim against the University in the matter of re-appointment, and the process is pursued no further. Otherwise, the procedure continues as follows:
  - a. The departmental chairperson discusses with the rest of the departmental faculty whether or not the faculty member in question should be reappointed.
  - b. The departmental chairperson prepares a written evaluation which recommends against renewal of the faculty member's appointment and gives the reasons for the recommendation. A copy of the recommendation and the evaluation will be given to the faculty member, who may submit a response to the college dean within three working days. The response will be filed with the departmental chairperson's evaluation.
2. The college dean forwards the department chair's recommendation and evaluation and, if any, the faculty member's response, along with the college dean's recommendation to the Vice President for Academic Affairs
3. The Vice President for Academic Affairs may concur with the departmental chairperson and/or college dean. If the Vice President for Academic Affairs, the college dean and the departmental chairperson cannot reach agreement, the Vice President for Academic Affairs informs the President before notifying the faculty member.
  - a. If the decision of the Vice President for Academic Affairs is for non-renewal of appointment, the faculty member is sent a letter of non-reappointment, stating the reasons for the decision not to renew the appointment.
  - b. If the Vice President for Academic Affairs determines that there is inconclusive evidence for renewal or non-renewal of the appointment, the Vice President for Academic Affairs may seek additional evidence.
4. The Vice President for Academic Affairs may initiate the process of non-renewal of the appointment for a faculty member by informing the departmental chairperson of this intent in writing. When initiating such a process, the Vice President for Academic Affairs will follow the same procedure as that stipulated for the departmental chairperson. If it is the departmental chairperson whose appointment renewal is under consideration, the Vice President for Academic Affairs informs the college dean. That college dean functions in place of the departmental chairperson for the evaluation and recommendation procedure and follows the same procedure as that stipulated for the departmental chairperson.
5. Notice of non-reappointment should be given in writing in accordance with the following standards:
  - a. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or if a one-year appointment terminates during an



- academic year, at least three months before its termination.
  - b. No later than December 15 of the second academic year of service, if the appointment expires at the end of that year.
  - c. At least twelve months before the expiration of an appointment after two or more years in the institution. For appointments expiring in May, the notification date will be June 1 of the previous year.
6. If the faculty member is not notified in time, as indicated, the University reserves the right to compensate the faculty member for the late notice as specified in the AAUP guidelines, that is, “payment of further salary in proportion to the lateness of notice” (AAUP Bulletin; Spring, 1976, p. 96; pp 3.). If the faculty member finds other full-time employment during the time of compensation, the University’s liability will be limited to the difference between the new salary and the compensation.

As faculty with term contracts do not have the assumption of retention or reappointment, these guidelines do not apply to them, nor do they apply to those faculty with non-renewable appointments.

#### Appeals Procedure for Non-Renewal of Appointment

1. A faculty member notified of non-renewal of the appointment may appeal the decision of the Vice President for Academic Affairs in a letter to the President of the University. The letter is to be sent within five working days of the date of receipt of the notice of non-reappointment, and should set forth the grounds for the faculty member’s appeal, as well as a choice for appointment to an ad hoc committee of appeal to be created.
2. The President’s Office will supervise the creation of an ad hoc committee of appeal. The committee will consist of one faculty member chosen by the faculty member who is contesting the decision of the Vice President for Academic Affairs; one faculty member chosen by the Vice President for Academic Affairs, and one faculty member chosen by these two faculty; the last member will serve as chairperson of the committee. The ad hoc committee is charged with advising the President. Each committee member is therefore responsible to the President, not to the party who appointed him or her.
3. The ad hoc committee of appeal will meet within five working days of the date of the President’s receipt of the letter of appeal and will make its recommendation within five working days of its first convening. The decision will be based on:
  - a. The reasons set forth in the letter of non-reappointment and non-renewal of appointment sent by the Vice President for Academic Affairs;
  - b. The reasons for appeal as set forth in the letter of appeal from the faculty member. The committee may investigate these reasons according to need.
4. The committee must choose one of the following alternatives and recommend it to the President, along with a minority report, should there be one:
  - a. The original decision for non-renewal should stand;
  - b. The original decision for non-renewal should not stand and the faculty member should be given a renewal of appointment without prejudice.
5. The President will make the final decision from which there is no appeal within the structure of the University.

If the faculty member believes that the grounds for non-renewal of appointment are matters of academic freedom, the faculty member may choose either the process of the ad hoc committee of appeals or the process of the mediation and hearing committees

#### **4.6.1.3.3 Remediation for Post-probationary Faculty**

In the event that need for improvement is delineated but a post-probationary faculty member fails to

improve, the college dean, in consultation with the departmental chairperson and with approval of the Vice President for Academic Affairs, may prescribe remedial measures. All or part of the faculty member's next annual salary increase may be forfeited with the amount forfeited to be set aside to fund developmental activities in the area(s) where remedial measures are required. In years when there are no salary increases, the faculty member's base salary may be reduced by no more than five percent (5%) with the amount forfeited to be set aside to fund developmental activities in the area(s) where remedial measures are required.

Such consequences will be invoked only after the faculty member has failed to seek improvement or if the Vice President for Academic Affairs determines that efforts to do so are inadequate. The faculty member must be notified in writing by the Vice President for Academic Affairs whenever such consequences are to be invoked, with a copy of the notification sent to the departmental chairperson and college dean.

In extreme cases in which noncompliance results in behavior that consistently shows a pattern of failure to achieve contractual professional responsibilities, thus constituting adequate cause for dismissal, the existing policy and procedures in Volume IV of the Policy Manual for termination or non-renewal of appointment shall apply (see section 4.9).

The faculty member may appeal remediation in the following cases:

1. The faculty member believes that prescribed remedial measures violate the principle of academic freedom (see subsection 4.10.1.).
2. The faculty member believes that prescribed remedial measures are unreasonable and/or irrelevant to the performance of academic responsibilities.
3. The faculty member believes that remediation has been mandated without provision for adequate institutional support.

In each case, appeal must be made in writing to the Committee on Rank and Tenure, no later than April 15 of the same academic year.

The Vice President for Academic Affairs, an ex officio member of the Committee on Rank and Tenure, is prohibited from participating in the Committee's deliberations and vote on such an appeal. So too is the faculty member making the appeal and the faculty member's departmental chairperson, should either be a member of the committee at the time.

The committee is entitled to review all evaluative instruments from the faculty member's annual review, as well as the letter from the Vice President for Academic Affairs summarizing the outcome. Other information may be requested by the committee from the faculty member, the departmental chairperson, and the Vice President for Academic Affairs, as the committee deems necessary.

The committee must complete its deliberations and rule on the appeal no later than May 8 of the same academic year. The ruling of the committee on the appeal is final. Copies of the decision of the Committee are given, in writing, to the faculty member, the departmental chairperson, and the Vice President for Academic Affairs. The committee also retains a copy of the decision for its files.

#### **4.6.1.4 Timeline for the Evaluation and Review Process**

The following deadlines apply to those faculty members who are being given notice of termination:

**On or before December 15:** The Vice President for Academic Affairs must give notice of termination to any second-year probationary faculty member (i.e., any second-year faculty member on a notice appointment) whose contract will not be renewed for the following academic year. Any department chairperson who is considering recommending non-renewal must inform the Vice President for Academic Affairs well in advance of this date (i.e., a minimum of 30 days prior to December 15).

**On or before March 1:** The Vice President for Academic Affairs must give notice of termination to any first-year probationary faculty member (i.e., any first-year faculty member on a notice appointment) whose contract will not be renewed for the following academic year. Any department chairperson who is considering recommending non-renewal must inform the Vice President for Academic Affairs well in advance of this date (i.e., a minimum of 30 days prior to March 1).

**On or before June 1:** The Vice President for Academic Affairs must give notice to any probationary faculty member in the third year or subsequent year of a notice contract whose appointment is being terminated. Faculty receiving such notice will be on a one-year term contract the academic year immediately following such notice. If the faculty member is not notified in time, as indicated, the University reserves the right to compensate the faculty member for the late notice as specified in the AAUP guidelines, that is, “payment of further salary in proportion to the lateness of notice” (AAUP Bulletin; Spring, 1976, p. 96; pp 3). If the faculty member finds other full-time employment during the time of compensation, the University’s liability will be limited to the difference between the new salary and the compensation.

The following deadlines apply to those faculty who are being recommended for renewal of appointment even if remediation is required:

**On or before April 1:** The faculty member must complete the faculty member’s self-evaluation. If the faculty member has not submitted the evaluation by this date, the departmental chairperson may proceed with the chairperson’s evaluation, noting the absence of the self-evaluation.

**On or before April 8:** The faculty member and departmental chairperson must complete their end-of-year conference during which the faculty member’s self-evaluation and the departmental chairperson’s evaluation of the faculty member are discussed. If the faculty member refuses to make an appointment with the departmental chairperson, the departmental chairperson may complete the evaluation and send it to the college dean by the April 15 deadline specified below. If the need for remedial measures was identified in the written summary of the departmental chairperson, the faculty member must hold the faculty member’s required conference with the departmental chairperson and the college dean within

the next week. If the faculty member refuses to attend this meeting, the college dean may put a letter so noting in the faculty member’s personnel file.

**On or before April 15:** Following such a conference, the faculty member must either submit acceptable reformulated goal(s) in writing to the Vice President for Academic Affairs, or file an appeal in writing with the Committee on Rank and Tenure. All self-evaluations and departmental chairperson evaluations of faculty are due in the Office of Academic Affairs.

**On or before April 30:** Following the submission of such reformulated goal(s) as referenced in the paragraph above, the Vice President for Academic Affairs must confirm (by signing the document) that the reformulated goal(s) are acceptable and provide the departmental chairperson with a copy. If the reformulated goal(s) are not submitted or if the reformulated goal(s) are unacceptable, the Vice President for Academic Affairs must file an appeal in writing with the Committee on Rank and Tenure. The Vice President for Academic Affairs will keep the President informed of any faculty member for whom remediation has been prescribed.

**On or before May 8:** In the event of an appeal of prescribed remediation, the Committee on Rank and Tenure must render its decision.

**On or before January 31 of the next academic year:** The faculty member of whom remediation is required must submit a brief written report to the faculty member’s departmental chairperson and the Vice President for Academic Affairs, documenting the steps taken to comply with prescribed remediation.

#### **4.6.2 Focused Review for Faculty with Tenure-track Notice Contracts**

To ensure that faculty are making satisfactory progress toward meeting the criteria set for Tenure and Non-Tenure Review, the Rank and Tenure Committee will conduct a focused review of probationary faculty who have tenure-track notice contracts two years prior to their application for tenure (ordinarily in their fourth year).

1. The faculty member will compile a dossier conforming to the requirements specified in Appendix 4.0.2.
2. The faculty member will submit the relevant documents to the Office of Academic Affairs on or before **January 31** during the fourth year of service in a tenure-track position.
3. The departmental chairperson, upon reviewing the dossier, will submit to the Office of Academic Affairs a written evaluation of the entire record of service by the faculty member at Fontbonne with regard to specific criteria for tenure.
4. The college dean, upon reviewing the dossier, will submit to the Office of Academic Affairs a written evaluation of the entire record of service by the faculty member at Fontbonne with regard to specific criteria for tenure.
5. All full-time faculty in the department will be required to submit signed forms to the Office of Academic Affairs, in which they make a recommendation concerning progress toward tenure. These forms will be retained in the files of the Rank and Tenure committee until a tenure decision has been completed.
6. Results of the focused review by the Rank and Tenure Committee will be reported to the Vice President for Academic Affairs who will, in consultation with the college dean and department chair, draft written recommendations and commendations to the faculty member regarding progress toward tenure. This report will contribute to the decision on renewal of appointment and become a permanent part of the faculty member's file.
7. The forms supplementary to the candidate's dossier received by the Committee on Rank and Tenure will be kept confidential to the extent that is allowed by law. All such confidential letters will be retained in a confidential file in the Office of Academic Affairs for five years as required by federal and state regulations regarding personnel actions.

The dossier materials submitted by the candidate will be returned to the candidate along with the written report concerning progress towards tenure.

#### **4.6.3 Periodic Review of Non-tenure Track Faculty with Notice Contracts**

Responsibility for non-tenure track review resides with a non-tenure track review committee which will be composed of the college dean, the departmental chairperson of the relevant department, and two faculty members appointed by the Committee on Rank and Tenure. One faculty member will be tenured and one will be a post-probationary, non-tenure faculty member. Neither faculty member will be from the same department as the candidate. Each member will have a vote. If the candidate is the departmental chairperson, then another person will be appointed by the Committee on Rank and Tenure.

1. In the sixth year of service to Fontbonne on a non-tenure track notice contract, the faculty member participates in the Non-Tenure Review. If the faculty member chooses not to stand for the review, a one-year term contract will be issued.
2. The Periodic Review of Non-Tenure Track Faculty will emphasize the assessment of teaching and academic advising; however, it will also consider contributions to the University and professional growth and development, as well as adherence to the Mission

Statement of Fontbonne.

