

# Faculty Handbook

Anna Maria College  
Paxton, Massachusetts

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## **Section 1. History, Mission, Organization, Governance**

### ***1.1 History of the College***

In 1946, the Sisters of Saint Anne of Marlborough, Massachusetts, after gaining the approval of Richard, Cardinal Cushing, Archbishop of Boston, sought the authorization from the Commonwealth of Massachusetts for the establishment of a four-year liberal arts college for women. In April of 1946, a charter for the incorporation of Anna Maria College was granted, authorizing the College to grant all degrees except those in law and medicine. Sister Mary Ann Eva Mondor, S.S.A., Ph.D., was appointed the first President of Anna Maria College.

In September of 1946, Anna Maria College opened its doors to the first class of women on the temporary campus at Saint Ann's Academy, Marlborough, Massachusetts. At the first commencement exercises in 1950, twenty-one students were awarded the Bachelor of Arts degree. In 1951, at the invitation of Bishop John Wright, first Bishop of the Diocese of Worcester, and with the blessing of Cardinal Cushing, the College purchased a 293-acre property in the town of Paxton which would become its permanent home. Classes on the Paxton campus began in September, 1952, under the new leadership of Sister Irene Socquet, S.S.A., Ph.D. Eighty-nine students were enrolled in that year.

A major milestone for the new college was passed in 1955 when the New England Association of Secondary Schools and Colleges recognized Anna Maria College and granted it accreditation. The first ten years on the Paxton campus saw the construction of several buildings. In addition to the colonial home on the property, which became the first residence for the Sisters of Saint Anne, and Trinity Hall, a structure built on the sturdy foundation of a barn which formerly housed show horses and which now provided classrooms and housing for resident students, there were added St. Joseph Hall (1952) and Miriam Hall (1954). The former provided classrooms and laboratories for the sciences, as well as the first dining hall. The latter added classrooms, practice rooms and a studio for art and music studies. In 1957, Foundress Hall provided additional classrooms, lounges, offices and a multi-purpose auditorium where activities as varied as liturgy, theater, sports, and dances could be held. Shortly thereafter (1960), the need for additional quarters for resident students resulted in the construction of the first two wings of Madonna Hall. By 1964, when the College graduated its first class of over one hundred students, plans were already under way for the construction of two additional wings attached to Madonna Hall and of the Bishop Flanagan Campus Center. Both of these new facilities were readied for the largest freshman class ever to enroll in 1967.

The nineteen seventies saw the movement of single-sex colleges toward coeducation. When it became apparent that failure to take this same step would have a serious impact on the future of the College, the Trustees voted, in 1973, to enroll men on a full-time basis. In doing so, the College expressed its readiness to make available the same quality education in music, art, and medical technology that it had long offered women students but that had not hitherto been available to young men in the colleges of the Worcester area. At the same time, Anna Maria College began offering graduate courses leading to a master's degree in counseling psychology. Shortly thereafter, in response to the need expressed by leaders in the Worcester business community for a program directed to practitioners in business and industry, the College added graduate programs in business

and biology. There later followed, again in response to the community need, programs in nursing and criminal justice.

The additional enrollment brought about by these ventures created a pressing need for a new library facility. The Mondor-Eagen Library was dedicated in 1982. This construction was soon followed by the construction and dedication of the Fuller Activities Center in 1986 and by the redesigning of Foundress Hall into the Zecco Center for the Performing Arts. This expansion of programs and the physical plant was effected under the leadership of Sister Bernadette Madore, S.S.A., Ph.D., long-time Dean of the College and later President (1977-1994).

For the first thirty-four years of its existence, Anna Maria College was governed by a Board of Trustees consisting solely of Sisters of Saint Anne, the sponsoring congregation. In 1980, recognizing that the congregation would no longer be able to sustain the College with the same level of support either of finances or personnel, steps were taken to share the legal and financial responsibility for the College with the laity. Since that time the College has been ably served by lay persons eager to continue the mission of the Sisters of Saint Anne.

The College has continued to be sensitive to the needs of its students and the community. In response to requests by various populations outside the immediate Worcester area, Anna Maria College has brought selected graduate and undergraduate programs to off-campus sites across the Commonwealth of Massachusetts.

Ever mindful of its responsibility to educate the whole person, Anna Maria College has striven to balance the liberal arts with strong career preparation. From its earliest days, the College has educated teachers, social workers, and medical technologists; in more recent years, the College has developed programs for the professionalization of nurses, as well as public safety personnel. Through the Mortell Institute for Public Safety and the Molly Bish Center for the Protection of Children and the Elderly, it offers the latter opportunities for continuing professional development.

Central to the curriculum at Anna Maria College are courses in the arts, humanities, and sciences which all its undergraduates must take. In addition, through the liberal arts core curriculum, the College addresses the special needs of the traditional undergraduate for experiences that will guide him or her in the choice of profession, the development or enhancement of awareness of the transcendent, the development of a healthy lifestyle, and the acknowledgment of the necessity of the arts in every human life. These experiences are intended to complement classroom and co-curricular activities.

Improving and expanding the quality of academic offerings at Anna Maria College is a continuous process. Even as in 1996 the College celebrated the past and “Fifty Years of Working with You,” it took steps toward assuring its place in the twenty-first century.

## ***1.2 Statement of Aims and Purposes***

Anna Maria College is a private Catholic college for men and women. Its primary purpose is the education of students toward a full life in the Christian perspective. The College recognizes its particular responsibility for two aspects of that education. It must educate for a rich human life with a capacity for transcending this world, and it must provide its students with the proficiency necessary for earning a living in the contemporary world. Accordingly, its aims are to:

1. provide a four-year core program of general studies and graduate instruction that fosters awareness of the nature of truly human living, its meaning and traditions;
2. provide the opportunity for professionally sound career preparation through up-to-date and thorough career-oriented programs.

To achieve these aims, the College provides an environment that works for the common good and for the personal and intellectual growth of its members. It fosters within them those spiritual and ethical principles and practices which will improve their lives. It strives to create a Christian climate reflecting its Roman Catholic traditions and the spiritual roots of its founding religious community, the Sisters of St. Anne. In keeping with those roots, it strives also to promote access to higher education within those populations which are traditionally underserved. Within the undergraduate program, the College also supports a residential college setting in which friendly communication among students, faculty, and administration contributes to the spiritual, moral and social development of the individual.

The College serves with equality a diverse student body, including students of all races, creeds, and socio-economic backgrounds who have an aptitude and desire to learn. It strives to develop them into informed, responsible citizens with qualities of character, leadership, good judgment, and competence who will make productive contributions to the community, business, government, and the professions.

### ***1.2.1 Mission Statement***

Anna Maria College, a Catholic institution of higher education, recognizes its obligation to serve its immediate community, the Commonwealth of Massachusetts, the nation, and the world through the provision of education, the preservation of learning, and the sponsorship of research.

Rooted in the Roman Catholic tradition of higher education, Anna Maria College is maintained and operated in conformity with the values of the Judeo-Christian tradition and in keeping with the ideals of its foundresses, the Sisters of Saint Anne. These ideals, which reflect the development of the total human being, also include increased access to quality education, educational innovation, and respect for practical skills.

Specifically, Anna Maria College sees its mission to be that of fostering in its students intellectual involvement, career preparation, social awareness, dedication to justice and peace, religious and moral sensitivity, and a lifestyle capable of sustaining these with balance.

In addition, the College is committed to nurturing the development of a sense of respect for oneself and for others, as well as a sense of responsibility to society and the world.

To effect this mission, the College offers its undergraduate students a program integrating a liberal arts education and strong career preparation. To its graduate students, the College offers an education fostering high standards of personal development and professional achievement, as well as a mature sense of responsibility.

In fulfilling its role as an institution of higher education, Anna Maria College does not discriminate on the basis of race, sex, age, religion, disability, ethnic background, or socio-economic status in the administration of its educational policies, admissions policies, scholarships, loan programs, and other College administered programs.

### *1.2.2 Accreditation*

#### A Four Year Liberal Arts College Offering Strong Career-Oriented Programs

Accredited by:

1. The New England Association of Schools and Colleges;
2. The Council on Social Work Education at the undergraduate level;
3. The National League for Nursing Accrediting Commission, Inc.

Approved by:

1. The Board of Regents of Higher Education for the purpose of training veterans and other eligible persons;
2. The Massachusetts Department of Education for its Art and Music programs, Early Childhood program, Elementary Education program, English for Middle and Secondary School and History for Middle and Secondary School programs;
3. American Music Therapy Association;
4. National Association of Schools of Music;
5. American Art Therapy Association;
6. Massachusetts Board of Higher Education for Participation in the Police Career Incentive Pay Program (Quinn Bill);
7. Massachusetts Board of Registration in Nursing.

### ***1.3 Governance Documents of Anna Maria College***

The formal structure of Anna Maria College is contained in the following documents:

1. The Charter (or Certificate of Incorporation) from the Commonwealth of Massachusetts, amended April 23, 1946, which delineates the nature of the College as a legal entity;
2. The By-Laws of the Corporation of the Sisters of Saint Anne at Anna Maria College (1980; amended 1998 and from time to time thereafter) which establishes the College as a separate entity governed by a board of trustees consisting of lay persons, clergy, and religious (Sisters of Saint Anne);
3. The Employee Handbook;
4. The Faculty Handbook;
5. Academic catalogues for “The Undergraduate College of Liberal Arts and Professional Studies,” “The Division of Professional Studies,” and “The School of Graduate Studies.”

### ***1.4 Administrative Structure***

#### ***1.4.1 Board of Trustees***

The Board of Trustees bears ultimate fiduciary responsibility and concomitant authority for the College as a corporate entity. The Board is subject to the provisions of law, the Certificate of Incorporation, and the By-Laws of the Corporation. Among its powers are included:

1. Establishment and/or approval of policies of the College;
2. Selection of the President;
3. Authorization of the establishment or disestablishment of bodies for the governance of the administrators, the faculty, and the student body of the College.

The Board of Trustees bears the final legal responsibility for Anna Maria College.

#### ***1.4.2 The President***

The President is the chief executive and administrative officer of the College and is *ex officio* a member of the Board of Trustees. In general, the President supervises all the business and affairs of the College. The President is vested with full administrative authority subject only to the approval and direction of the Board of Trustees. While much of the authority is delegated to others, among the responsibilities the President undertakes directly are:

1. Providing effective, stimulating educational leadership to staff, faculty, and students;
2. Seeing that all policies established by the Board are implemented fully, that all legal requirements are met, that proper educational standards are observed, that everything possible is done to attain the stated College objectives, and that the best interests of students and faculty are promoted;
3. Directing the attention of faculty, staff, and administrators to changing educational thought and practice;

4. Presenting to the Board, as appropriate, the recommendations and proposals of the of the faculty and administration;
5. Communicating with administration, faculty and staff of the College as appropriate and holding membership on all committees of the College.

The following staff and administration currently report directly to the President: Dean of Academic Affairs, Chief Financial Officer, Director of Institutional Advancement, Dean of Co-Curricular and Spiritual Life, Special Assistant to the President, Executive Assistant, and the Director of the Molly Bish Center for the Protection of Children and the Elderly.

#### *1.4.3 Dean of Academic Affairs*

The Dean of Academic Affairs is chief administrator of the College's academic programs and enrollment services on both the graduate and undergraduate level and is accountable to the President in these areas. He or she acts for the President in the latter's absence.

In academic affairs, the Dean acts as chief advocate for the faculty to the President and the Trustees and, with the President, provides leadership for the academic life of the community. He or she facilitates the Faculty's professional growth and works together with the Faculty in all areas of academic life but especially in the development of curricula and programs. Specifically, the Dean:

1. Exercises general supervision over the Faculty, their duties and rights, their fulfillment of contract, continued acceptability, and promotion and tenure;
2. Supervises program development on the graduate as well as undergraduate level and investigates needs of the community as he or she keeps abreast of trends in education, politics, industry, human services, and the general population;
3. Calls meetings of Division Chairs and Graduate Council regularly to assure the communication and consistent implementation of policy;
4. Consults Division Chairs about assignment of teachers, schedules and syllabi, and the efficient operation of academic programs;
5. Supervises the Faculty, Division Chairs and Graduate Council in the development of curricula, courses, methods of instruction, examinations, and grading;
6. Is responsible for faculty development in concert with the divisional chairs and appropriate faculty committee structures;
7. Is responsible for student evaluations of faculty and solicits the evaluation of faculty from divisional chairs and the Faculty Assembly Committee on Appointment, Renewal, Promotion and Tenure;
8. Recruits competent faculty replacements and additions as needed, interviews applicants and recommends appointment;
9. Fosters the academic welfare of students and approves candidates for graduation in consultation with Division Chairs;
10. Reports at least annually to the President;
11. Performs other duties as outlined in the Employee Handbook.

#### 1.4.4 Academic Administrative Officers

##### 1.4.4.1 Chairs of Divisions

The chair of the division sees to the organization and operation of the division so that it functions well, assuring that the needs of faculty and students receive the necessary consideration and action. To this end, the division chair works together with the Dean of Academic Affairs in carrying out the program and furthering the objectives of the College. Further, he or she at least once a year submits to the Dean a report on the progress, problems, and plans of the division. The division chair's specific responsibilities include:

##### Students

1. Keeping appropriate student records accurate and up-to-date;
2. Calling meetings as appropriate in order to keep students informed and to solicit students' opinions and suggestions;
3. Providing individual academic counseling either personally or through divisional faculty;
4. Supervising programs of students in the Division;
5. Scheduling and administering senior evaluations where applicable;
6. Reviewing, approving, and submitting to the Registrar the divisional graduation forms;
7. Advising and encouraging students in the Division as they research their post-graduate endeavors.

##### Faculty

The relation of the chair to the other members of the division is collegial, that is, all are treated as full partners in the division, consulted and included in decisions pertaining to all that follows:

1. Determining, in collaboration with the Dean of Academic Affairs, the Division's need for faculty, both full- and part-time;
2. Establishing a search committee to assist in the recruiting and interviewing of all prospective candidates for appointment to Division faculty according to established procedures and College guidelines;
3. Forwarding the recommendation of the search committee to the Dean of Academic Affairs for her/his consideration and recommendation to the President, who makes the final appointment;
4. Determining and assigning semester courses to faculty after consultation with them;
5. Observing and evaluating the work of division faculty—including classroom visitation;
6. Recommending renewal or non-renewal of contracts of non-tenured faculty to the Committee on Appointment Renewal Promotion and Tenure and to the Dean of Academic Affairs;
7. Recommending the promotion in rank of division faculty to the Committee on Appointment Renewal Promotion and Tenure and to the Dean of Academic Affairs;

8. Encouraging scholarly and professional development of faculty and facilitating such wherever possible;
9. Calling division faculty meetings at least once a month to keep the faculty informed and to solicit faculty opinion and judgment;
10. Approval of appointment of all part-time faculty in the division.

#### Curriculum

1. Establishing advisory boards from civic, business, artistic, and other communities where appropriate;
2. Exploring and developing with faculty and/or advisors new and innovative programs and courses consistent with the mission of the College and responsive to the needs of the community;
3. Being cognizant of standards of appropriate accreditation bodies and structuring the curriculum to meet these standards;
4. Recommending in collaboration with faculty, new or revised divisional objectives or courses to the Committee on Curriculum;
5. Submitting revisions of course descriptions for the catalog to the Dean of Academic Affairs;
6. Maintaining all appropriate records of the Division, including syllabi.

#### College

1. Coordinating with the Librarian in the improvement of library holdings relative to the Division and promoting the use of the library by faculty and students in the department;
2. Overseeing holdings of the Division, and taking proper care of these holdings (books, tapes, typewriters, computers, etc.);
3. Cooperating with the Dean of Academic Affairs in the development of programs and workshops.
4. Advising the Dean in all matters pertaining to the academic affairs of the College.

#### Fiscal

1. Preparing with the aid of division faculty, and submitting to the Dean of Academic Affairs upon request, the divisional budget for the next fiscal year;
2. Administering the approved budget in a fiscally responsible way.

#### *1.4.4.2 Directors of Graduate Programs/Graduate Council*

Graduate Programs Directors have direct responsibility for academic and administrative matters falling under their programs, including but not limited to academic advising, budget, membership on Graduate Council, oversight of graduate faculty, student grievance issues, scheduling and course management, program development, curriculum and providing assistance for program marketing.

Graduate Council is the administrative oversight body that works with the Dean of Academic Affairs on matters of policy and procedures concerning graduate programs at Anna Maria College. This oversight includes program and curriculum oversight, grievance issues, and student and college policies.

#### *1.4.4.3 Directors of Undergraduate Programs*

Directors of undergraduate programs are responsible for the administration of specific academic programs that generally are professional in nature and are also linked with external accrediting or similar governing agencies. Directors of programs report to their respective Division Chairs.