#### **4.6.3.1 Outcomes of the Non-tenure Review**

The Non-Tenure Review will result in one of two outcomes:

1. The faculty member will be issued an annual notice contract requiring two years' notice for termination. In the sixth year under such a contract, the faculty member again participates in the Periodic Review of Non-Tenure Track Faculty.
2. The faculty member will be issued a one-year term contract. The faculty member's service to Fontbonne will conclude at the end of this appointment.

#### **4.6.3.2 Moving to Tenure-track**

If a faculty member is post-probationary and on a non-tenure track notice contract and an appropriate tenure track position opens at Fontbonne, the faculty member may apply for that position. The faculty member hired for the tenure track position under these conditions will be reviewed for tenure after one year of employment under the full-time teaching appointment on the tenure track. A faculty member who is pre-probationary on the non-tenure track may apply for the tenure track position. If hired, the faculty member may be granted years of service toward tenure, as determined by the Vice President for Academic Affairs, in consultation with the departmental chairperson and college dean, and approved by the Committee on Rank and Tenure. This faculty member would then be reviewed for tenure according to the ordinary schedule. See section 4.6.4 for policies pertaining to tenure.

#### **4.6.3.3 Non-tenure Faculty Review Procedures**

1. The Non-Tenure Review Committee will conduct the Non-Tenure Review.
2. The Vice President for Academic Affairs will notify non-tenure faculty members of their upcoming review on or before September 15 of each sixth year of service to Fontbonne under a full-time teaching appointment on a non-tenure track. The Vice President for Academic Affairs, in collaboration with the departmental chairperson, will write the letter sent to the faculty member as a result of the periodic review.
3. The faculty member will submit the relevant documents to the Non-Tenure Review Committee on or before January 31 of each sixth year of service under a full-time notice appointment on a non-tenure track.
4. Non-Tenure track post probationary faculty members who are eligible for advancement in rank and who successfully advance in rank are not required to submit a dossier for periodic review for six years following the year in which the dossier for successful advancement in rank was submitted. **Date of implementation:** Retroactive to September 1, 2009.

##### **4.6.3.3.1 Relevant Documents**

1. The faculty member will compile a dossier conforming to the requirements specified in Appendix 4.0.2.
2. The faculty member will submit the relevant documents to the Office of Academic Affairs on or before January 31 each sixth year of service.
3. The departmental chairperson, upon reviewing the dossier, will submit to the Office of Academic Affairs a written evaluation. (If the candidate is the departmental chairperson, then from the senior member of the department or another person appointed by the Committee on Rank and Tenure.)
4. The college dean, upon reviewing the dossier, will submit to the Office of Academic Affairs a written evaluation.

5. All full-time faculty in the department will be required to submit letters of evaluation to the Office of Academic Affairs.

The committee may request further data as needed for its deliberation.

#### **4.6.3.3.2 Committee Review and Recommendations**

The committee will act on the review and make its written recommendations to the Vice President for Academic Affairs on or before March 15 of each of the faculty member's sixth year of service under a full-time teaching appointment. The committee may also make specific recommendations to the faculty member for faculty development, when appropriate.

#### **4.6.3.3.3 Notification of Renewal/Non-renewal**

Considering the recommendation of the Non-Tenure Review Committee, the Vice President for Academic Affairs will notify the faculty member of the renewal/non-renewal decision on or before April 1 of the year of the Non-Tenure Review. A non-renewal decision will result in a one-year term contract being issued.

#### **4.6.3.3.4 Confidentiality of Non-tenure Review Materials**

The letters supplementary to the candidate's dossier will be kept confidential to the extent that is allowed by law. All such confidential letters will be retained in a confidential file in the Office of Academic Affairs for five years as required by federal and state regulations regarding personnel actions.

The dossier materials submitted by the candidate will be returned to the candidate as soon as the candidate has been notified of the committee's decision. The candidate must retain the material within that dossier for a minimum of two years; if a candidate leaves Fontbonne University, the University has the right to copy the entire dossier. Key documents from the dossier will be copied and retained in a confidential file in the Office of Academic Affairs for the period of time required by federal and state regulations regarding personnel actions. Key documents include:

1. All end of year evaluations, including self-evaluations and departmental chairperson evaluations
2. Summary of course evaluations
3. Current curriculum vitae or other list of professional growth and development activities

#### **4.6.3.3.5 Report to Committee on Rank and Tenure**

At the conclusion of the process, the Vice President for Academic Affairs will report to the Committee on Rank and Tenure on the outcome of the non-tenure review process.

### **4.6.4 Tenure Policies and Procedures**

#### **4.6.4.1 Definition, Purpose and Implications**

##### **4.6.4.1.1 Definition**

Tenure is a system for selecting and maintaining qualified faculty of an educational institution in order to realize the stated purposes of that institution. Whether the position is tenure or non-tenure is so stated in the appointment.

##### **4.6.4.1.2 Purpose**

1. To ensure to the institution the competent and effective performance of duties by the faculty.
2. To enhance the exercise of academic freedom for all faculty.
3. To ensure procedural rights to both the institution and the faculty member toward the above ends by providing for the selection, review, discipline and dismissal for cause of faculty by procedures outlined in this Volume IV of the Policy Manual.

#### **4.6.4.1.3 Implications**

Tenure implies mutual accountability by faculty, administrators and the Board of Trustees:

1. On the part of the whole faculty, it means public approval of the work done by the faculty member and the recognition of the faculty member's commitment.
2. On the part of the administrators and the Board of Trustees, it means an agreement to continue the appointment of a faculty member to the full-time teaching faculty until retirement age has been reached, subject only to termination for cause, financial exigency, program revision or discontinuance of a program (see section 4.9).
3. On the part of the faculty member, it means a dedication to excellence in teaching and professional growth.

### **4.6.4.2 Tenure Policies**

#### **4.6.4.2.1 Institutional Criteria**

1. The appointment will contribute to the maintenance of an appropriate balance of tenured to non-tenured faculty at Fontbonne as a whole as determined by the Vice President for Academic Affairs and the President.
2. The candidate for tenure will ordinarily provide expertise in an area needed by the University and not filled by any of the tenured members of the University.
3. The financial status of the University is adequate to support another tenured faculty member.
4. The awarding of tenure would conform to long-range and strategic planning of the University as determined by the Vice President for Academic Affairs and the President.

#### **4.6.4.2.2 Authority for Granting Tenure**

Tenure is awarded by the Board of Trustees at its sole discretion. The Board of Trustees bases its decision primarily, but not exclusively, upon the recommendation of the President. The Committee on Rank and Tenure drafts a written recommendation on the tenure application of the candidate, stating its recommendation and the reasons for it, and submits it to the President. The President receives the recommendation of the Committee on Rank and Tenure and all the information submitted by the Committee on Rank and Tenure, as well as the separate recommendation made by the Vice President for Academic Affairs. The President bases the recommendation primarily, but not exclusively, upon these submitted materials. After the Board has acted on the recommendations, the President of the University notifies the faculty member of the Board's decision in a timely manner.

#### **4.6.4.2.3 Eligibility for Tenure Consideration**

1. The candidate must hold a tenure-track notice contract at Fontbonne University.
2. The candidate must have completed five years of service under a full-time tenure-track notice contract at Fontbonne University. Those with tenure from another accredited

institution may apply after completing three years of service under a full-time tenure-track notice contract at Fontbonne University.

3. Ordinarily, faculty petitioning the Committee on Rank and Tenure for tenure shall have an earned terminal degree (ordinarily a doctorate) in their field or in a field related to their teaching area. When the terminal degree is not a doctorate, it shall be the responsibility of the petitioner to provide the Committee on Rank and Tenure with evidence that supports the contention that the degree is a terminal degree. The determination of whether a degree is sufficiently related to the teaching area will be made by the Vice President for Academic Affairs in consultation with the departmental chairperson and college dean.

#### **4.6.4.2.4 Tenure Consideration in the Case of the Sisters of St. Joseph of Carondelet Endowed Chair in Catholic Thought**

In the case of a candidate applying for the Sisters of St. Joseph of Carondelet Endowed Chair in Catholic Thought, the Vice President for Academic Affairs may deem it necessary to determine whether tenure should commence at the time of appointment were the candidate to be hired. In such a case, the requirements specified in 4.6.4.2.3, together with the policies and procedures (including timelines) that ordinarily govern application for tenure at Fontbonne University, shall be waived. Instead, the Committee on Rank and Tenure shall consider the candidate's application materials, the recommendations of members of the Fontbonne search committee, and the recommendations of the Fontbonne full-time faculty in the academic department in which the candidate would be housed. In making its recommendation to the President, the Committee on Rank and Tenure shall use standards that are consistent with the criteria outlined below, and it shall follow a schedule that supports the purposes of upholding a high standard for tenure and hiring an appropriate candidate to hold the Endowed Chair.

#### **4.6.4.2.5 Individual Criteria for Review**

1. Academic Credentials/Professional Experience.
2. Adherence to the Mission Statement of Fontbonne.
3. Teaching Effectiveness.
4. Scholarship and Professional Activity.
5. Professional Service.

The candidate must present appropriate academic credentials and meet the requirements for professional experience, as well as the contractual obligation to adhere to the Mission Statement of Fontbonne. Although excellence in teaching is the most important criterion for tenure consideration, there must be evidence of contribution to the University and of professional growth and development.

##### **4.6.4.2.5.1 Academic Credentials/Professional Experience**

For evaluation purposes, professional experience/academic credentials may include

1. Academic credentials appropriate to the department taught;
2. Professional experience appropriate to the department taught;
3. Continuing education in the department; and
4. Breadth of experience in the department.

##### **4.6.4.2.5.2 Adherence to the Mission Statement of Fontbonne**

For evaluation purposes, adherence to the Mission Statement of Fontbonne may include



1. Respecting the human dignity of all persons;
2. Fostering self-identity and self-understanding;
3. Demonstrating and fostering critical intellectual skills and creative abilities;
4. Encouraging equity and inclusion in all learning spaces;
5. Promoting dialogue between diverse communities; and
6. Demonstrating openness to pluralism (i.e., actively engaging and supporting differences among cultures and identities) and an understanding of the processes necessary to foster such pluralism.

#### 4.6.4.2.5.3 Teaching Effectiveness

For evaluation purposes, teaching effectiveness may include

1. Making the objectives of each course clear to the student;
2. Evaluating students in terms of progress toward stated objectives;
3. Presenting the content of the discipline in a clear and effective manner;
4. Creating a classroom atmosphere that is conducive to the learning process;
5. Being available to students outside class time;
6. Stimulating student interest beyond the minimum expectations of the course;
7. Using an appropriate variety of instructional strategies that support equitable and inclusive learning for a diverse student body;
8. Keeping informed of current development in the major field and incorporating this information into the teaching/learning experience;
9. Fulfilling the management responsibilities in the teaching/learning experience; and
10. Demonstrating interest in academic areas other than the major field.

#### 4.6.4.2.5.4 Scholarship and Professional Activity

For evaluation purposes, scholarship and professional activity credentials may include

1. Further academic study;
2. Active participation in learned societies;
3. Personal research and creative products;
4. Contributions to creative/substantive ideas of colleagues on local campuses or the local community;
5. Contributions to provide resources to civic groups as a member, speaker or resource person, and
6. Continuing professional experience or practice.

#### 4.6.4.2.5.5 Professional Service

For evaluation purposes, professional service to the University may include

1. Active involvement in departmental affairs;
2. Satisfactory service to colleagues as guest-lecturer/resource person for classes;
3. Satisfactory academic advising;
4. Active service on University committees;
5. Contributions to curricular development; and
6. Effective contributions to non-curricular activities within the University such as admissions liaison and club coordinator.

#### **4.6.4.2.6 Confidentiality of Tenure Materials**

The letters supplementary to the candidate's dossier received by the Committee on Rank and Tenure will be kept confidential to the extent that is allowed by law. All such confidential letters shall be retained in a confidential file in the Office of Academic Affairs for the period of five years as required by federal and state regulations regarding personnel actions.

The dossier materials submitted by the candidate will be returned to the candidate as soon as the candidate has been notified of the Board's decision. The candidate must retain the material within that dossier for a minimum of two years; if a candidate leaves Fontbonne University, the University has the right to copy the entire dossier. Key documents from the dossier will be copied and retained in a confidential file in the Office of Academic Affairs for five years as required by federal and state regulations regarding personnel actions. Key documents include

1. All end of year evaluations, including self-evaluations and departmental chair evaluations
2. Summary of course evaluations
3. Current curriculum vitae or other list of professional growth and development activities

The recommendation abstract prepared by the Vice President for Academic Affairs for Board of Trustee action and a copy of the letter informing the candidate of Board action shall also be part of this file.

#### **4.6.4.3 Outcomes of the Review Process**

The tenure process will result in one of two outcomes.

1. The Board of Trustees grants tenure. Tenure becomes effective with the faculty member's next full-time contract.
2. The Board of Trustees does not grant tenure. The faculty member is issued a one-year term contract, and the faculty member's service to Fontbonne concludes at the end of this appointment.

#### **4.6.4.4 Faculty Preparation for Tenure Review**

##### **4.6.4.4.1 Documents and Procedure**

When an individual is hired, the departmental chairperson will make certain that the person is aware that the documents and procedures related to faculty review are available online in the Policy Manual. The departmental chairperson will attempt to answer any questions that the individual has about the review procedures.

##### **4.6.4.4.2 Data**

The faculty member collects data related to the various criteria identified in the review procedures.

##### **4.6.4.4.3 Committee on Rank and Tenure Meeting**

Each year the Committee on Rank and Tenure will conduct a meeting pertaining to the review procedures. Probationary faculty on tenure track should attend these meetings every year.

##### **4.6.4.4.4 Dossier**

Each probationary faculty member on a notice contract will amass a dossier in support of the faculty member's candidacy for continuing employment and conforming to the requirements specified in Appendix 4.0.2. This dossier, to be presented to the Office of Academic Affairs according to the timeline

in subparagraph 4.6.4.3.7, will include proof of having met the following stated criteria, both qualitative and quantitative:

1. Appropriate academic credentials;
2. Professional experience at other institutions and at Fontbonne;
3. Teaching effectiveness;
4. Scholarship and professional activity;
5. Professional Service; and
6. Evidence of adherence to the Mission Statement of Fontbonne University.

#### **4.6.4.4.5 Solicited Letters**

The following letters are solicited by the faculty member in the year prior to the application and are to be sent from the individuals writing the letters to the Committee on Rank and Tenure in care of the Office of Academic Affairs on or before September 1 of the candidate's sixth year under a full-time teaching appointment. The chairperson of the Committee on Rank and Tenure monitors this confidential file which is housed in the Office of Academic Affairs. The letters shall be available to review by the dean, Provost, and committee.

1. Letters of evaluation from at least three full-time faculty members who are outside the candidate's department.
2. A letter of evaluation from the departmental chairperson on a form provided by the Office of Academic Affairs. (If the candidate is the departmental chairperson, then from the senior member of the department or if there is no senior member, another tenured faculty member appointed by the Committee on Rank and Tenure).
3. A letter of evaluation from each full-year member in the candidate's academic department.

#### **4.6.4.4.6 Evaluation of Dossier**

1. The departmental chairperson, upon reviewing the dossier, will submit to the Committee on Rank and Tenure, in care of the Office of Academic Affairs, a written evaluation of the entire record of service by the faculty member at Fontbonne with regard to specific criteria for tenure.
2. The college dean, upon reviewing the dossier, chair evaluation, candidate response, and submitted letters will submit to the Committee on Rank and Tenure, in care of the Office of Academic Affairs, a written evaluation of the entire record of service by the faculty member at Fontbonne with regard to specific criteria for tenure.
3. Once received in the Office of Academic Affairs, letters of review by the departmental chairperson and college dean will be forwarded to the candidate for review. The candidate has five working days to submit in writing a response to these letters. Both the letters and the responses will be kept together and put into the candidate's dossier.
4. All full-time faculty in the department will be required to submit letters of evaluation to the Committee on Rank and tenure, in care of the Office of Academic Affairs, in which they make a recommendation with regard to specific criteria for tenure.
5. After reviewing the candidate's dossier and the supplementary letters received, the committee makes its written recommendation to the President.
6. The Vice President for Academic Affairs forwards the dossier and his/her own written recommendation to the President.
7. The President will forward the recommendations of the committee and the Vice President for Academic Affairs along with the President's own recommendation to the Board of

Trustees.

#### **4.6.4.4.7 Special Instructions**

1. The candidate for tenure will ask that any colleagues writing letters of support state their recommendations for or against tenure specifically. The candidate should provide writers with a professional curriculum vitae and any other pertinent elements of the dossier that the candidate believes would be helpful to them.
2. The candidate will provide the chairperson of the Committee on Rank and Tenure with a list of those individuals from whom evaluations and letters of support have been solicited.
3. The Committee on Rank and Tenure may request further data as needed for its deliberations.

#### **4.6.4.4.8 Timeline**

1. On or before January 15 of the individual's fifth year under a full-time teaching appointment, the Committee on Rank and Tenure will notify the person of the upcoming sixth-year review.
2. All faculty eligible to be reviewed for tenure that year will submit their dossiers to the Office of Academic Affairs on or before September 1 of the sixth year under a full-time teaching appointment. (If September 1 falls on a weekend, the dossiers will be due the following Tuesday.) If a dossier is not submitted to the Committee on Rank and Tenure by the due date, this will be interpreted as an intention to discontinue service to Fontbonne University and will result in the issuance of a terminal appointment for the next appointment year.
3. The chairperson of the Committee on Rank and Tenure will send a letter to each faculty member to be reviewed for tenure that year indicating whether or not a dossier has been received by the deadline.
4. All tenure reviews will be completed in time for recommendations to be made at the first meeting of the Board of Trustees, which takes place after January 1 of the year of the review.
5. The President of the University will inform those under review of the Board's decision within one week after the decision of the Board at its first meeting after January 1 of the year of the review.

#### **4.6.4.5 Retroactive Appointments and Tenure**

1. When tenured faculty members leave Fontbonne University and later return to employment by the University, they shall be subject to the tenure regulations which apply in the case of one who comes to Fontbonne already tenured at another institution.
2. Tenured faculty members at Fontbonne University who move into an administrative position have no tenure as an administrator. They retain the rank held in the faculty position. Should such faculty persons leave an administrative post and wish to return to faculty status, their re-employment by the University is dependent upon the availability of an appropriate teaching position; however, the University is not required to create a position for such individuals. The same norms shall be applied to all faculty and to all administrative posts within the University.

#### **4.6.4.6 Stopping the Tenure Clock**

Faculty members who become parents either through giving birth or through adoption, who are the primary caregivers for aging parents or who are experiencing other extenuating circumstances may request the tenure clock to be stopped for a period of one year. This option may only be exercised by an individual faculty member one time. The written request for stopping the tenure clock is made through the department chair and college dean to the Vice President for Academic Affairs who, in

consultation with the members of the Rank and Tenure Committee, will reach a decision in response to the request.

#### **4.6.4.7 Voluntary Post-tenure Review Policies and Procedures for Full Professors**

##### **4.6.4.7.1 Definition, Purpose and Implications**

Post-tenure review is a system for reviewing and rewarding qualified tenured faculty. Post-tenure review as described below is voluntary and may be completed after the faculty member has finished five years of service at the rank of full professor. Those who have been at the rank of full professor for five or more years when this review is implemented will be eligible to participate in the process immediately. The formal post-tenure review process outlined below may only be completed one time, if the attempt is successful, by each faculty member.

The purpose of post-tenure review is

1. To ensure to the institution the maintenance of standards of academic excellence by the teaching faculty of the institution.
2. To reward faculty who have attained the status of full professor with additional remuneration based on their continued demonstration of excellence in teaching, scholarly/creative activity and service.

Post-tenure review implies mutual accountability by faculty, administrators and the Board of Trustees:

1. On the part of the administrators and the Board of Trustees, it means a commitment to support academic excellence among the ranks of the teaching faculty.
2. On the part of the whole faculty, it means ongoing public approval of the work done by the faculty member since the faculty member was granted tenure and advanced to the rank of full professor.
3. On the part of the faculty member, it means a continued dedication after reaching the rank of full professor to excellence in teaching, professional growth and service.

##### **4.6.4.7.2 Tenure Policies for the Post-tenure Review**

1. The candidate must be tenured at Fontbonne University and have held the rank of full professor for a minimum of five years.
2. Faculty members who are eligible the first time will be notified by the chair of the Rank and Tenure Committee by March 1 of the academic year prior to the academic year in which the review is to take place.
3. On or before March 1 of the individual's fifth year as a full professor with tenure, the Committee on Rank and Tenure will notify the person of his/her eligibility for post-tenure review.
4. All faculty eligible for post-tenure review will submit their dossiers to the Office of Academic Affairs on or before November 1 of the sixth year the faculty member is a full professor with tenure. If a dossier is not submitted to the Committee on Rank and Tenure by the due date, this will be interpreted as an intention not to participate in the post-tenure review process during the year in question. The faculty member remains eligible to submit a dossier the following year or any subsequent year if he/she has not previously participated in the post-tenure review process.
5. All post-tenure reviews will be completed in time for recommendations to be made at the first meeting of the Board of Trustees, which takes place after January 1 of the year of the review.

6. The President of the University will inform those under review of the Board's decision within one week after the decision of the Board at its first meeting after January 1 of the year of the review.

#### **4.6.4.7.3 Faculty Preparation for Post-tenure Review**

##### **Solicited Letters by the Faculty Member**

The following letters are solicited by the faculty member in the year prior to the application for post-tenure review and are to be sent by the individuals writing them to the Committee on Rank and Tenure in care of the Office of Academic Affairs on or before November 1 of the year of application. The chairperson of the Committee on Rank and Tenure monitors this confidential file which is housed in the Office of Academic Affairs.

1. Three letters of support from colleagues across the campus who are tenured and have achieved the rank of full professor.
2. Each full-time faculty member of the candidate's department must submit a letter to the committee with a direct statement concerning the post-tenure review.

##### **4.6.4.7.3.1 Dossier**

Each faculty member choosing to undergo the post-tenure review process will amass a dossier conforming to the requirements specified in Appendix 4.0.2 to be presented to the Office of Academic Affairs on or before November 1 and will include proof of having met the following stated criteria, both qualitative and quantitative:

1. Teaching effectiveness
2. Scholarship and Professional Activity
3. Professional Service

The dossier should be compiled during the fifth year or any year thereafter and submitted during the sixth year or any year after the faculty member has achieved the rank of full professor.

##### ***4.6.4.7.3.1.1 Teaching Effectiveness***

##### **Evidence of Effective Teaching**

1. Success in the classroom: Student, peer, departmental chairperson evaluations;
2. Receipt of teaching award (give title of award and date awarded);
3. Collaborative research/creative activities with students (indicate nature of research, names of students and dates of research);
4. Professional contacts with students beyond the classroom;
5. Continuing effort to improve as a teacher (e.g., innovations in teaching techniques, participation in peer programs/training, attendance at teaching seminars or workshops) (please specify by giving details)

##### **Evidence of Involvement in Curriculum Development**

1. Development of new courses (list course number, name and date of creation);
2. Development of online courses (list course number, name and date of creation);
3. Program revisions or development (attach documentation);
4. Teaching a course not previously taught (list course number, name and semester taught);

##### **Teaching-related Activities**

1. Supervision of independent studies;
2. Team teaching (indicate course, semester and with whom course was taught);
3. Teaching honors section of course;
4. Teaching abroad (indicate course, where and when it was taught);
5. Supervision of master's projects/theses; Performance Level:

Excellent: A sustained record of high quality teaching as evidenced by at least three different activities listed in Category I and at least four other different activities listed in Categories I, II and/or III.

#### *4.6.4.7.3.1.2 Scholarship and Professional Activity*

##### Publications, Presentations, Grants

1. Publications or submission of work (include books, chapters, articles, creative writings, reviews, papers, reports);
2. Creative activities (include dates, locations and other pertinent information of exhibitions, performances, readings, etc.);
3. Presentations at professional conferences, seminars and meetings, or formal proposals for presentation submitted (give details);
4. Grants awarded or submitted;

##### Other Professional Growth/Scholarly/Creative Activities

1. Book/article reviewing;
2. Performance as an editor, referee, or reviewer;
3. Work/research in progress (give as much specific information as is available);
4. Request for services as a consultant expert;
5. Active participation in learned societies, including participation as an officer or on a program (give details);

##### Other Professional Activities

1. Further academic study contributing to effectiveness as a faculty member;
2. Attendance at meetings, lectures, seminars, workshops;
3. Travel which contributes to professional growth; Performance Level:

Excellent: A sustained record of significant achievement in professional growth and/or scholarly/creative activities as demonstrated by at least three items in Category I and five items in Categories II and/or III.

Very Good: A sustained record of significant achievement in professional growth and/or scholarly creative activities as demonstrated by at least two items in Category I and three other items in Categories I, II, and/or III.

#### *4.6.4.7.3.1.3 Professional Service*

##### Service on University/Departmental Committees/Task Force

1. Serving as chair of university/departmental committee(s)/task force(s) (name them and give years of service);
2. Membership on university/departmental committee(s)/task force(s) (name them and give years of service);

##### Service to Students

1. Advising (Indicate the number of undergraduate and graduate advisees you have had over the last five years);
2. Sponsorship of a departmental or campus organization (name the organization and dates of sponsorship);
3. Service to departmental or campus organizations (judging events, presentations, etc.);
4. Student recruitment and retention activities (e.g., CSI advising, visits to high schools, Open House events);

#### Service to the Larger Community

1. Contributions to provide resources to civic groups as a member, speaker or resource person;
2. Active service in community organizations (e.g., area schools, churches, civic organizations);
3. Work with alumni;
4. Award for service.