The program director sees to the organization and operation of the program so that it functions well, assuring that the needs of faculty and students receive the necessary consideration and action. To this end, the undergraduate program director works together with the Division Chair in carrying out the program and furthering the objectives of the College. The program director's specific responsibilities include:

#### Students

1. Keeping appropriate student records accurate and up-to-date;
2. Calling meetings as needed in order to keep students informed and to solicit students' opinions and suggestions;
3. Providing individual academic counseling either personally or through program faculty;
4. Supervising programs of students in the program;
5. Scheduling and administering senior evaluations where applicable;
6. Reviewing, approving, and submitting to the Division Chair, the graduation forms of program students;
7. Advising and encouraging students in the program as they research their post-graduate endeavors.

### Faculty

The relation of the program director to the other members of the program is collegial, that is, all are treated as full partners in the program, consulted and included in decisions pertaining to all that follows:

1. Determining, in collaboration with the Division Chair, the program need for faculty, both full- and part-time;
2. Establishing a search committee to assist in the recruiting and interviewing of all prospective candidates for appointment to program faculty according to established procedures and College guidelines;
3. Coordinate with the Division Chair for appropriate direction/participation in any search committee;
4. Determining and assigning semester courses to program faculty after consultation with the Division Chair;
5. Mentoring program faculty;
6. Recommend appointment of part-time faculty to the Division Chair.

### Curriculum

1. Establishing advisory boards from civic, business, artistic, and other communities where appropriate;
2. Being cognizant of standards of appropriate accreditation bodies and structuring the curriculum to meet these standards;
3. Recommending in collaboration with faculty, new or revised program objectives or new courses to the Committee on Curriculum and providing that information to the Dean of Academic Affairs for inclusion in the catalog;
4. Maintaining all appropriate records of the program, including syllabi.

### College

1. Coordinating with the Librarian in the improvement of library holdings relative to the program and promoting the use of the library by faculty and students in the program;
2. Overseeing holdings of the program, and taking proper care of these holdings (books, tapes, typewriters, computers, etc.);
3. Cooperating with the Division Chair in the development of programs and workshops.

### Fiscal

1. Preparing, with the aid of program faculty, and submitting to the Division Chair upon request, the program budget for the next fiscal year;
2. Administering the approved program budget with the Division Chair's approval.

## ***1.5 Organization Charts: See Appendix B***

## ***1.6 Internal Governance at Anna Maria College***

### ***1.6.1 Role of the Faculty***

The preamble to the By-Laws of the Corporation of the Sisters of Saint Anne states:

“Anna Maria College is a Roman Catholic institution of higher learning founded by the Congregation of the Sisters of Saint Anne and subscribing to their principles. The curriculum shall embody the Roman Catholic philosophy of education and foster a Christian environment which shall enliven and sustain the entire intellectual and cultural life of the College community. The College shall seek trustees, administrators and faculty members who support and promote its particular goals and purposes as stated herein. They have a role and a duty to keep the institution faithful to its character.”

The Faculty recognizes that, together with the Administration and the Trustees, in whom ultimate responsibility and authority rest, it has an appropriately shared responsibility in meeting the educational goals of the College and in the furtherance of its mission.

Within that context, the faculty has reviewed and approved the policies and procedures contained in this Faculty Handbook. These policies are based on the generally recognized principles of institutional governance in higher education. In particular:

The Faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process;

The Faculty sets the requirements for the degrees offered, sets the requirements for the choice of courses and content, determines when the requirements have been met, and authorizes the president and board to grant the degrees thus achieved;

Faculty status and related matters are primarily a faculty responsibility; this area includes appointments, renewal of appointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal;

The Faculty must be involved in the budget deliberations and fiscal decisions related to its educational function. In the areas related to the educational function of the College, salary policies, long- and short-term budget projections, reports of current expenditures and budgets are to be shared with the faculty whenever they affect the areas of its primary responsibility;

Agencies for faculty participation in the government of the college should be established at each level where faculty responsibility is present. An agency should exist for the presentation of the views of the whole faculty. The structure and procedures for faculty participation should be designed, approved, and established by joint action of the components of the

institution. Faculty representatives should be selected by the Faculty according to procedures determined by the Faculty.

The following policies and procedures for faculty governance are offered in light of these principles and in a spirit of a cooperative relationship characterized by open and honest communication.

### *1.6.2 Policies*

#### *1.6.2.1 General Policies Regarding Rights and Responsibilities of Governance*

Final responsibility for the expansion and growth of Anna Maria College rests with the Board of Trustees. The results of its deliberations are transmitted to the faculty and to the public by the President of the College.

The voting faculty exercises legislative authority in all matters delegated to it by the Board. This function is implied by the Articles of Incorporation and By-Laws, more explicitly reflected in the Board's occasional decisions, and regularly interpreted by the President as its representative and chief executive officer.

Accordingly, the Faculty has as its paramount responsibility the educational planning of the College. It exercises this function by formulating, approving, and adopting academic, student-life, and disciplinary policies. It may propose for discussion and definition any other matter it considers to be for the good of the institution, especially such as may influence educational issues. In all cases, its formulations are subject to review and ultimate decision by for the Dean of Academic Affairs, the President and Board of Trustees; this authority should, however, be exercised adversely to faculty judgment only in exceptional circumstances and for reasons that are communicated to the faculty.

While the Faculty performs its office officially in assembly, it also regularly delegates authority to standing committees which, operating under the directives in this handbook and institutional guidelines, formulate policy in specific areas. It may, further, authorize *ad hoc* committees answerable to it on specific assignments. Both types of committees are to make regular reports to the faculty assembly, which retains its right to approve or disapprove their actions.

Individual faculty members are expected not only to be interested in development within their own fields of teaching, but also to view themselves as agents and participants in the broader life of the College. They are encouraged to submit suggestions and proposals to administrative officers and to the faculty assembly.

#### *1.6.2.2 Academic Policies and Procedures*

The purpose and aims of Anna Maria College state clearly that the promotion of learning in all its aspects is the essential activity of the College. This goal can be more readily achieved if all faculty members and students regard the earnest pursuit of true knowledge as their state of life and aim persistently for excellence in it. Faculty members cannot escape their formative role as leaders and exemplars of the ideals associated with scholarship and learning. Daily commitment of the College

community to the ideals of the true Christian intellectual, then, in teaching and research, in counseling, and in supporting cultural and co-curricular events will enable Anna Maria College to reach its goals effectively.

It is to be hoped that faculty and students will encourage and support co-curricular and extra-curricular activities, especially those which are directly or indirectly associated with learning. Besides aiming to be a community of scholars, Anna Maria College is also a community of persons committed to cultivate that goodness of personal, family, social, and religious life made possible by the practice of the theological and moral virtues.

The formulation of academic policy covering the hiring and evaluation of faculty, curriculum, admissions, graduation requirements, scholarships, teaching methods, examinations, and the like is paramount to the faculty, which exercises this power in faculty assembly or through its various standing committees. The Dean of Academic Affairs is the chief administrative officer of the policy. Division chairs and program directors are responsible to the Dean for their administration of the policy, and all are severally responsible for policy to the faculty.

The College's catalogs are the official record of academic policies and regulations.

#### *1.6.2.3 Policy on Academic Freedom*

The College recognizes the 1940 Statement of Principles on Academic Freedom and Tenure, prepared jointly by the American Association of University Professors and the Association of American Colleges. The full text of this 1940 Statement as well as the 1970 Interpretative Comments may be found in the Bulletin of the AAUP ( Vol.60, No.2, Summer, 1974, pp. 269-72) (please consult the appendix to this document for the 1940 Statement). These documents were amended in November 1989 and January 1990 to remove gender-specific references. In cases where the provisions of this handbook may present possible conflicts with the 1940 Statement, the provisions of this handbook shall prevail.

#### *1.6.2.4 Divisional Policy and Procedure*

The function of a division is to implement the aims and purposes and academic policies of the College. Members of each division shall actively concern themselves with planning and developing the curriculum and maintaining high standards.

Membership in a division comprises the division chair, professors, associate professors, assistant professors and instructors in the division. These are to attend division meetings and exercise voting power pertinent to division matters. Should faculty be given joint appointment in more than one division they shall have voting power in both. When part-time faculty are appointed, stipulation will be made as to whether they are to attend division meetings with power to vote. Meetings of divisions shall normally be once a month. Copies of the minutes are to be given to the Dean of Academic Affairs as well as to all division members.

#### *1.6.2.5 Diversity Policy*

Anna Maria College does not discriminate on the basis of race, sex, age, religion, disability, ethnic background, or socio-economic status in the administration of its educational policies, admissions policies, scholarships, loan programs, and other College administered programs. Because we represent a community which respects diversity of all kinds, it is the responsibility of the Faculty to respond immediately and appropriately to statements of bias and prejudice which occur in the academic setting.

#### *1.6.3 The Faculty Assembly Constitution*

##### *Article I: Name*

The faculty governing body for Anna Maria College shall be designated the Faculty Assembly.

##### *Article II: Responsibilities*

The Board of Trustees through its authority as the governing body of Anna Maria College has granted the following responsibilities and duties to the Faculty Assembly of the College. The Faculty Assembly shall:

1. Have primary responsibility for initiating, developing, and implementing the instructional program of the College;
2. Recommend admission and retention standards, courses taught, course requirements, revision or deletion of courses, and requirements for graduation;
3. Recommend to the Board candidates for all degrees;
4. Have an advisory role in the recruitment of students, budget building, institutional advancement, and academic administrative appointments;
5. Evaluate its members and make recommendations for contract renewal and advancement in rank and tenure through committees referenced in this handbook;
6. Evaluate and make recommendations concerning faculty salary and benefits through committees referenced in this handbook;
7. Participate in the selection process of academic administrators;
8. Evaluate and make recommendations concerning the professional development and retention of academic administration;
9. Establish criteria for ascertaining the proficiency of students;
10. Further and promote excellence in teaching, and shall ensure that faculty development is a major component of Anna Maria College and, through its various committees, play an active role in it;
11. Establish criteria for program evaluation and academic program assessment.

##### *Article III: By-Laws*

The Faculty Assembly shall have the power to adopt by-laws for its operation which include officers, meetings, and committees as necessary as long as they are not in conflict with the requirements of this document.

#### *Article IV: Amendments*

An amendment to this Handbook may be made by approval of two-thirds of the entire membership of the Faculty Assembly. A proposed amendment must be distributed to the membership at least one week before the meeting in which it is to be discussed. Amendments may be voted on at a regular meeting of the Faculty Assembly or at a meeting called for that purpose. An amendment is not considered in effect until also approved by the Board of Trustees.

#### *Article V: Membership*

The voting faculty of the Faculty Assembly shall consist of all full-time faculty holding the rank of instructor, assistant professor, associate professor, and professor;

Nonvoting participation in meetings for the purpose of reports and other discussion shall be allowed to specific administrative staff, per-course faculty, adjunct faculty, and others on recognition by the Chair of the Faculty Assembly.

#### *Article VI: Officers of the Faculty Assembly*

##### Officers

The officers of the Faculty Assembly shall be a Chair, a Vice Chair, and a Recorder.

##### Term of Office

Officers shall be elected for terms of one year, the term to begin upon adjournment of the meeting at which the election was conducted.

##### Duties

- a. Chair
  1. To call and preside at all meetings of the Faculty Assembly;
  2. To determine the business of the Faculty Assembly through an agenda to be prepared in consultation with the Executive Committee and to provide for the circulation of such agenda prior to any session of the Assembly;
  3. To chair the Executive Committee;
  4. To serve as primary liaison between the Faculty Assembly and other College bodies or individuals;
  5. To communicate with the administration on behalf of the Faculty Assembly;
  6. To see to the orderly flow of business between the Faculty Assembly and its committees;
  7. To appoint annually a member of the faculty to serve as parliamentarian who will advise the Assembly on procedure and assist the chair in ruling on parliamentary questions;
  8. To serve *ex officio* on all committees of the Faculty Assembly
  9. To perform such additional tasks as may be appropriate to the position.

b. Vice Chair

1. To act in the stead of the chair during the chair's absence;
2. To serve as chair, when that office falls vacant, for the unexpired portion of the term;
3. To perform such other tasks as assigned by the chair.

c. Recorder

1. To record and distribute the minutes of Faculty Assembly meetings and to provide a copy of approved minutes of meetings of the Faculty Assembly to the Dean of Academic Affairs and the President of the College after each Faculty Assembly meeting
2. To maintain the official file of all faculty documents, correspondence, and other materials and provide this official file to the incoming recorder;
3. To serve as correspondent for the Faculty Assembly when so delegated by the chair;
4. To give members of the Faculty Assembly proper notice of faculty meetings as provided for in Article VIII, Section 4.

*Article VII: Elections*

Section 1. Date

The annual election of all officers and committee members whose terms expire shall be conducted at the final regular meeting of the Faculty Assembly.

Section 2. Procedures

Each officer shall be elected by majority of faculty members present and voting. Committee members shall be elected by a plurality of faculty members present and voting.

Section 3. Duties of Chairs of Committees

The chair of any committee of the Faculty Assembly shall:

1. Call and preside at all meetings of the committee;
2. Determine the agenda of the committee meetings in consultation with members and other interested parties;
3. Serve as the primary liaison between the committee and the Faculty Assembly, and other appropriate persons or bodies, giving regular reports concerning committee business to the Faculty Assembly;
4. Perform any additional tasks as may be appropriate to the position.

Section 4. Filling of Vacancies

a. Officers:

1. Should the office of the chair fall vacant, the vice chair shall fill the vacancy immediately;
2. Should the office of either the vice chair or recorder fall vacant, a special election shall be conducted to fill the vacancy at the next regular or special meeting of the Faculty Assembly.

- b. Standing committee positions:
  - 1. Should a position on a standing committee become vacant, a special election shall be conducted during the next regular or special meeting of the faculty to fill the vacancy for the unexpired portion of the term;
  - 2. The Chair of the Faculty Assembly may appoint a member of the faculty to fill the vacancy until the election has been held.
- c. *Ad hoc* committee positions:
  - 1. Should a position on an *ad hoc* committee become vacant, the Chair of the Faculty Assembly shall appoint a member of the Faculty Assembly to fill the vacancy;
  - 2. Notice that this process described here in parts b. and c. has been carried out shall be given to the faculty membership within five days of the appointment of the new committee member.

## *Article VIII: Meetings*

### Section 1. Regular Meetings

There shall normally be one meeting of the Faculty Assembly each month during the academic year.

The first meeting of the Faculty Assembly shall be held during the first three weeks after the opening of the academic year.

At the final regular meeting of the faculty, to be held during the last three weeks before the end of the spring semester, the faculty shall receive reports from its standing committees on the committee activities during the year, a written copy of which shall be provided to the Recorder. At this meeting, the annual elections shall be conducted.

### Section 2. Special Meetings

Special meetings of the Faculty Assembly may be called by the Chair of the Faculty.

When approved by the Chair of the Faculty, special meetings of the Faculty Assembly may be limited to voting members of the Assembly.

Three or more members of the faculty may request a special meeting of the Assembly by communicating their purpose in writing to the Chair of the Faculty.

The President or Dean of Academic Affairs may call a meeting of the faculty as needed.

The Chair of the Faculty shall instruct the Recorder to give proper notice of faculty assembly meetings to the members.

### Section 3. Agenda

The agenda for a meeting shall be prepared by the Chair of the Faculty after consultation with the Executive Committee of the Faculty.

All items placed on the agenda for action by the Faculty Assembly must have been submitted to an appropriate Faculty Assembly committee (if such a committee has jurisdiction) and must have received an affirmative recommendation from the committee. All items submitted to Faculty Assembly committees must be reported to the Faculty Assembly in a reasonable time, even if negative action is taken by the committee. A matter on which a negative action has been taken by the committee may come before the Faculty Assembly for action through the approval of the Executive Committee.

If a request for consideration submitted to a Faculty Assembly committee has not been acted upon after one month, the originator(s) may appeal the matter to the Executive Committee. The Executive Committee may reject the appeal, return the matter to the Committee with instructions for prompt consideration, or grant permission to the originator to take the request, in proper action form, to the Faculty Assembly for vote.

### Section 4. Proper Notice of Meetings

Written notice of a meeting of the Faculty Assembly shall be provided to all members of the faculty at least one week in advance of the meeting. This notice may be communicated to faculty members using the prescribed College e-Mail system.

The notice shall include the date, time, place, and agenda of the meeting.

### Section 5. Quorum

A quorum of one-third of the voting members of the Faculty Assembly shall be necessary to conduct ordinary business at a meeting of the Faculty Assembly.

### Section 6. Parliamentary Procedure

*Robert's Rules of Order* shall prevail in all meetings of the Faculty Assembly and of Faculty Assembly committees. The exception is that a two-thirds vote of the faculty present may suspend this requirement.

### *Article IX: Implementation of Policy*

The Chair of the Faculty Assembly shall meet with, or report in writing to, the appropriate official or body of the College as soon as feasible to discuss or report actions and policies approved by the Faculty Assembly. The result of that meeting shall be reported by the Chair of the Faculty Assembly at the next Faculty meeting.

All Faculty Assembly decisions are subject to review by the President of the College. If the President requests reconsideration of a decision that decision shall be returned in writing to the appropriate committee before being reconsidered by the Faculty Assembly.