#### Performance Level:

Excellent: A sustained record of service as demonstrated by at least six different items in Categories I, II and/or III.

Very Good: A sustained record of service as demonstrated by at least three items in Categories I, II and/or III.

#### 4.6.4.7.3.2 Evaluation of Dossiers

The department chair and college dean will submit to the Office of Academic Affairs written recommendations regarding the merits of the faculty member's application. The Committee on Rank and Tenure will consider these recommendations in conducting the post-tenure review.

In order for a faculty member to successfully complete the post-tenure review, he/she must earn ratings of Excellent in Teaching **and** in either the category of Professional Growth and Scholarly/Creative Activities or Contribution to the University and the Larger Community. For the third category, the rating received must be a Very Good. Two ratings of Very Good disqualify the candidate from the process.

These ratings will be determined by a vote of the Rank and Tenure Committee with the committee's written recommendations being made to the Vice President for Academic Affairs. The Vice President for Academic Affairs then forwards the Rank and Tenure Committee's recommendation and his/her own separate recommendation to the President, who ultimately makes the final recommendation to the Board of Trustees. The Board of Trustees makes the final decision on matters of post-tenure review.

#### 4.6.4.7.3.3 Confidentiality of the Post-tenure Review materials

The letters supplementary to the candidate's dossier received by the Committee on Rank and Tenure will be kept confidential to the extent that is allowed by law. All such confidential letters shall be retained in a confidential file in the Office of Academic Affairs for the period of five years as required by federal and state regulations regarding personnel actions.

The recommendation abstract prepared by the Vice President for Academic Affairs for Board of Trustee action and a copy of the letter informing the candidate of Board action shall also be part of this file.

#### 4.6.4.7.3.4 Outcomes of the Review Process



The post-tenure review process will result in one of two outcomes.

1. The faculty member receives a positive recommendation by the Rank and Tenure Committee, the Vice President for Academic Affairs, the president and the Board of Trustees at the conclusion of the post-tenure review process. The commensurate pay adjustment becomes effective with the faculty member's next full-time contract.
2. The faculty member does not receive a positive recommendation by the Rank and Tenure Committee, the Vice President for Academic Affairs, the president and/or the Board of Trustees at the conclusion of the post-tenure review process. The faculty member is eligible to repeat the post-tenure review process in two years.

Revised October 22, 2006; Clarified  
June 2012

## 4.7 PROCEDURES FOR ADVANCEMENT IN RANK

The Board of Trustees approved the following changes to section 4.7 effective March 11, 2024:

“Those full-time faculty eligible to apply for rank advancement to associate professor or professor in fall 2024 or fall 2025 may apply for rank advancement by submitting a dossier on or before August 15, 2024, following the usual dossier guidelines and procedures, except that the Provost shall establish deadlines for subsequent review by the department chair and the Committee on Rank and Tenure. Following a positive recommendation from the Committee on Rank and Tenure, the President will submit a recommendation to the Board of Trustees. Upon the approval of the Board, the advancement will be effective November 1, 2024, and the salary adjustment from rank advancement will be effective November 1, 2024.”

Subsequently, the Rank and Tenure Committee approved the following to clarify the requirements for rank advancement.

“For September 1<sup>st</sup>, 2024, those who are going up for rank and advancement will need to submit an updated CV and the below in two separate documents to Adam Weyhaupt who will then send to the Rank and Tenure Committee. This is an opportunity for you to share what you have accomplished since your last review in the below areas, as well as highlight any areas that need to be addressed or may be lacking since your last review. The Rank and Tenure Committee recognizes in an effort to be productive with our time that these below areas are key to allowing the committee to review and provide their recommendation as we complete our last academic year at Fontbonne. For those individuals who completed focused review in Spring 2024, please provide content in each section that highlights anything you have accomplished/updated and /or is in the process. We realize the time since your last review is shorter than others yet look forward to hearing about each of the below topics since February 2024.

### 1. **Teaching (Librarianship for librarians):**

- a. **Summary/Narrative.** Please provide an **overview (1-2 pages) that highlights** areas of teaching that showcase accomplishments and strengths by providing understanding around curricular development, innovative class projects, student and/or colleague evaluations, and your own thoughts of your teaching progression. Please also highlight opportunities for future growth that have not been met in the time since your last review.

Advising is considered part of teaching and candidates should address advising loads and outcomes in this section.

**2. Scholarship and Professional Activity:**

- a. Summary/Narrative. Please provide an overview (1-2 pages) that highlights conclusions the candidate would draw from any scholarship or professional activities that have been conducted and/or in the process of accomplishments in this area since last review. Please also highlight opportunities for future growth that have not been met in the time since your last review.

**3. Professional Service**

- a. Summary/Narrative. Please provide an overview (1-2 pages) that highlights conclusions the candidate would draw from the service provided to the university and the larger community. Relevant activities include University service (e.g., departmental/college/University committees, sponsorship of a departmental or campus organization, student recruitment and retention activities); service to one's discipline (e.g., officer in a learned society, accreditation reviewer, role in a professional organization, journal reviewer or editor); and service to the community in ways that apply your professional expertise (e.g., uncompensated consulting, board membership in an organization related to your discipline, contributions to civic groups as a speaker or resource person) and/or advance the mission of the University. Librarians who teach outside of their contractual obligations may want to address that as a service contribution to the University. Please also highlight opportunities for future growth that have not been met in the time since your last review."

The remainder of this section is reprinted in its original form for clarity.

Each faculty member is responsible to initiate proceedings at each stage of advancement through the academic ranks.

#### **4.7.1 Workshops**

The faculty member should attend yearly workshops organized by the Committee on Rank and Tenure, at which the Committee on Rank and Tenure members will brief the faculty on the University's policies pertaining to academic rank and on the procedures to be followed in preparing for advancement in academic rank.

#### **4.7.2 Credentials**

Faculty members will periodically check their credentials for advancement against those listed in this Volume IV of the Policy Manual.

#### **4.7.3 Dossier**

Faculty members will amass a dossier in support of their candidacy for each advancement in academic rank. The dossier to be presented to the Committee on Rank and Tenure will include proof of fulfillment of all stated criteria for advancement to the next academic rank and must conform to the requirements specified in Appendix 4.0.2. For Academic Credentials (see subparagraph 4.7.4.1) and Professional Experience (see subparagraph 4.7.4.2), documentation is available in the office of the Vice President for Academic Affairs and does not need to be included in the dossier.

#### **4.7.4 Confidentiality of the Advancement Materials**

The letters supplementary to the candidate's dossier received by the Committee on Rank and Tenure will be kept confidential to the extent that is allowed by law. All such confidential letters shall be retained in a confidential file in the Office of Academic Affairs for the period of five years as required by federal and state regulations regarding personnel actions.

The dossier materials submitted by the candidate will be returned to the candidate as soon as the candidate has been notified of the Board's decision. The candidate must retain the material within that dossier for a minimum of two years; if a candidate leaves Fontbonne University, the University has the right to copy the entire dossier. Key documents from the dossier will be copied and retained in a confidential file in the Office of Academic Affairs for the period of five years as required by federal and state regulations regarding personnel actions. Key documents include

1. All end-of-year evaluations, including both self-evaluations and departmental chairperson evaluations.
2. Summary of course evaluations.
3. Current curriculum vitae or other list of professional growth and development activities.

The recommendation abstract prepared by the Vice President for Academic Affairs for Board of Trustee action and a copy of the letter informing the candidate of Board action shall also be part of this file.

#### **4.7.5 Responsibilities of the Rank and Tenure Committee**

In discharging its duty of recommending faculty members for advancement in academic rank, the Committee on Rank and Tenure will undertake the following responsibilities:

1. The Committee on Rank and Tenure will organize yearly workshops at which the committee members will brief faculty on the University's policies pertaining to academic rank and on the procedures to be followed in preparing for advancement in academic rank.
2. The Committee's deliberation on a request for advancement in academic rank will begin with the candidate's personal dossier.
3. After reviewing the candidate's dossier and the supplementary letters received, the committee makes its written recommendation to the President.
4. The Vice President for Academic Affairs forwards the dossier and his/her own written recommendation to the President.
5. The President will forward the recommendations of the committee and the Vice President for Academic Affairs along with the President's own recommendation to the Board of Trustees.

#### **4.7.6 Timeline**

The timeline for requests for advancement in academic rank will be as follows:

1. On or before January 15 of the year in which the faculty member becomes eligible for advancement in academic rank, the Committee on Rank and Tenure will notify the faculty member of his/her eligibility for advancement in rank.
2. To apply for advancement, faculty members present their completed dossiers to the Committee on Rank and Tenure on or before September 1. (If September 1 falls on a weekend, the dossiers are due the following Tuesday.) An application may be submitted in the academic year following the completion of the minimal requirements for advancement in rank at Fontbonne although a faculty member may elect to postpone request for

- advancement indefinitely.
3. After an initial screening of the dossier, the committee will inform the faculty member by letter of the results of its verification of eligibility for consideration for advancement in rank.
  4. The committee will render its recommendations to the President on or before November 15.
  5. The candidate will be notified of the Board's decision within one week after the decision of the Board at its first meeting after January 1 of the year of the review.

## **4.8 FACULTY RECORDS**

Personnel records are the private records of the University. The Office of Academic Affairs maintains all academic personnel files. These files include transcripts of educational and professional preparation, records of experience and positions held, and letters of reference and recommendation. Copies of the contracts with the University are on file in the Office of Academic Affairs and in Human Resources.

The President of the University and the Vice President for Academic Affairs have access to all these files. Departmental chairpersons have access to files of their departmental faculty. Faculty members have access only to the parts of their files that include transcripts, their own self-evaluation forms, and their contracts. Faculty members who earn higher degrees are responsible for notifying the Vice President for Academic Affairs and sending official transcripts to the Office of Academic Affairs.

Each faculty member is responsible for completing an annual year-end evaluation listing such information as educational progress (higher degrees, further study), research or publication, special studies, committee appointment or service, membership in learned societies, professional activities, attendance at major professional meetings, papers and lectures delivered at such meetings, recognition by educational, civic or religious groups.

## **4.9 SEVERING THE RELATIONSHIP BETWEEN THE UNIVERSITY AND A FACULTY MEMBER**

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

### **4.9.1 Resignation Prior to the End of a Contract Period**

Resignation releases a faculty member from contractual obligations and from tenure, where the latter applies. Resignation is initiated by the faculty member and requires a written release from the contract by the Vice President for Academic Affairs.

### **4.9.2 Retirement**

A faculty member entitled to retirement may retire at any time so long as such retirement does not violate the terms of the faculty member's contract.

Any ranked faculty member at Fontbonne University who retires is deemed to have been separated

from service to Fontbonne University in good standing.

### **4.9.3 Expiration of Term/Non-reappointment**

An appointment by written contract and without tenure automatically ends with the expiration of the appointment. Time lines established by AAUP apply to all probationary faculty members on notice contracts.

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

1. Cancellation of or change in a program;
2. Declining enrollment;
3. Need for reduction in faculty;
4. Incongruence between the teaching interests of the faculty member and the educational goals of Fontbonne University.

In these cases, the policies and procedures in Section 4.9.5.2 shall apply. Additional legitimate reasons include:

5. A pattern of unfavorable reviews of the faculty member's major appointment responsibilities of teaching and/or advising as evaluated according to the criteria and procedures of Section 4.6; and
6. Inadequate performance of the faculty member's other appointment responsibilities as illustrated throughout this Volume IV and as evaluated according to the criteria and procedures of Section 4.6.

#### **4.9.3.1 Notice of Non-reappointment**

Notice of impending non-renewal of a contract on the part of Fontbonne University is extended in writing to faculty on notice contracts only. This notice shall be given:

1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that academic year; or if a one-year appointment terminates during an academic year, at least three months before its termination.
2. No later than December 15 of the second academic year of service, if the appointment expires at the end of that academic year.
3. At least twelve months before the expiration of an appointment after two or more years in the institution. For appointments expiring in May, the notification date will be June 1 of the previous year.
4. For non-tenure faculty who have successfully completed the Non-Tenure Review, at least twenty-four months before the expiration of an appointment. For appointments expiring in May, the notification date will be June 1 of two years previous. An exception will be made in the faculty member's sixth year, when the faculty member will undergo periodic non-tenure review as stipulated in 4.6.3. If the periodic non-tenure review is not successful, a one-year term contract will be issued. If the periodic non-tenure review is successful, the contract requiring two years' notice will be issued.

If the faculty member is not notified in time, as indicated, the University reserves the right to compensate the faculty member for the late notice as specified in the AAUP guidelines, that is, "payment of further salary in proportion to the lateness of notice" (AAUP Bulletin; Spring, 1976, p.

96; pp. 3). If the faculty member finds other full-time employment during the time of compensation, the University's liability will be limited to the difference between the new salary and the compensation.