If a Faculty decision is rejected or unduly delayed, the Faculty may consider recourse to the Board of Trustees. A three-fourths majority of the total votes of the faculty members present and voting, with a minimum of nine affirmative votes, shall be necessary to bring the matter directly to the Board of Trustees. The Faculty Chair shall notify the President of the College, in writing, of the outcome of this vote.

*Article X: Committees*

Committees at Anna Maria College represent an important part of the administration of the institution.

Minutes of Committee Meetings.

The recorder of each committee shall maintain written minutes of each committee meeting.

Within one week following a meeting, the committee recorder shall send one copy of the minutes to the faculty recorder and to the Dean of Academic Affairs.

Resignation from Committees.

Written Resignation.

A committee member may resign from a Faculty Committee by giving notice in writing to the committee chair.

The committee chair shall communicate the resignation to the Chair of the Faculty immediately.

The Chair of the Faculty shall then initiate the process of appointing a replacement as described earlier in this document.

Resignation by Default.

When a committee member has accumulated three absences from a meeting of a standing or an *ad hoc* committee, the chair of the committee may notify the Chair of the Faculty that the position is vacant.

The committee chair shall warn a member who has incurred two absences that, when a third occurs, this process may take effect.

The Chair of the Faculty shall begin the process of appointing a replacement.

There are three groups of committees: Administrative Committees, College Committees, and Committees of the Faculty Assembly.

**1. *Administrative Committees.***

Members of these committees are appointed by the President of the College. The committees advise on administrative policy and/or react to and carry out other policies developed by the other types of committees.

2. ***College Committees.***

All College Committees should submit regular reports to the President, Dean of Academic Affairs, and the Chair of Faculty, as appropriate. These committees draw from several constituencies of the College: faculty, students, administrators, and sometimes alumnae/i or local community representatives. The Student Government shall name its representatives to these committees. The President of the College shall make other appointments in consultation with the Dean of Academic Affairs, the Chair of the Faculty and any other administrative staff when appropriate.

The following are current College Committees:

**a. The Enrollment Management Committee**

Membership

Dean of Enrollment, Director of Recruitment and Admissions, one additional member of Admissions staff, the Bursar, two Faculty representatives, Director of Athletics, Director of Financial Aid, Director of Counseling/The Learning Center.

Term of Office

The term of office for elected members shall be two years.

Officers of Committee

The Dean of Enrollment shall serve as chair.

Duties

The Enrollment Management Committee is responsible for identifying ways to improve retention and make recommendations to the President.

**b. Library and Information Services Committee**

Membership

The committee shall be composed of the following voting members: four elected faculty members from at least three different disciplines, the Director of the Library, one Library staff member appointed by the Director, one CIS staff member appointed by the Chief Technology officer, two students (from different major programs) appointed by the Student Government Association, and the Dean of Academic Affairs.

Term of Office

The term of office for elected members shall be two years.

Elections

In years ending with an even digit, one faculty member shall be elected, and in years ending with an odd digit, three faculty members shall be elected.

Officers of Committee

The Director of Library Services and senior faculty member shall serve as co-chairs, and a recorder shall be selected.

Duties:

1. To formulate such policies, rules, and regulations as are determined necessary to assure the fullest use of the library and other informational services by the Anna Maria Community;
2. To recommend to the Director of the Library and the Chief Technology Officer and Director of Institutional Planning the purchase of appropriate informational resources of general academic interest to the Anna Maria Community.

**c. Student Affairs Committee**

Membership

The Student Affairs Committee shall be composed of the following voting members: three elected faculty members, one representative from the division of Student Affairs to be selected by the Dean of Student Affairs and two members of the student body appointed by the Student Government Association, one to represent the concerns of the commuter students and one to represent the concerns of resident students.

Term of Office

The term of office for elected members shall be two years.

Elections

In years ending with an even digit, one faculty member shall be elected, and in years ending with an odd digit, two faculty members shall be elected.

Officers of Committee

At its annual organizational meeting, the committee shall elect a chair and a recorder.

Duties

To search out, research, and take appropriate action regarding issues which are determined to be of concern to the students and which may be affecting the academic life of the students.

**3. *Committees of the Faculty Assembly***

The membership of these committees shall be made up of voting Faculty elected by the Faculty Assembly. These committees report their actions as needed for higher approval to the Faculty Assembly before such action proceeds to the administration or Board of Trustees as appropriate. The following are the Standing Committees of the Faculty Assembly:

**a. Executive Committee**

The Executive Committee consists of the officers of the Faculty Assembly and the chairs of the standing committees.

The principal duties of the Executive Committee are:

1. To prepare the agenda for Faculty Assembly meetings, to act in an advisory capacity to the chair and the Dean of Academic Affairs, and to review the academic progress of students at the conclusion of each semester and on an annual basis;
2. To participate both in the determination and short-and-long range budgetary priorities as proposed in a timely fashion by the administration;
3. To participate both in the preparation of the total institutional budget and in decisions relevant to the further apportioning of its specific fiscal divisions. Budgetary decisions directly affecting those areas for which the faculty has primary responsibility—curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life that relate to education—should be made in concert with the Faculty.

**b. Curriculum Committee**

**Membership**

The Curriculum Committee shall be composed of seven elected members of the faculty and two students designated by the Student Government Association. The Dean of Academic Affairs and the Registrar shall be *ex officio* members.

**Term of Office**

The term of office for elected members shall be two years.

**Elections**

In years ending with an even digit, four faculty members shall be elected, and in years ending with an odd digit, three faculty members shall be elected.

**Officers of the Committee**

At its annual organizational meeting, the committee shall elect a chair, vice-chair, and recorder.

**Duties**

This committee shall advise and assist the Dean of Academic Affairs and the Faculty Assembly in developing, evaluating, and maintaining a curriculum and academic standards and policies so constructed as to best attain the objectives of the College and to provide for the needs of the students. Before any substantive changes or new initiatives in curricular or academic matters can take effect, they must be submitted to this committee for approval, and then to the Faculty Assembly as appropriate. With the approval of the Dean of Academic Affairs, a pilot course may be offered once prior to formal approval of the committee.

The responsibilities of this committee include, but are not limited to:

1. Approval of division requests for substantive changes in division courses or programs;
2. Approval of new courses and new programs;
3. Approval of guidelines for independent studies;
4. Approval of core curriculum requirements;
5. Approval of academic calendar;
6. Approval of academic policies including, but not restricted to grading, attendance, and exams;
7. Approval of requirements for graduation and honors requirements;
8. Academic evaluation of programs;
9. Oversight of assessment of courses and Core programs;
10. Regularly consult and review policies regarding accommodations for students with documented disabilities who request such modifications in academic requirements under the provisions of section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act.

**c. Faculty Development Committee**

Membership

The committee shall be composed of six elected members of the full time faculty.

Term of Office

The term of office shall be two years.

Elections

In years ending with an even digit, four faculty members shall be elected, and in years ending with an odd digit, two faculty members shall be elected.

Officers of the Committee

At its annual organizational meeting, the committee shall elect a chair and a recorder.

Duties:

1. To review proposals and to develop programming for the Faculty to develop professionally and organizationally. Professional development includes continued growth both in a scholarly discipline and in pedagogical technique. Organizational development includes increasingly effective participation in institutional governance, faculty affairs, and committee work;
2. To accept, review, and approve applications from faculty wishing to attend conferences and to submit them to the Dean for approval;
3. To invite faculty members who have attended faculty development-related workshops to disseminate the information gained by oral and written report;
4. To review annually the policies and procedures of the College pertaining to sabbatical leave and to recommend to the Faculty Assembly any changes deemed appropriate;

5. To announce annually the College's sabbatical leave program; to encourage, review, and evaluation appropriate applications for sabbatical leave; to make recommendations on these to the Dean of Academic Affairs. If a member of the Faculty Development Committee applies for sabbatical leave, that member shall not be involved in the review of sabbatical applications. The Chair of the Faculty Assembly shall appoint a faculty member to serve as an alternate member of the Faculty Development Committee solely for this purpose;
6. To participate in the orientation program for new faculty, introducing them to faculty development opportunities;
7. To administer (an) annual teaching award(s);
8. To accept and review applications for teaching and/or research grants to be funded by the institution at a minimum level of \$5000.00 per year.

**d. Appointment, Renewal, Promotion, and Tenure Committee**

**Membership**

The committee shall be composed of three tenured faculty and two non-tenured, full-time faculty elected as regular members and one tenured and one non-tenured full-time faculty elected as alternates. An alternate member shall serve on the committee in the place of a regular member when the regular member has already been involved in another capacity in the process of a promotion or renewal. An alternate may also be asked to serve as a replacement should one of the regular members be on leave or otherwise be unable to serve for a short period of time.