#### **4.9.4 Prolonged Mental or Physical Illness**

If a tenured faculty member is unable to perform all or a substantial part of the faculty member's duties for a period of more than six (6) months because of ill health or similar causes, the faculty member does not lose tenure, but may request leave of absence without pay, following the regular procedures in subsection 4.13.2, until such time as the faculty member shall be able to resume teaching duties. A faculty member shall present medical evidence of his or her state of health to the appropriate departmental chairperson.

Any further actions will be reached only after there has been appropriate consultation and the faculty member or the faculty member's representative has been informed in writing of the basis for the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence.

If the faculty member so requests, the evidence shall be reviewed by the Vice President for Academic Affairs who shall make a final determination.

In the event that a non-tenured faculty member is unable to perform all or a substantial part of the faculty member's duties for a period in excess of six (6) months because of ill health, despite reasonable accommodation, Fontbonne University may terminate the appointment at the end of a contract period. Any further actions will be taken only after there has been appropriate consultation and after the faculty member or the faculty member's representative has been informed, in writing, of the basis for the proposed action. If the faculty member so requests, the evidence shall be reviewed by the Vice President for Academic Affairs who shall make a final determination.

Fontbonne University will, in each case, work within the disability program to ease the burden of any such action as far as is contractually possible.

#### **4.9.5 Selective Retrenchment**

Fontbonne University's purpose for existing is to educate students. As a community, the University experiences the impact of internal and external factors. In this environment, institutional, departmental, and individual goals must be balanced and yet shaped by the financial resources available to the University. Decisions are made in the context of Fontbonne's Mission Statement.

When the need for significant change in academic or administrative departments or programs arises, proposals are initiated by the President's Cabinet. The appropriate University committees and the FGA review these proposals and send their comments to the Planning and Budget Committee. These proposals, modified if appropriate, are sent, together with the comments from the FGA, to the Board of Trustees as recommendations from the Planning and Budget Committee. The President of the University informs the University community of the Board's decision.

If, as a result of the Board's decision, probationary, tenured, or post-probationary non-tenured faculty and staff cannot be retained, the procedures given in subparagraph 4.9.5.1.1 (Number 7e- 7l) must be followed.

##### **4.9.5.1 Financial Exigency**

Financial exigency exists when, after careful budgetary review, current or projected expenditures so exceed current or projected income that the financial solvency of the University is threatened. A state of financial exigency will be declared by the Board of Trustees.

The criteria needed by the Board of Trustees in declaring financial exigency are developed by the University administration and is the prime responsibility of the President.

The proposed procedures for academic areas are:

#### **4.9.5.1.1 On Financial Exigency and Retrenchment**

Long before any statement of financial exigency is necessary, the University should have adopted a program of retrenchment.

1. The need for retrenchment should first become apparent at the level of the President's Cabinet.
2. As soon as a need for retrenchment is apparent, the President will request each member of the President's staff to prepare a set of proposed reductions in their area of responsibility. The proposals should be specific. The President should state the amount of the financial cut-back required, although it should be understood that not all areas of the University will be cut by the same percentage.
3. The Vice President for Academic Affairs, after developing a set of proposals for the Vice President's area, meets with all college deans and departmental chairpersons and with the Undergraduate Curriculum Committee, the Graduate Academic Curriculum Committee and Faculty Affairs Committees, and presents program, personnel, and any other reductions for their consideration.
4. The college deans and departmental chairpersons and the committees report back to the Vice President for Academic Affairs within a time specified by the Vice President for Academic Affairs. The report should indicate that all members of the departments and of the committees have been consulted.
5. The college deans and departmental chairpersons should particularly consider the proposals of the Vice President for Academic Affairs in light of their own departments and in consultation with all full-time, full-time affiliate, and pro-rata faculty, tenured and non-tenured; the Undergraduate Curriculum Committee and the Graduate Academic Curriculum Committee should particularly consider the proposals in light of the academic mission of the University; Faculty Affairs should particularly consider the proposals in light of status and rights of faculty. But each of these groups also has the responsibility to consider carefully all the pros and cons of the proposals of the Vice President for Academic Affairs and to make any additional recommendations it sees fit. The status of each group is consultative to the Vice President for Academic Affairs.
6. The Vice President for Academic Affairs makes recommendations to the President's Cabinet. The final decision for retrenchment in each area is made by the President, the President's Cabinet having consultative but not decision-making status.
7. The final recommendations/decisions from all areas are to be made public to the University community by the President. If the Board of Trustees finds it necessary, after such a retrenchment, to go on to declare financial exigency, the following procedures are carried out:
  - a. The President informs the FGA in meeting of such declaration and the reasons for it.
  - b. The Vice President for Academic Affairs meets as soon as possible with departmental

- chairpersons, Faculty Affairs Committee, the Undergraduate Curriculum Committee and the Graduate Academic Curriculum Committee to present further proposals.
- c. The departmental chairpersons and the committees report back to the Vice President for Academic Affairs within a time specified by the Vice President for Academic Affairs. The report should indicate that all members of the departments and of the committees have been consulted.
  - d. The departmental chairpersons should particularly consider the proposals of the Vice President for Academic Affairs in light of their own departments and in consultation with all full-time, full-time affiliate, and pro-rata faculty, tenured and non-tenured; the Undergraduate Curriculum Committee and the Graduate Academic Curriculum Committee should particularly consider the proposals in light of the academic mission of the University; Faculty Affairs should particularly consider the proposals in light of status and rights of faculty. But each of these groups also has the responsibility to consider carefully all the pros and cons of the proposals of the Vice President for Academic Affairs and to make any additional recommendations it sees fit. The status of each group is consultative to the Vice President for Academic Affairs.
  - e. If a tenured or post-probationary non-tenured full-time faculty member cannot be retained to teach in the program(s) where his/her primary teaching activity has normally occurred, the policies and procedures in section 4.9.5.2 shall apply.
  - f. Each member of the President's Cabinet makes a recommendation for staff reduction in the President's Cabinet. The final decision for staff reduction in each area is made by the President, the staff having consultative but not decision-making status.
  - g. The final recommendations/decisions from all areas are to be made public to the faculty and staff by the President.

#### **4.9.5.2 Retention or Non-retention of Fulltime Faculty in the Event of Program Cancellation or Change, Decline in Enrollment, Overall Reduction in Faculty, Incongruence between Faculty Member's Teaching Interests and Fontbonne's Educational Goals, Selective Retrenchment or Financial Exigency**

1. If non-tenured faculty cannot be retained, adequate notice should be given according to the guidelines in the Section 4.9.3.1. If this is not feasible, financial compensation to the degree of lateness of notice should be awarded.
2. In the event that reduction in academic programs is deemed necessary, the University will make every attempt to retain tenured faculty. Tenured faculty members or post-probationary non-tenured faculty members may be transferred from one program to another, or from one department to another, if individual credentials merit such consideration. Other appropriate employment may be offered if staff vacancies are available within the institution. Reasonable amounts of retraining at the University's expense to equip the faculty member for a different position may be negotiated.
3. When all attempts to retain a tenured faculty member or post-probationary non-tenured faculty member have proven to no avail, the University may terminate that faculty member's appointment.
4. No tenured faculty member or post-probationary non-tenured faculty member will be dismissed while a probationary faculty member is retained in the same program unless the faculty member is unable or unwilling to perform the necessary tasks.



- a. A terminated tenured faculty member or post-probationary non-tenured faculty member must be offered reappointment before anyone else may be hired to fulfill substantially the same duties. This condition will apply for a period of three years after the faculty member's release.
- b. The University may not terminate the appointment of a tenured faculty member for reasons of program cancellation or change, decline in enrollment, overall reduction in faculty, incongruence between faculty member's teaching interests and Fontbonne's educational goals, selective retrenchment, or financial exigency without giving the faculty member at least one full year's notice.
- c. The University may offer the option of early retirement to certain tenured faculty members, depending upon the faculty member's age and length of service at Fontbonne.

5. Any faculty member may appeal a proposed transfer or termination of appointment directly to the Mediation Subcommittee, following the procedures outlined in Section 1.6.5.1 of Volume I of the Policy Manual.

6. The Vice President for Academic Affairs will offer to send letters of explanation on behalf of non-retained faculty members seeking employment elsewhere.

#### **4.9.6 Dismissal for Cause**

Standards for procedures in faculty dismissal are in accordance with the guidelines of the American Association of University Professors, with some modifications to reflect Fontbonne's shared governance system. Committees for procedural purposes are the Faculty Hearing Committee and the Faculty Mediation Subcommittee. The structure and function of these committees are described in the section of this manual on academic governance and in the proceedings below.

Dismissal for cause is a severance action by which Fontbonne University terminates its contract with the faculty member for just cause. Any faculty member is subject to action under this section. Dismissal shall not be used to restrain a faculty member's academic freedom.

"Adequate cause" will be defined as:

1. demonstrated incompetence or dishonesty in teaching, research, or other contractual obligations;
2. substantial and manifest neglect of duty; or
3. conduct that substantially impairs the individual's fulfillment of contractual responsibilities.

##### **4.9.6.1 Dismissal Proceedings for Tenured or Post-probationary Non-tenured Faculty**

###### **4.9.6.1.1 Preliminary Proceedings**

When reasons arise to question the competence or integrity of a faculty member who has tenure or whose term appointment has not expired, the appropriate administrative officers should ordinarily discuss the matter with the faculty member in personal conference.

When incompetence in teaching or neglect of academic duties is at issue, evidence of this ordinarily will have been discussed by the faculty member and departmental chairperson as part of the yearly evaluation and by the college dean and the departmental chairperson in the annual review of the evaluation forms of the faculty member.

When a faculty member under consideration for dismissal for adequate cause is the departmental chairperson, the college dean fulfills the responsibilities listed and described as being performed by the department chairperson.

Before the case goes beyond the departmental chairperson and college dean, the faculty member must be informed of all the evidence in detail and of the proceedings in writing. The faculty member is entitled to an oral explanation of the charges and discussion of the evidence presented at any time.

The Vice President for Academic Affairs will submit the issue to the Faculty Mediation Subcommittee (of the Faculty Affairs Committee), which will decide if the case should be pursued. However, the other parties (college dean, chairperson and faculty member) also have the right to submit the issue to the Subcommittee if the VPAA chooses not to do so.

The faculty member may resign at any point in the proceedings by writing a formal statement to this effect to the Vice President for Academic Affairs and to the department chairperson. When a faculty member resigns, the proceedings for dismissal cease.

The Subcommittee should informally inquire into the situation, to effect an adjustment, if possible, or, if none is effected, to determine whether in its view formal proceedings should be instituted. If the Subcommittee recommends that such proceedings should begin, a statement with reasonable particularity of the grounds proposed for the dismissal should then be jointly formulated by the departmental chairperson and the Subcommittee. If the Subcommittee recommends favorably to the faculty member, the Vice President for Academic Affairs may still decide that the dismissal should proceed, in which case the written statement should be formulated by the Vice President. This report will specify reasons for the recommendation for dismissal and evidence of adequate cause. A copy of the report will be given to the departmental chairperson, to the Vice President for Academic Affairs, and to the faculty member. The creation of this statement is the first step in the formal proceedings.

#### **4.9.6.1.2 Formal Proceedings**

The formal proceedings should be commenced by a communication addressed to the faculty member by the Vice President for Academic Affairs, informing the faculty member of the statement listing cause for dismissal, and also informing the faculty member that a hearing will be conducted by the Faculty Hearing Committee at a specified time and place to determine whether he or she should be removed from the faculty position on the grounds stated. In setting the date of the hearing, sufficient time must be allowed the faculty member to prepare a defense. The faculty member should reply in writing to the statements in the vice president's letter within seven working days and not less than one week before the date set for the hearing. The response will be filed with the Subcommittee's statement in the Office of Academic Affairs.

#### **4.9.6.1.3 Suspension**

Suspension of the faculty member during the proceedings is justified only if immediate serious harm to the faculty member or others is threatened by continuance. Unless legal considerations forbid, any such suspension should be with pay.

#### **4.9.6.1.4 Faculty Hearing Committee Proceedings**

The committee should proceed by considering the statement of grounds for dismissal already formulated, and the faculty member's response written before the time of the hearing. If the faculty member has not responded, the committee should reach its decision on removal based on the obtainable information. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matters set forth in the vice president's letter should be received.

The vice president and the faculty member should have the option of attendance during the hearing. The vice president may designate an appropriate representative to assist in developing the case. The committee should determine the order of proof, should normally conduct the questioning of witnesses,

and secure the presentation of evidence as needed. Unless special circumstances warrant, it should not be necessary to follow formal rules of court procedure.

The faculty member should have the option of assistance by counsel and should have the procedural rights set forth in the 1940 *Statement of Principles on Academic Freedom and Tenure*. The faculty member and the designated representatives should have the right to question all witnesses who testify orally. Where witnesses cannot appear, the identity of the witness, as well as the statements of the witness, should be disclosed to the faculty member. All of the evidence and a complete recording of the hearing should be duly recorded by the committee.

#### **4.9.6.1.5 Consideration by the Faculty Hearing Committee**

The committee should reach its decision in conference, on the basis of the hearing. Before doing so, it should give opportunity to the faculty member, or his or her counsel, and the representative designated by the vice president to argue orally before it. The committee may request written briefs. The committee must make its decision in a timely manner. It should make explicit findings with respect to each of the grounds for removal presented. Publicity concerning the committee's decision may properly be withheld until the president has considered the case. The vice president and the faculty member should be given a copy of the hearing record. Any release to the public should be made through the president's office.

#### **4.9.6.1.6 Consideration by the President**

The vice president should transmit to the president the full report of the Faculty Hearing Committee, stating its action. Acceptance of the Committee's decision would normally be expected. If the president chooses to review the case, the review should be based on the record of the above-mentioned hearing. The decision of the Faculty Hearing Committee should either be sustained or returned to the committee with objections specified. In such a case the committee should reconsider, receiving new evidence if necessary. It should frame its decision and communicate in the same manner as before. Only after study of the committee's reconsideration should the president overrule the committee.

#### **4.9.6.1.7 Timeline (One to three months)**

1. The department chair or VPAA gives written notification of the evidence to the faculty member. The Faculty Mediation Subcommittee will be called by the administration at this time.
2. The Subcommittee has up to two weeks to try to find a resolution and to write a written report.
3. If the report finds in favor of the faculty member, the vice president has up to one week to decide to pursue the matter and set a hearing date. If the report finds against the faculty member, the vice president, in consultation with the Hearing Committee, will set a hearing date approximately 2 to 3 weeks in the future. The vice president will then notify the faculty member.
4. The faculty member has up to ten days to respond to the Subcommittee report, and must be allowed an additional week to prepare a defense.
5. After the hearing, the Hearing Committee has up to two weeks for deliberation and to write a written report to the President.

6. The President has up to one week to review and make a decision.
7. If the President requests the Hearing Committee to reconsider, it has up to two weeks to gather further evidence and to report.
8. The President has up to one week to make the final decision.

#### **4.9.6.1.8 Cases Involving a Departmental Chairperson**

When a faculty member under consideration for dismissal for adequate cause is the departmental chairperson, the college dean fulfills the responsibilities listed and described in the above procedures as being performed by the departmental chairperson.

### **4.9.7 Termination of Tenure**

The right of tenure terminates:

1. On the resignation or death of the faculty member; and/or
2. On dismissal for cause.

## **4.10 FACULTY RIGHTS AND RESPONSIBILITIES**

### **4.10.1 Academic Freedom**

Members of the faculty are entitled to full academic freedom as obtained in other American institutions of higher learning. The 1940 Statement of Principles on Academic Freedom and Tenure, including The 1970 Interpretive Comments, as officially endorsed by the American Association of University Professors, is the guideline.

More specifically, the University recognizes that faculty and students are entitled to full freedom of inquiry and expression in their educational pursuits, under the principle of academic freedom. The University therefore affirms the vital importance of free inquiry to its educational mission, endorses the right of its faculty and students to free inquiry and expression, and expects them to exercise these freedoms responsibly. This belief in the critical importance of responsible free inquiry and expression is and will continue to be central to the University's support of its faculty in their academic activities, including their teaching, research and publication. The University understands the special situation and role of faculty-supervised student publications, performances, exhibits, internships and other practical and creative work. The University affirms that these activities, because they are a significant part of the educational experience, require freedom of inquiry and expression.

### **4.10.2 Professional Expertise**

Faculty members must have a broad and up-to-date knowledge of their field. Courses should be organized in a clear, logical and challenging manner. Objectives, structure of material and bibliography should be periodically revised. Relationships to concrete situations and to other departments should be made. High standards of scholarship should be evident in the teacher's own work and required in the student's work.

### **4.10.3 Plagiarism**

Plagiarizing the work of another, particularly the work of one's students, is the antithesis of the honest labor that characterizes true scholarship and without which mutual trust and respect among scholars is impossible.

Accordingly, every faculty member should scrupulously recognize all intellectual debts owed, be they in the form of ideas, methods or expressions, by means of an appropriate form of communication and acknowledgment. Any discovery of suspected plagiarism should be reported to the appropriate departmental chairperson who will bring the matter to the attention of the affected parties, the Vice President for Academic Affairs, and, as appropriate, to the community at large – typically through reviews in or communications to relevant scholarly journals.

Scholars must make clear the respective contributions of colleagues on a collaborative project, and professors who have the guidance of students as their responsibility must exercise the greatest care not to appropriate a student's ideas, research, or presentation to the professor's benefit; to do so is to abuse power and trust.

#### **4.10.4 FGA and Committee Participation**

Faculty who are members of the Faculty General Assembly are required to attend and to participate in the regular and special meetings of the FGA. Departmental chairpersons may exercise discretion in excusing pro-rata faculty from attending FGA meetings.

Appointment or election to committees and participation in their activities are included in ordinary University service for full-time and pro-rata faculty members. Each committee shall keep the minutes and shall file a copy in the Office of Academic Affairs as well as post in the appropriate learning management system section.

Faculty members are free to recommend matters for action to the various committees. Such recommendations should be made in writing to the committee chairperson.

#### **4.10.5 Office Hours**

Full-time, full-time affiliate and pro-rata faculty members shall have at least three office hours a week. It is suggested that part-time faculty shall have at least one office hour a week. Faculty shall post the times they are available on the office door or on the department bulletin board.

#### **4.10.6 Questionnaires**

Authorization for submitting questionnaires that concern specific departments should be obtained from the respective departmental chairperson; for those that concern the institution as a whole, from the proper administrative officer.

#### **4.10.7 Attendance at University Functions**

Full-time, full-time affiliate and pro-rata faculty members are expected to be present in academic dress at commencement exercises and at the annual opening convocation. Faculty members are responsible for procuring their own academic dress. Faculty members are encouraged to attend such events as lectures, programs, and concerts sponsored by the University, campus organizations, or students.

#### **4.10.8 Departmental or Institutional Grants**

Authorization to apply for departmental or institutional grants must be obtained from the Vice President for Academic Affairs. The coordination of all grant applications is conducted by the Vice President for Institutional Advancement.

#### **4.10.9 Club Moderators**

Each student activity or organization must have a faculty or staff advisor.

#### **4.10.10 Publicity**

Faculty members are expected to specify their University and rank in publications.

Professional, academic, or co-curricular activities in which faculty members or their classes are engaged should be reported in writing to the Office of Communications and Marketing.

All material for publication - news release, brochure, flyer, catalog, business form, contact with media, program, advertisement, exhibit plan, and any other item that could possibly be considered print - must be submitted to the Director of Communications and Marketing well in advance of the desired completion date.

For the typical flyer/brochure, completion of the production sequence (conception/design, writing, typesetting, proofreading, layout, printing, folding/collating/stapling) requires at least five (5) weeks. Notice of news events should be sent to the Office of Communications and Marketing, preferably on the forms it provides, at least five (5) weeks in advance for submission to quarterly/monthly/biweekly/weekly calendars, weekly and daily newspapers, radio and television stations, and specialized media (professional magazines, ethnic publications).

Making and maintaining contacts with printers and the news media are the responsibility of the Office of Communications and Marketing. Therefore, if Fontbonne University is even to be mentioned in printed material or in an interview, faculty, staff, or students must inform the Director of Communications and Marketing who must approve all communications projects. Such coordination will ensure the most effective presentation of publicity by the Office of Communications and Marketing.

See Volume II, Section 2.5 for the University's Communications and Marketing Policy.

#### **4.10.11 Professional Relationships**

Fontbonne University's educational mission is promoted by professionalism in faculty-student and faculty-faculty relationships. Professionalism is fostered by an atmosphere of mutual trust and respect. Actions of faculty members and students that harm this atmosphere undermine professionalism and hinder fulfillment of Fontbonne University's educational mission. Trust and respect are diminished when those in position of authority abuse their power. Those who abuse their power in such context violate their duty to the Fontbonne University community.

#### **4.10.12 Outside Employment**

During the time that University appointments are in effect, full-time, full-time affiliate, and pro-rata faculty members shall not accept employment by any agency other than the University, except by explicit prior written consent of the Vice President for Academic Affairs. The Vice President for Academic Affairs will give consent annually after consultation with the departmental chairperson. Faculty members shall not make or accept any other appointments which might interfere with the proper performance of university duties. It will be the individual's responsibility to initiate any request for approval of outside employment or similar activities. Failure to obtain such permission for outside employment from the Vice President for Academic Affairs can be construed by the University as a breach of appointment on the part of the faculty member.

## **4.11 PROFESSIONAL DEVELOPMENT**

### **4.11.1 Professional Meetings**

All faculty members are encouraged to join appropriate learned and professional societies, to attend their meetings, and to participate in their activities. Although the University does not pay the membership dues of faculty members in such societies or professional organizations, the faculty member is free to use professional development money for such purposes.

Requests for absence to attend meetings or conventions should be presented to the departmental chairperson. If such meetings interfere with classes or other University duties, faculty are expected to make satisfactory provision to take care of the classes or other duties.

### **4.11.2 Sabbatical Leaves for Professional Development of Faculty**

The Committee on Rank and Tenure recommends the granting of sabbatical leave as a privilege accorded qualified faculty for intellectual growth through studies, research, and creative activities. Since these pursuits are essential to the vitality of an academic environment, the institution supports and encourages engagement by its faculty in various forms of professional development that will contribute to their growth and greater effectiveness as teachers and scholars. Because the daily demands of teaching and working in a small University often preclude scholarly research and creative endeavor, it is essential that the University provide release time from regular duties so that faculty can engage in work that will prove mutually beneficial to the individual and the University. It is the responsibility of the Vice President for Academic Affairs and the members of the Committee on Rank and Tenure to promote the role of the sabbatical as an essential and traditional component in a faculty development plan.

To be eligible for a sabbatical, a faculty member must have served a minimum of six years under a full-time notice or continuous contract at Fontbonne University in a teaching capacity.

Ordinarily, sabbaticals are granted to those with the rank of Associate Professor or Professor. However, exceptions may be made for those in lower ranks who might make significant contributions to Fontbonne through their scholarship or creative activities. No one will be eligible to receive a subsequent sabbatical until the faculty member has a minimum of six years additional full-time service at Fontbonne University since the last sabbatical.

The sabbatical will provide full salary with benefits for one semester's leave or half salary with benefits for one academic year's leave. Ordinarily, sabbatical leave will be granted to not more than five percent (5%) of the full-time and pro-rata instructional faculty in any given year. Only four (4) of the number of sabbaticals available per academic year based on five percent (5%) of the academic year instructional faculty can be semester-long sabbaticals with full salary and benefits.

The Committee on Rank and Tenure will give prime consideration in ranking the candidates to the quality of the proposal presented in terms of anticipated growth for the faculty member, benefit to the University, and consequent improved effectiveness for the individual as both a teacher and scholar. Greater emphasis is to be given to the promise for growth and not simply to such factors as seniority. The Committee on Rank and Tenure will also consider the impact on the candidate's department and programs. Relative costs of a sabbatical will not prejudice the committee for or against a given proposal.

While on sabbatical, the faculty member continues to be employed by the University, remains under appointment, and receives the regular fringe benefits. A maximum of one year of sabbatical leave applies toward fulfilling requirements for advancement in rank.

Faculty members for whom sabbatical leave has been approved may receive additional income provided that the activities involved do not conflict with the purpose and spirit of the sabbatical. Faculty on sabbatical must follow the ordinary procedure and obtain approval for employment outside the institution from the Vice President for Academic Affairs.

It is understood that the faculty member will return to the University for at least one academic year of full-time service after the sabbatical. Should the faculty member choose not to return to Fontbonne, the faculty member will reimburse the University for the University's contribution to the sabbatical.

A faculty member who receives a sabbatical leave will be expected to submit a report of the activity to the Vice President for Academic Affairs with a copy to the Committee on Rank and Tenure by the first day of the semester of return to the University. The faculty member will present the results of his/her work to the University community at the invitation of the Vice President for Academic Affairs.

#### **4.11.2.1 Procedures**

The faculty member must submit to the Committee on Rank and Tenure a proposal outlining the sabbatical activity on or before September 15 of the year preceding the proposed sabbatical.

The proposal prepared by the faculty member should include the following information:

1. Name and date;
2. Department and areas of teaching;
3. Period of time for the sabbatical being requested;
4. Title, detailed description of the project, and the rationale for the project including the value of the project and time required for completion;
5. Summary of the project of fewer than 200 words suitable for distribution;
6. Location(s) where the sabbatical will be taken;
7. Sources of additional income;
8. Other pertinent information regarding grants, fellowships, and other opportunities;
9. Courses at Fontbonne which will need to be covered during the faculty member's absence and suggestions for covering them;
10. Other duties left uncovered and suggestions for covering them; and
11. A letter from the departmental chairperson containing an evaluation of both the impact of the faculty member's absence on the department and the potential of the proposed sabbatical for contribution to the department and the University. If the applicant is a departmental chairperson, such a letter must come from the college dean.