**Term of Office**

The term of office shall be two years.

**Elections**

In years ending with an even digit, two regular members (one tenured and one non-tenured) and one alternate (tenured) member shall be elected, and in years ending with an odd digit, three regular members (two tenured, one non-tenured) and one alternate (non-tenured) members shall be elected.

**Officers of the Committee**

At its annual organizational meeting, the committee shall elect a chair and a recorder.

**Duties**

1. A member of the Appointment, Renewal, Promotion and Tenure Committee should sit on all search committees for new full-time faculty at Anna Maria College;
2. A primary responsibility of this committee is to assure that in the renewal and promotion of full-time faculty due attention is given not only to the academic qualifications and experience of the candidate or faculty member but to the contribution—actual or potential—to the carrying out of the mission of the College.

3. It is the responsibility of the Appointment, Renewal, Promotion and Tenure Committee to receive and review self evaluations and promotional files from faculty members seeking promotion and promotional files and recommendations as to promotion/tenure for eligible faculty from Division Chairs. All promotional files and recommendations should be received by the committee no later than October 1.
4. After review of the promotional files, the Renewal Promotion and Tenure Committee specifically executes the responsibility of advising the President and the Dean of Academic Affairs on matters of renewal, promotion, tenure, and non-renewal and dismissal as specified in this handbook.
5. The Appointment, Renewal, Promotion and Tenure Committee shall review and evaluate the performance of tenured faculty members at Anna Maria College every five years.
6. By October 1, the Dean of Academic Affairs shall notify the Appointment, Renewal, Promotion and Tenure Committee of all full-time faculty eligible for renewal. The committee shall then review and make recommendations for renewal based upon the procedure outlined in this Handbook (see Section 4, Standards and Procedures for Renewal).

**e. Contracts, Salary and Benefits Committee**

**Membership**

The committee shall be composed of four elected full-time faculty, two of whom are tenured.

**Term of Office**

The term of office shall be two years.

**Elections**

Each year two faculty members, one of whom is tenured, shall be elected.

**Officers of the Committee**

At its annual organizational meeting, the committee shall elect a chair and a recorder.

**Duties:**

1. To obtain from members of the Faculty for concerns and suggestions pertaining to faculty contracts, benefits, and working conditions;
2. To recommend to the President and Dean of Academic Affairs faculty salary policies, to select and recommend fringe benefit programs, and to periodically review these policies and programs;
3. To present to administration proposals approved by the Faculty Assembly regarding contracts, benefits, and working conditions.

**f. Technology and Information Service Committee**

Membership

The Technology and Information Committee shall be comprised of four voting members of the full time faculty.

Term of Office

The term of office shall be two years.

Elections

Each year two faculty members shall be elected.

Officers

At the annual organizational meeting, the committee shall elect a chair, vice chair, and recorder.

Duties:

This committee shall advise, and assist the Academic Dean of Affairs and Chief Technology Officer in the purchase, support, faculty training, policies and the use of the technology and library resources needed to support the academic programs of the college.

The responsibilities include but are not limited to:

1. To obtain from faculty members concerns and suggestions pertaining to technology and library resources.
2. Recommend to the Academic Dean of Affairs and Chief Technology Officer purchases needed to support the academic programs.
3. Recommend to the Chief Technology Officer policies and guidelines related to support issues needed to assure most productive use of technology resources by academic programs.
4. Recommend to the Academic Dean of Affairs and Director of the Library policies and guidelines related to support issues needed to assure most productive use of informational resources by academic programs.
5. Recommend and assist the Faculty Development Committee in planning and delivering professional development opportunities related to technology and the use of informational resources.
6. Chair and the Vice Chair of the Technology & Information Committee shall be the two faculty members of the Library and Information Committee.

**g. Faculty Hearing Committee**

This committee exists for the purpose of hearing grievances involving a faculty member's rights and academic freedoms as detailed in Section 7.4.2 below.

Membership:

1. The committee shall be composed of five faculty members elected as regular members and two faculty members elected as alternates;
2. No member shall be involved in hearing a grievance in which he or she has been in any way previously involved;
3. No member shall be involved in hearing a grievance if he or she is successfully challenged for cause by either party to an appeal. The Chair of the Faculty Hearing Committee shall determine all challenges unless he or she is challenged, in which case the committee shall elect from its unchallenged members an individual to hear challenges.

Term of Office

The term of office shall be two years.

Elections

In years ending with an even digit, two regular members and one alternate member shall be elected, and in years ending with an odd digit, three regular members and one alternate member shall be elected.

Officers of the Committee

At its annual organizational meeting, the committee shall elect a chair and a recorder.

**h. *Ad Hoc* Committees**

Purpose

An *ad hoc* committee may be established to study issues of direct concern to the faculty that are not the responsibility of a standing committee (e.g., the Handbook Committee), and to report the findings to the Faculty Assembly.

Membership

Each committee shall consist of at least three members of the faculty appointed by the Chair of the Faculty.

Term of Office

The term of office shall be from the time of appointment until the time of the final committee report to the faculty.

Duties:

1. Expeditiously to research and evaluate the issue of concern;
2. To provide the faculty with interim reports if appropriate;
3. To present a detailed and consistent set of recommendations;
4. To present the final recommendations to the faculty at a special or regular meeting.

**i. Faculty Athletics Representative**

One member of the faculty elected in the annual elections.

**Duties:**

1. The faculty athletics representative is responsible for working with the Director of Athletics and the Dean of Academic Affairs to promote a campus environment in which the athletics program is maintained as a vital component of the educational program of the college. The faculty athletics representative is a recognized participant of the NCAA and is guided by the faculty athletics representative handbook produced by the organization;
2. The faculty athletics representative exercises responsibility in several areas, including the promotion of the academic integrity of the athletics and academic components of the collegiate community, the promotion of institutional control of athletics on campus, and the promotion of student-athlete welfare;
3. The faculty athletics representative serves as principal advisor to the Dean of Academic Affairs and to the President on all matters related to intercollegiate athletics, an institutional representative to the NCAA, a member of the NCAA committees or as an officer in the organization, a monitor of the academic preparation and performance of student athletes, an assistant to the Vice- President and Dean of the College and Director of Athletics in determining institutional positions on proposed NCAA legislation, and facilitator of communication between the athletics department and the faculty governance structure.

**j. The Molly Bish Center Faculty Committee**

**Membership**

Four members of the Faculty.

**Term of Office**

Two years.

**Elections**

In years ending with an even digit, two faculty members shall be elected, and in years ending with an odd digit, two faculty members shall be elected so that terms will be staggered.

**Officers of the Committee**

At its annual organizational meeting, the committee shall elect a chair and a recorder.

**Duties**

The purpose of the Molly Bish Center Faculty Committee is to integrate academic programs with the mission and programs of the Molly Bish Center. Specific functions include:

1. creating and implementing academic initiatives and developing internal and external collaboration;
2. developing ideas for a Resource Center designed to support academic programs;
3. directing and evaluating student involvement in the work of the Center through research, work study, internships or other avenues.

**k. Electronic Learning and Teaching Committee**

Membership

The Electronic Learning and Teaching Committee shall be comprised of three Division Chairs (or their appointee), one or more members of the Faculty Technology Committee, the Chief Technology Officer or appointee, the Director of Library Services or appointee, the Director of the on-line course management system or appointee, and the Marketing Manager or appointee.

Term of Office

The term of office shall be two years.

Elections

Elections will be held on an as-needed basis.

Officers

At its annual organizational meeting the committee shall elect a chair and a recorder.

Duties

To administer policies and procedures related to electronic learning and teaching in order to improve student learning outcomes and retention in courses using electronic tools, such as WebCT.

**l. Faculty Representatives to the Board of Trustees**

- i. Two members of the faculty shall be elected in the annual election to attend Academic Subcommittee meetings of the Board of Trustees as appropriate.
- ii. One member of the faculty shall be elected in the annual election to serve as Faculty Representative for Student Affairs.

## **Section 2. Faculty Employment Policies and Procedures**

This section of the handbook contains the approved policies and procedures of Anna Maria College that are an integral part of the individual employment contracts between members of the faculty and the College. Where the terms and provisions of an individual contract may be inconsistent with the general policies contained herein, the provisions of the individual contract shall control. Should there be any perceived misinterpretation or violation of the specific provisions of this section, the faculty member involved in such a situation may refer actions taken by a divisional chair, Dean of Academic Affairs or other officer of the College to the Executive Committee of the Faculty or may file a grievance under the Grievance Procedures.

### **2. *Membership***

The faculty of Anna Maria College shall consist of all persons having appointment with the primary responsibility of the instruction of students.