#### **4.11.2.2 Examples of Acceptable Proposals**

The following are examples of the sorts of sabbatical proposals that are acceptable to the Committee on Rank and Tenure:

1. Full-time study at an educational institution for further development of scholarly and professional skills;
2. Full-time research under the auspices of an educational research institution or full-time, self-directed research, described in detail in the proposal;
3. Full-time creative activity, provided that a preliminary outline of the proposed activity is presented;
4. The development of new courses or programs to be offered soon after the return to campus, or the thorough reworking of courses or programs;
5. Travel which has a formal purpose and plan resulting in direct benefits to the applicant's teaching.



### **4.11.2.3 Examples of Unacceptable Proposals**

Proposals for the following activities are not acceptable:

1. Travel for purposes of general enrichment only;
2. Development of vocational interests not related to the faculty member's role as a teacher-scholar;
3. Reading or study randomly undertaken, not clearly designed for improving the teacher as an educator;
4. Full-time employment.

### **4.11.2.4 Timeline**

1. The eligible faculty member discusses the sabbatical proposal with the departmental chairperson (or with the college dean if a departmental chairperson is applying).
2. The faculty member prepares the application as outlined above.
3. Faculty members who wish to apply for sabbatical leave submit their application to the Committee on Rank and Tenure on or before September 15 of the year preceding the proposed sabbatical.
4. The Committee on Rank and Tenure will deliberate on the proposals, select the candidates, rank the candidates, and forward recommendations to the President on or before October 1. The Vice President for Academic Affairs will also forward recommendations to the President on or before October 1.
5. The President, with the written recommendations of both the Committee on Rank and Tenure and the Vice President for Academic Affairs, normally makes the decision on which sabbaticals are granted before the October Board of Trustees meeting.
6. The President reports to the Board of Trustees at its October meeting which faculty have received sabbaticals for the following year and submits, in writing, a brief description of the sabbatical plans. The Vice President for Academic Affairs notifies the individual(s) granted a sabbatical immediately after the October Board of Trustees meeting.
7. The individual granted a sabbatical must accept or reject the sabbatical in writing on or before November 15.

### **4.11.3 Faculty Professional Leave**

A full-time or pro-rata faculty member on a notice or continuous contract who wishes to do graduate work toward a degree may be granted an unpaid leave of absence for one year. The leave may be renewed for subsequent years, limited to two renewals. This leave is granted with the expectation that the faculty member will return to the faculty member's duties in the University upon the completion of study.

Full-time faculty members may request an unpaid leave of absence for some special/temporary assignment or non-degree study. The period of leave is normally limited to one year. It is understood that this leave must have an educational purpose which is of value to the faculty member and to the University. This leave is granted with the expectation that the faculty member will return to the faculty member's duties in the University upon the completion of the leave.

## **4.12 FACULTY WORKLOAD AND WORKING CONDITIONS POLICIES**

### **4.12.1 Faculty Workload**

#### **(A) Policies for Full-time and Pro-rata**

Faculty The workload system includes:

1. Classroom instructional teaching load.
2. Instructional exceptions. Those teaching duties which are non-traditional in terms of time, location, number of students involved, and activity.
3. Non-instructional exceptions. Those duties that involve participation in department and University affairs.

#### **(B) Policies for Part-time Faculty**

The workload system includes:

1. Classroom instructional teaching load.

### **4.12.1.1 Instructional Workload**

#### **(A) Full-time and Pro-rata Faculty**

Each full-time faculty member is expected to teach twelve credit hours per semester with no more than six separate course preparations during the academic year.

Instruction offered beyond the required amount may be reimbursed on a part-time employment basis. This applies to faculty members who teach an extra course beyond the expected instructional workload.

Pro-rata faculty members have teaching loads that are pro-rated according to the terms of their appointments.

#### **(B) Part-time Faculty**

Each part-time faculty member is permitted to teach no more than 11 credit hours in the spring semester (or subset thereof), summer semester (or subset thereof), or fall semester (or subset thereof). Additionally, part-time faculty are permitted to teach no more than 30 credit hours per calendar year.

The Provost will determine whether or not the faculty member's total teaching assignment is in reasonable compliance with the guidelines above. Limited exceptions may be approved in certain circumstances.

Whenever a part-time faculty member teaches in more than one academic department, it is the responsibility of the faculty member to disclose the number of hours and programs in which he/she is teaching for Fontbonne to the person responsible for hiring.

### **4.12.1.2 Instructional Exceptions**

Many faculty members are asked to direct instructional experiences such as theatre productions, student teaching, practicum or research supervision which are not "classroom" learning situations. These instructional exceptions will substitute for classroom instructions according to the formula

worked out by the Vice President for Academic Affairs and the appropriate college dean and departmental chairperson.

Recognizing that the possible instructional exceptions will vary from one department to another, workload distribution will be determined within a department, that is, between faculty members and their departmental chairperson, with final approval from the Vice President for Academic Affairs. The Vice President for Academic Affairs will review each department's workload distribution and provide the Faculty Affairs Committee with this information for their continued review of the workload system.

The instructional exceptions will be substituted for classroom instruction based upon the number of hours spent in the instructional exception that is equated with the hours spent in the credit course. Ordinarily, a three-hour credit course will weigh a minimum of nine hours a week which includes three contact hours and six hours for such items as preparation and grading.

Overall, negotiations regarding instructional exceptions will try to follow realistic limitations of the department and the University. In the case of a disagreement over instructional exceptions between a particular faculty member and departmental chairperson, the disagreement will be negotiated with the college dean. If no consensus is reached, then the matter may be brought to the Faculty Affairs Committee with all parties presenting their justification for the proposed workload. The Faculty Affairs Committee will present to the Vice President for Academic Affairs their suggestions for settling the disputed workload assignment.

This plan is designed to safeguard faculty rights as well as the general welfare of the University.

### **4.12.1.3 Non-instructional Duties**

#### **4.12.1.2.1 Advising**

Advising models are determined by the individual Colleges. Each department is responsible for advising its own students unless it wishes to assign advisees to professional advising staff within the college, through the Office of Academic Advising, or in rare cases, faculty members outside the department. In this case, the assignment of advisees would be done by the Director of Advising. On occasion, and with the approval of both department chairs, faculty in departments with few advisees may be asked to advise students outside their department.

Each student is assigned to an academic advisor. Departmental chairpersons/deans and the Director of Advising appoint full-time faculty members or staff to serve as advisors. Usually academic advisors are assigned either by program or status of students. The Director of Advising directs the academic advising program.

Academic advisors have the following responsibilities:

1. Provide the best information and counsel possible.
2. Be aware of individual academic, education, or special needs so as to play a role in facilitating a student's active engagement in academic and career exploration.
3. Maintain a schedule of office hours and, when necessary, appointments by arrangement.
4. Advise students regarding their total degree program, including both advising for the major requirements and advising for the general education requirements.
5. Help students understand the opportunities offered by Fontbonne University.
6. Assist students with the preparation of class schedules, especially during advising week and registration, and clear the students for web registration.
7. Provide students with information consistent with Fontbonne regulations, policies, and procedures.
8. Counsel students relative to their academic progress throughout the semester and recommend referrals for assistance in specific areas when appropriate.

9. Maintain a file for each advisee that includes accurate and cumulative records: copies of forms such as registration, drop/add, major approval, etc., advising documents, and student progress in the program, anecdotal notes of each advising session (such notes are private and students do not have a Buckley Amendment right of access to them). In addition, access current academic information (biographical, schedule, grades, academic record and degree audit) from the Web-based registration system.

Although academic advisors assist students, the students, not the academic advisors, carry the ultimate responsibility for acquainting themselves with academic and other university regulations and for planning their courses in accordance with published requirements for majors, minors, concentrations, certifications, and other policies.

#### **4.12.1.2.2 Committee Work**

Full-time and pro-rata faculty members are expected to nominate themselves for a heavy-load committee of the University. Exceptions may be granted by the Vice President for Academic Affairs for reason of other heavy workload assignments, such as a large number of advisees or departmental committee work. Faculty members may elect to be excused from such nomination if serving on an administrative, institutional, or elected heavy-load committee for the period covered by the nomination. Ordinarily, a first-year faculty member will not be assigned to a heavy-load committee.

#### **4.12.1.2.3 Meetings of the Faculty General Assembly**

Attendance at FGA is required of full-time and pro-rata faculty members.

#### **4.12.1.2.4 Attendance at Special Meetings**

Attendance at special meetings, such as faculty workshops, called by the President or Vice President for Academic Affairs, is required of full-time and pro-rata faculty members.

#### **4.12.1.2.5 Departmental Duties**

Regular attendance at departmental meetings and participation in departmental affairs is required. The departmental chairperson is responsible for reasonable distribution and oversight of such duties as:

1. Curriculum development and revision and annual review/revision of curriculum guide sheets;
2. Annual/biannual review/revision of transfer guides for programs or for GER;
3. New course development (we currently make an exception for on-line course development);
4. Course coordination (where multiple instructors teach the same course);
5. Assistance with demands of external accreditation or department strategic planning review (cyclical);
6. Assistance with recruiting, screening and mentoring of faculty;
7. Assistance with student recruiting and orientation activities; may include review of transcript for transfer students; and
8. Interaction with students outside the classroom setting, e.g., advising a club, participating in service events.

If an academic program meets the criteria for a program director, the program director will coordinate some of these responsibilities.

#### **4.12.1.2.6 Departmental Chairperson**

It is recognized that there can be a great variation in the responsibility of heading different

departments. Thus the Vice President for Academic Affairs may grant relief of instructional and non-instructional duties to the departmental chairperson, based upon fulfillment of at least three of the following four criteria:

1. Departmental offerings or programs are unusually complex or numerous, including such issues as accreditation;
2. There are a large number of students served by or in the department;
3. A large number of faculty members in the department; and
4. There are special responsibilities of the departmental chairperson, such as proposal writing or a large number of off-campus contacts with organizations that are not a part of the University community.

Such relief of instructional and non-instructional duties will be reviewed annually by the departmental chairperson with the college dean to determine whether any changes in the amount of relief are appropriate. This will ordinarily take place during January.

#### 4.12.1.2.6.1 Characteristics of Departmental Chairpersons

Because the departmental chairperson serves as a representative of and advocate for the faculty members in his/her department as well as a mid-level administrator who occasionally will be called upon to represent the university among external constituencies, it is important that the individual serving in such capacity ordinarily will possess or demonstrate the following characteristics:

- Possession of a terminal degree
- Attainment of tenure or successful progress on the tenure track
- Attainment of the rank of associate or full professor
- Ability to maintain integrity and confidentiality
- Willingness to embrace and effect change
- Ability to understand budgets and the budgeting process and to work within parameters set by financial allocations
- Ability to conduct faculty searches, interview and evaluate faculty
- Ability to make recommendations for hiring and terminating faculty
- Willingness and ability to mentor colleagues
- Ability to evaluate, revise and develop curriculum
- Ability to plan strategically
- Ability to communicate with prospective and current students outside of classroom situations
- Possession of managerial/organizational competencies (e.g., strong communication skills in writing, speaking and listening; time-management capabilities; and ability to multi-task and attend to detail)

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## 4.12.2 Faculty Working Conditions Policies

### 4.12.2.1 Political Activity

Faculty members, as citizens, are free to engage in political activities. Any member of the faculty who wishes to engage in direct political activity that will involve a substantial amount of time away from the performance of Fontbonne University responsibilities (e.g., holding or running for some political offices, managing some campaigns, directing some group actions on behalf of a political candidate or issue) is expected to work out a mutual agreement for leave of absence as set forth in Subsection

4.13.3, with the Vice President for Academic Affairs before undertaking such activity.

The terms of such leave of absence will be set forth in writing.

#### **4.12.2.2 Compliance and Enforcement**

The appropriate departmental chairperson and the Vice President for Academic Affairs shall be available for advance consultation with respect to potential conflicts between a faculty member's primary responsibility and outside activities. Fontbonne University expects faculty members to seek advice from these sources. Legal guidance is also available for problems not otherwise resolvable.

If the applicable departmental chairperson is concerned about whether a faculty member is meeting the standards of this policy, the departmental chairperson will discuss this with the faculty member. If a satisfactory resolution cannot be reached, the departmental chairperson will meet with the Vice President for Academic Affairs and the faculty member to resolve the issue. The decision of the Vice President for Academic Affairs is final with regard to such matters.

### **4.12.3 Faculty Compensation, Benefit and Leave Policies**

#### **4.12.3.1 Faculty Benefits**

The following benefit policies apply specifically to full-time and full-time affiliate faculty members. For additional benefits, which apply to all full-time employees of the University, including full-time and full-time affiliate faculty members, please see Volume III, Section 3.3.

Benefits are not included in contracts issued to part-time faculty.

Pro-rata faculty should consult the Vice President for Academic Affairs and the Director of Human Resources to determine which, if any, benefits are available to them.