Faculty members having appointment for the instruction of students shall consist of three distinct groups: full-time faculty, part-time faculty, and special appointment faculty. Specific contract types and other specific contractual rights and responsibilities shall accrue to each specific group as defined in this Faculty Handbook in appropriate sections.

#### **2.1 *Definitions of Faculty Status***

The employment status of all faculty members shall be defined within three distinct categories; full-time, part-time, or special appointment.

#### **2.2 *Full-Time Faculty***

A full-time member of the faculty (a) ordinarily has full-time teaching duties or has teaching and other duties (e.g., research, academic, administration, counseling) equivalent to a full-time teaching load (ordinarily four 3-credit courses per semester) noting that there are exceptions for cause and (b) may be appointed to either a tenure-track or non-tenure appointment.

#### **2.3 *Part-Time Faculty***

##### **2.3.1 *Part-Time Adjunct Faculty***

Part-time adjunct faculty are faculty members in non-tenure positions at the rank of Instructor working within the following guidelines:

Usually have no other faculty duties and responsibilities, except those listed below;

Are selected in the manner set forth in section 5;

Always receive a term contract as set forth in section 3.

- Receive no fringe benefits or tuition remissions;
- Do not accrue time towards tenure, promotion, or sabbatical.

Part-time adjunct faculty are expected to be available for at least 1 hour per week for each course taught to advise students regarding their course work.

## **2.4 *Special Appointment Faculty***

### **2.4.1 *Professor Emeritus***

This rank may be assigned to associate professors or professors who have limited or terminated their responsibilities as a ranked faculty member for valid reasons (e.g., retirement, illness) after ten or more years of distinguished service to the College. A professor emeritus is so designated and appointed by the Board of Trustees after recommendation by the President, the Dean of Academic Affairs, and the Appointment, Renewal, Promotion, and Tenure Committee. The professor emeritus remains an honored member of the academic community of the College. The professor emeritus may be offered a part-time contract by the President to teach or fulfill other duties.

Some of the benefits of emeritus may include, subject to the College's resources:

- Invitation to all social and ceremonial events;
- Access to library resources and research facilities, including research space if available, on campus and through the consortium (CWMARS);
- Access to campus and electronic mail;
- Listing in the faculty directory as Emeritus.

### **2.4.2 *Visiting Appointments***

Visiting appointments are reserved for faculty members of other institutions, professors emeriti, and persons distinguished in their field. Such visiting appointments are for a limited period of time with no intent of ongoing employment.

## **2.5 *Qualifications for Appointment to Specific Ranks***

At the time of initial appointment of a faculty member, the Dean of Academic Affairs in consultation with the appropriate divisional chair or program director makes a judgment about rank for the initial contract using the criteria described below. Thereafter, rank changes are subject to section 6.3

Throughout these sections on specific ranks, a college of "recognized standing" shall mean a college accredited by an association, e.g., NEASC, or that it is a recognized college of international standing.

### *2.5.1 Instructor*

The rank of instructor requires, as a minimum, possession of a Master's Degree and typically shall refer to part-time faculty only. Instructors are appointed by the appropriate divisional chairs or program directors after consultation with the Dean of Academic Affairs. Appointment of lecturers should be consistent with the academic and other standards of the College.

### *2.5.2 Assistant Professor*

The earned doctorate or the possession of an appropriate terminal degree is the usual requirement for appointment or promotion to the rank of Assistant Professor. The promise of further academic and professional development is also required.

### *2.5.3 Associate Professor*

An associate professor should possess an earned doctorate or appropriate terminal degree and should have seven years of effective teaching at the college level, at least four of which should have been at the rank of assistant professor. Evidence of academic and professional development must also be presented.

### *2.5.4 Professor*

The rank of Professor presupposes the possession of an earned doctorate or appropriate terminal degree and a minimum of twelve years of effective teaching at the college level, at least six of which should be at the rank of associate professor. The rank of professor requires a distinguished degree of achievement in the areas of teaching, scholarship, and/or performance and service.

## **Section 3. Types of Contract and Notices of Renewal and Non-Renewal**

### ***3.1 Letters of Appointment/Salary Letters***

Every faculty member shall receive, at the time of appointment, a letter of appointment from the Dean of Academic Affairs that stipulates the salary, rank, full-time or part-time terms of the position, and certain other terms of the appointment. This letter of appointment constitutes a contract. Any subsequent changes in the appointment or terms of employment shall be stated or confirmed in writing with copies to the faculty member and the College. Letters of reappointment shall be issued to full-time faculty in tenure or non-tenure tracks on or before May of the final year of the initial appointment.

All references to “year” in this section mean academic year unless otherwise specified.

Salary letters, indicating the current year’s salary with any increases reflected, shall be issued to all full-time faculty at the beginning of each fiscal year.

### ***3.2 Non-Tenure-Track Appointments/Notice of Non-Renewal***

Appointments for non-tenure track full-time faculty shall state the length of appointment, not to exceed three years.

- a. Notice of non-renewal of a one-year, non-tenure track appointment shall be given by April 1 [see section 4.2.2], unless otherwise stated in the letter of appointment;
- b. Notice of non-renewal of a multi-year, non-tenure track appointment should be given by December 31 [see section 4.2.1] of the final year of the multi-year appointment.
- c. For faculty appointments beginning in a term other than the Fall, such notices shall be given at least sixty (60) days prior to the end of a one-year appointment, and at least five (5) months prior to the end of the multi-year appointment.

### ***3.3 Tenure-Track Appointments/Notice of Non-Renewal***

A tenure-track contract may be offered at the discretion of the college and may be offered at the time of initial appointment or at renewal. Appointments for tenure-track faculty shall state the length of the appointment, not to exceed three years. Such an appointment shall include a provision that defines the terms and conditions for eligibility for tenure, including the term of the probationary (i.e. pre-tenure) period:

- a. During the probationary period (usually up to six years), tenure-track appointments will be reviewed following the same procedures as outlined for non-tenure track renewals (see section 4.2.1). At minimum, such a review shall be conducted during the third year of appointment.
- b. Notice of non-renewal of a tenure-track appointment will be given by June 1 of the year preceeding the final year of the appointment. In certain circumstances, as when the appointment is contingent on the receipt of outside funds or other conditions, written notification may be delayed until October 15 of the final year of the appointment.

### ***3.4 Term Contracts***

Term contracts are limited to the term of employment outlined in the “letter of appointment” and terminate automatically without notice at the end of the term. Term contracts are normally offered to part-time faculty, but may also be offered to other categories of faculty in special circumstances, such as a full-time faculty member teaching a summer course.

### ***3.5 Sources of Notices***

All letters of appointment, term contracts, and notices of renewal or non-renewal will be given by the Dean of Academic Affairs or by the President.

## **Section 4. Standards and Procedures for Renewal**

### ***4.1 Standards for Renewal***

In all aspects of the decision whether or not to renew a faculty contract, the following issues shall be considered:

- a. To be eligible for renewal, a faculty member shall have discharged all of the responsibilities of a faculty member contained in the By-Laws as interpreted in the Faculty Handbook in such a manner as to indicate an understanding of those duties and a willingness to carry them out, which will continue in the future and which will contribute to the achievement of the mission of the College;
- b. The College, in its then current position and in the foreseeable future, shall have a need for a person with the skills and capacities of the individual faculty member being considered for renewal.

### ***4.2 Renewal Procedures***

The renewal procedures for full-time faculty members on one-year and multi-year appointments shall be identical, but shall be conducted under separate timelines.

By October 1, the Dean Academic Affairs shall notify the Appointment, Renewal, Promotion, and Tenure Committee (ARPT) of those full-time faculty members eligible for renewal. The committee shall then request a self-evaluation from those faculty members, to be submitted to the committee no later than November 15 (multi-year) or December 15 (one-year). Appointments beginning in a term other than the Fall shall submit the self-evaluation by at least four months (multi-year) or five months (one-year) into the first term of the review year. The self-evaluation shall include reflection upon and documentation of performance at Anna Maria College with regard to teaching, scholarship and research, professional development, and service to the College and the community.

Prior to November 15 (multi-year)/February 1 (one-year) or the corresponding date for non-Fall appointments, the Committee shall solicit an evaluation from the faculty member's Division Chair and/or Program Director. In the case of one-year appointments, the Division Chair/Program Director shall perform a classroom observation and meet with the faculty member under review to discuss the observation and any available student evaluations. In the case of multi-year appointments, a member of the ARPT Committee shall schedule an observation of a class to be decided upon by mutual agreement. This observation may include soliciting student opinions in an oral discussion regarding the classroom performance of the faculty member under review. In both cases, evidence of teaching performance for renewal shall include, but not be limited to: course syllabus, preparedness for classes, clarity of presentation, appropriateness of standards set for students, quality and quantity of assignments, timely grading and return of tests, papers and other assignments, and student evaluations for similar courses. Subsequently, a member of the Committee shall meet with the faculty member under review to discuss the class observation report.