##### **4.12.3.1.1 Retirement Program**

The University provides for the retirement of its employees through a defined contribution plan applied to the individual annuities issued to each participant. The University matches the employee's contribution up to 7% of the employee's gross income. Eligible annuity plans include TIAA-CREF and annuity contracts with Massachusetts (Panorama) Mutual. Employees eligible to participate in the retirement program are:

1. Faculty members who hold a regular full-time appointment with the rank of Instructor, Assistant Professor, Associate Professor, or Professor.
2. Permanent full-time employees.

Eligible employees may begin participation in this program on a voluntary basis on or after the first day of the month following completion of two years of service and attainment of age 25.

However, employees in eligible categories of employment who own fully vested, fully funded individual retirement annuity contracts may begin participation in this retirement program on the first day of the month following employment at the University. Employees who are not eligible immediately for the University's matching program may participate on an individual basis.

The CSJ's retirement funds are paid to the Province.

##### **4.12.3.1.2 SRA – Supplemental Retirement Annuity**

Fontbonne also provides its employees with the option of purchasing an SRA (Supplemental Retirement Annuity) through TIAA/CREF. There are no University funds involved. The employee makes contributions through salary reduction (no matching funds are provided by the University).

The SRA allows the employee to make contributions toward retirement and to save on current income taxes. SRA's are available to all Fontbonne employees, subject to TIAA regulations. Further details are available in the Office of Human Resources.

## **4.12.4 Faculty Leave Policies**

### **4.12.4.1 Faculty Leaves of Absence**

Leaves of absence, other than for personal reasons, may be granted by the Committee on Rank and Tenure to qualified faculty for a variety of reasons. Other than sabbatical leave, these do not entail any financial obligation on the part of the University.

Leaves of absence are ordinarily restricted to faculty on notice or continuous contracts with three years of continuous service.

### **4.12.4.2 Faculty Personal Leave of Absence**

A faculty member on a notice or continuous contract may request an unpaid leave of absence for a personal reason. The decision to grant the request is made by the Vice President for Academic Affairs in consultation with the departmental chairperson. This leave is ordinarily granted for no more than one year. This leave is granted with the expectation that the faculty member will return to his or her duties in the University upon the completion of the leave. The faculty member may appeal a denial of personal leave to the full membership of the Committee on Rank and Tenure with the understanding that all circumstances regarding the application for leave will be given to the Committee for its deliberation. The decision of the committee is final.

### **4.12.4.3 Sick Leave**

In the case of an extended illness of any full-time or full-time affiliate faculty member, the University's long-term disability insurance will be in effect (see Volume III, paragraph 3.3.3.3). As there is a three-month waiting/eligibility period before long-term payments begin, the faculty member's salary payments, adjusted in relation to the salary paid to a substitute teacher, shall be continued during the waiting period. When insurance payments begin, the salary payments will be discontinued.

Part-time faculty members are not covered by the University's long-term disability insurance. However, in the case of extended illness for any part-time faculty member, salary payments, adjusted in relation to the salary paid to a substitute teacher, will be continued for the remainder of the appointed semester.

### **4.12.4.1 Parental Leave**

Six credit hours of paid parental leave course release will be granted to full-time faculty to support the mental and physical health of parents and children when a new child or children join the family unit. Such leave shall be granted to a faculty member on a notice or continuous contract upon the birth or adoption of a child or children by the faculty member or their spouse. Leave must conclude prior to one year from the birth or adoption.

Fontbonne University will grant six credit hours of paid course release time to such faculty, and administration will take reasonable steps to be flexible for the balance of the course load. Administration should consider the following in consultation with the faculty member and their department chair to determine what is appropriate for the faculty member and the university: (a) shifting course load by allowing courses from the prior or subsequent semester to count toward the

faculty member's load in the semester of leave (provided such course, when taught, did not count toward load or overload), (b) offering course(s) in an 8-week format, and (c) offering course(s) online. Faculty and the administration may also consider other modifications to assist the faculty member. At the faculty member's discretion, committee work and/or advising may be waived for the relevant semester. For library faculty, one half of their responsibilities for the relevant semester will be waived and the remainder of that semester's responsibilities may be negotiated through working online or postponing responsibilities to a later date.

Paid parental leave course release is available to full-time faculty who teach at least six credit hours per academic year including faculty who may already have release time to perform academic administrative duties. Parental leave described above will run concurrently with FMLA if taken following the birth/adoption of a child. Pursuant to FMLA, faculty may take up to twelve weeks of leave (whether paid or unpaid). Such leave is described in policy 3.3.4.4.

## **4.13 PROCEDURES FOR REVISION OF VOLUME IV**

Proposals for revising Volume IV should be submitted to the committee appropriately concerned with the policy or procedure to be revised. Where there is doubt as to which committee should be given a proposed change, the Committee on Faculty Affairs, as the executive committee of the FGA, should decide the matter. Proposals for changes should be submitted on the form for motions for committee consideration, available in the Office of Academic Affairs.

All changes to Volume IV over which the FGA has decision-making responsibilities will be incorporated into the document at the end of the spring semester of the academic year by the Office of Academic Affairs. This does not limit the implementation of policies or procedures as they are approved, or the inclusion of addenda and errata. Changes will be appended to the end of the manual until the end of the spring semester, at which time the changes will be incorporated into the manual.

The on-line version of the Policy Manual supersedes any hard copy and serves as the version of record.

Should a matter of great urgency arise and require action during a time when a committee cannot readily be convened, the President of the University or the appropriate Vice President should consult with the chairperson of Faculty Affairs, if possible, to determine what action should be taken. Such matters should then be presented to the proper committee at its next meeting.

All new members of the faculty shall be told by their proper chairpersons how to access the Policy Manual online at the time of their initial appointment. After reading the Policy Manual, new faculty members shall sign the Acknowledgement and Receipt of the Fontbonne University Faculty Employment Policies Manual form given them by their chairperson.

A hard copy of the Policy Manual with current revisions shall be available for inspection during regular business hours in the Office of Academic Affairs and in the Fontbonne University Library.



## **APPENDIX 4.0.1: ACKNOWLEDGMENT AND RECEIPT OF THE FONTBONNE POLICY MANUALS**

I acknowledge that I have received access to the Fontbonne Policy Manuals that are applicable to me, and I will review and comply with their contents.

I understand and agree that all provisions in the Policy Manuals must be followed at all times. I understand that the University reserves the right to make any adjustments or changes at the University's discretion.

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Printed Name

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Signature

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Date

Please read, sign, date, and return copies of this Acknowledgment Form to your departmental chairperson and to the Office of Academic Affairs.

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## **APPENDIX 4.0.2: DOSSIER REQUIREMENTS FOR PERIODIC REVIEW, FOCUSED REVIEW, TENURE, ADVANCEMENT, AND POST-TENURE REVIEW**

All dossiers must follow the order of contents given below. Since people reviewing dossiers will come from a variety of disciplines, it is important that candidates consider how to make the significance of their materials clear to readers who may be unfamiliar with the norms and expectations of particular disciplines. Through effective use of the personal statement and summary prefaces for each section the candidate should make clear the relevance of supporting material that is included. Relative contributions of the candidate to joint activities, co-authored papers or grants, committees and leadership roles should be explained appropriately within the dossier, such as in the personal statement or section summaries.

4. Application Form (available online from the Office of Academic Affairs)
  5. Table of Contents: This will include all of the major section headings (see below) as well as any significant subsections specific to the individual portfolio.
  6. Personal Statement: A 3-5 page overview of progress and accomplishments that both summarizes and provides context for the contents of the dossier. The personal statement will include a philosophy of teaching and articulate how the candidate works to integrate the areas of teaching, scholarship and professional activity, and service. The candidate also will describe how her/his work contributes to the success of the department, college and University and, in particular, how her/his work demonstrates commitment to the University's mission. The personal statement makes the argument for how the candidate has met expectations for the desired status (satisfactory progress toward tenure, tenure, advancement, etc.).
  7. Curriculum Vitae: The CV will be current and in a standard academic format.
  8. Prior Annual Evaluations and Self-evaluations: All annual evaluations since the most recent Committee on Rank and Tenure review must be included. For first-time applications this will be all evaluations since the date of first employment, including focused review. These will include annual faculty self-evaluations and chair evaluations, plus any evaluations at the dean and VPAA levels. Note: If any areas for improvement have been cited in previous reviews, the dossier must include explanation and evidence of how each has been addressed.
  9. Letters:
    - a. A list of all individuals who will submit confidential letters or forms directly to the Committee on Rank and Tenure.
    - b. In addition to required confidential letters or forms that are submitted, candidates may elect to solicit other, non-confidential, recommendations and include them in the dossier.
  10. Teaching (Librarianship for librarians):
    - a. Summary/Narrative. The Teaching section will be prefaced by an overview (1-2 pages) that highlights conclusions the candidate would draw from the supporting materials that follow and provides any clarifications that would be helpful to the reader. Advising is considered part of teaching and candidates should address advising loads and outcomes in this section.
    - b. Required Observations. All teaching observations, as detailed below, must be included. All observations must be from the candidate's years of service under a full-time teaching appointment.
      - i. Periodic Review: (a) annual chair observations from the previous three years of service; (b) one dean observation within the last two years of service; (c) observations by at least three full-time members of the candidate's department within the last three years, selected in consultation with the candidate's department chair; and (d) one observation from a full-time faculty member outside the candidate's department.
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- ii. Focused Review: (a) all annual chair observations since hire (typically 3); (b) dean observation from first year; (c) observations by at least three full-time faculty members of the candidate's department within the last three years, selected in consultation with the department chair; and (d) one observation from a full-time faculty member outside the candidate's department.
- iii. Tenure: (a) all annual chair observations since hire (typically 5); (b) one dean observation within the last two years of service; (c) observations by at least three full-time faculty members of the candidate's department within the last three years, selected in consultation with the department chair; and (d) observations from three different full-time faculty members outside the candidate's department, one each year for the three previous years of service.
- iv. Advancement: (a) all chair observations since the last tenure and/or advancement decision, at least one every three years; (b) one dean observation within the three years prior to application for advancement; (c) observations by at least three full-time faculty members of the candidate's department within the last three years, selected in consultation with the department chair; and (d) observations from three different full-time faculty members outside the candidate's department in the two academic years of service prior to the review, not all from the same year.
- v. Post-tenure Review: (a) all chair observations from the previous five years of service; (b) one dean observation within the prior two years; (c) observations by three full-time faculty members of the candidate's department completed at any time during the previous five years, selected in consultation with the department chair; and (d) observations from three different full-time faculty members outside the candidate's department who are tenured and have achieved the rank of full professor, one each year for the previous three years of service.
- c. Required Student Course Evaluations. All student course evaluations must be included. Focused review dossiers will include all student course evaluations from the previous three years; dossiers for periodic review, tenure, advancement and post-tenure review will include all student course evaluations from the previous five years.
- d. Sample Course Materials. This section should include *representative* samples to provide evidence of teaching effectiveness. Examples might include, but are not limited to: syllabi, assignments, student work, and original curriculum. For librarians, evidence of leadership in developing innovative improvements in library services should be included.
- e. Other Evidence. Candidates may choose to include other evidence of teaching effectiveness, such as assessment data, information about student accomplishments, a summary of graduate research advising, or professional development undertaken to improve teaching. Candidates should be selective about the types and amount of additional support and are discouraged from including notes or emails from current and former students.

#### 11. Scholarship and Professional Activity:

- a. Summary/Narrative. The Scholarship and Professional Activity section will be prefaced by an overview (1-2 pages) that highlights conclusions the candidate would draw from the supporting materials that follow and provides any clarifications that would be helpful to the reader. Note: Periodic review of non-tenure track faculty will emphasize the assessment of teaching and academic advising; professional growth and development, rather than scholarship or outside activity, is the expectation for non-tenure track faculty.
  - b. Representative Examples/Abstracts. Documentation of accomplishments does not need to be exhaustive, only thorough enough to give evidence of the candidate's success in the area of scholarship and professional activity. Appropriate documentation could include, for example, abstracts of published works, representative samples of conference papers, photographs of visual creative work, or reviews of one's research or creative activity.
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- c. Other Evidence. Additional evidence might include, for example, a brief summary of works in progress, letters of acceptance for work not yet presented or published, evidence of active participation in learned societies, or descriptions of external professional engagements.

12. Professional Service:

- a. Summary/Narrative. The Professional Service section will be prefaced by an overview (1-2 pages) that highlights conclusions the candidate would draw from the supporting materials that follow and provides any clarifications that would be helpful to the reader. Relevant activities include University service (e.g., departmental/college/University committees, sponsorship of a departmental or campus organization, student recruitment and retention activities); service to one's discipline (e.g., officer in a learned society, accreditation reviewer, role in a professional organization, journal reviewer or editor); and service to the community in ways that apply your professional expertise (e.g., uncompensated consulting, board membership in an organization related to your discipline, contributions to civic groups as a speaker or resource person) and/or advance the mission of the University. Librarians who teach outside of their contractual obligations may want to address that as a service contribution to the University.
  - b. Evidence of Contributions. Evidence might include, for example, a brief summary of activities, documentation of effective service on campus committees, or representative samples of work produced.
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