Before December 1 (multi-year)/March 1 (one-year) or the corresponding date for non-Fall appointments, the Committee shall invite the Division Chair/Program Director to meet with the Committee to give an oral recommendation for renewal/non-renewal. By those same dates, the Committee shall meet to discuss the information gathered and formulate its recommendation for or against renewal of the faculty member under review and shall forward its recommendation to the Dean of Academic Affairs by December 15 (multi-year)/March 15 (one-year) or the corresponding date for non-Fall appointments.

Based upon the recommendation of the Committee, the Dean of Academic Affairs shall decide upon the renewal or non-renewal of appointments under review and notify faculty members under review of that decision by December 31 (multi-year)/April 1 (one-year) or the corresponding date for non-Fall appointments.

## **Section 5. Search, Appointment and Orientation of the Faculty**

Because the success of the College and the achievement of its purposes and aims ultimately rests on the quality of initial appointments, the following statements of policy on the recruitment of the faculty are intended to aid the Dean of Academic Affairs and others who are involved in making initial appointments. The College gives notice of employment opportunities by appropriate publication and follows regular procedures in the evaluation of applicants. Applications from women and minorities are encouraged.

Anna Maria College's foremost responsibility is to provide quality teaching for its students. Therefore, in the recruitment and appointment of faculty, teaching excellence or the promise of it is the principal criterion. At the same time, the College recognizes that its faculty is part of a wider academic community to which both the individual faculty member and the College have responsibilities involving the advancement of knowledge. Consequently, research, publication, performance, and similar professional activities will also be considered in the recruitment of faculty.

### ***5.1 Recruitment of Faculty Members***

Whenever the need for a new faculty member is determined, the division chair or program director shall meet with the Dean of Academic Affairs to discuss the need. Candidates will be made aware of the College's commitment to Catholic liberal arts education. Appropriate notice of vacancy shall be published in such a manner as to satisfy the College's commitment to affirmative action and equal opportunity in employment.

### ***5.2 Search Committee***

A search committee comprised of divisional faculty, faculty from outside the division, and at least one full-time staff member shall be appointed by the Dean of Academic Affairs. A member of the Appointment, Renewal, Promotion and Tenure Committee will be included as a standing member on all search committees for full-time faculty. The committee examines resumes and conducts interviews and is responsible for verifying references of candidates. The search committee shall forward to the Dean of Academic Affairs its recommendation and ranking of appropriate candidates for appointment. The Dean of Academic Affairs shall then interview the candidates in order to present his/her recommendations to the President who acts for the Board of Trustees.

### ***5.3 Authority to Hire***

Authority to hire and retain faculty is vested in the President in accordance with the bylaws of the College. This authority may be delegated to the Dean of Academic Affairs by procedures established to assure adequate consultation with the faculty and full compliance with EEOC and *Ex Corde Ecclesiae* guidelines.

### ***5.4 Academic Rank***

Initial rank shall be determined by the Dean of Academic Affairs according to the Faculty Handbook. The Dean of Academic Affairs may award corresponding rank at Anna Maria College to a person who has a given rank at another institution.

## **Section 6. Promotion Policy**

Promotion in academic rank is viewed as a collegial process by which Anna Maria College encourages, recognizes, and rewards faculty members for excellence in the performance of their duties.

### **6.1 Definitions**

The term “promotion” includes both promotion in rank and the granting of tenure. Promotion in rank and/or the granting of tenure is based upon the recognition of academic achievement appropriate to the rank under consideration, successful performance of the duties of the Faculty, personal and professional growth, the judgment that these achievements will continue in the future, and the determination that the granting of promotion and/or tenure is consistent with the plans and goals of the College. The following criteria are highly important:

Excellence in teaching that must be verified by peer and/or administrative evaluation through classroom visitation and student evaluation. Excellence in teaching includes, but is not limited to, preparation of classes, syllabi, academic advising, grading, and ongoing self-evaluation.

Productive service to the College and the community, which may include committee work, service to students and student groups, peer-mentoring, leadership in faculty governance and membership in organizations and committees that serve the public outside the College. Scholarship appropriate to the discipline, including research, publication, exhibitions, performances, etc.

Active participation in professional organizations, including service as an officer, presenting a paper, making a presentation, attending meetings or serving on a panel.

All persons charged with the application of the criteria for promotion shall obtain all information relevant to making a decision as to those criteria, including copies of recommendations with supporting evidence. In all cases where such data form the basis for a judgment, copies of information relied upon shall be maintained by the Dean of Academic Affairs.

### **6.2 Promotion Procedures**

The following procedures shall apply to both promotion in rank and tenure. The Division Chair (or an appointed mentor) should provide collegial guidance to the applying faculty member throughout this process.

- a. It shall be the responsibility of the Dean of Academic Affairs to supervise all promotion procedures within the College. The Dean of Academic Affairs shall receive the promotion file on each candidate from the Appointment, Renewal, Promotion, and Tenure Committee and shall be charged with making a final recommendation in writing to the President.

- b. Candidates for tenure and/or promotion who have confirmed their eligibility (see section 6.3 of this Handbook) for such with the office of the Dean of Academic Affairs shall notify both the Division Chair and the Appointment, Renewal, Promotion and Tenure (ARPT) Committee of their intent to apply by October 1 of the year prior to which tenure and promotion may be granted.
- c. ARPT shall notify the faculty within a given Division, including its Chair, by October 15 of the intent of one of its members to apply for tenure and/or promotion. All of the faculty (tenured and non-tenured) within the Division shall determine among themselves a mechanism for delivering their input on said application to the ARPT Committee by November 15; this could include a group letter, individual letters, a meeting with ARPT to provide verbal input, etc. This opinion may or may not include a vote or a recommendation either for or against the candidate's tenure and/or promotion as separate items.
- d. The Candidate shall submit an application file including (but not limited to) the following elements to the ARPT Committee by November 15:
  - 1) A current Curriculum Vitae;
  - 2) A self-report, including evidence of claims made, addressing the three areas of teaching, service and professional activities in specific relation to the criteria outlined in section 6.1 of this Handbook;
  - 3) At least two letters of recommendation from colleagues *outside* the College;
  - 4) At least three letters of recommendation from colleagues *within* the Anna Maria College Faculty; this would preferably include at least one letter from a tenured member of the Faculty and at least one letter from a faculty member within the applicant's Division;
  - 5) Sample course syllabi;
  - 6) A broad selection of Student Course Evaluation reports, including at least one report from each different course taught;
  - 7) Other evidence to support claims of excellence in any of the given areas of teaching, research and service.
- e. The promotion and tenure process will assume the following timeline:
  - By November 15, self-evaluation portfolios of all promotion and tenure candidates shall be submitted to the ARPT Committee.
  - Prior to November 15, the Committee shall solicit a report and recommendation from the candidate's Division and its Chair (see Section 6. 2. c above).
  - Prior to November 15, a member of the Committee shall visit one of the candidate's classes (determined by mutual agreement) for the purpose of evaluation; this visit shall include soliciting student opinions in an oral discussion regarding the classroom performance of the faculty member under review. Evidence shall include, but not be limited to: the course syllabus, preparedness for classes; clarity of presentation; appropriateness of standards set for students; quality and quantity of assignments; timely grading and return of tests, papers and other assignments; and student course evaluations. Subsequently, a member of the Committee shall meet with the candidate to discuss the class observation report.

Prior to December 15, the Committee shall meet to discuss the self-evaluation, classroom observation, student evaluations, and Division Chair and faculty input and formulate its recommendation for or against promotion and/or tenure of the candidate. Recommendations for each element (promotion/tenure) may be considered separately.

- f. Promotion files with recommendations shall be forwarded to the Dean of Academic Affairs no later than December 15.
- g. The Dean of Academic Affairs shall review the candidate's file and, where appropriate, convene a meeting with the ARPT Committee to discuss the case. The Dean of Academic Affairs shall submit to the President a written recommendation on each candidate recommending (or not) promotion and/or tenure, stating reasons for this recommendation.
- h. The President shall review the promotional file and the recommendations of Dean of Academic Affairs and of the ARPT Committee and shall make a recommendation in writing to the Board of Trustees. The action of the Board of Trustees shall be final.

### **6.3 Eligibility for Promotion**

#### *6.3.1 Demonstrated Performance*

Faculty promotion in rank is awarded on the basis of demonstrated teaching performance and productivity at Anna Maria College appropriate to expected standards for the level of promotion sought. While neither these nor seniority guarantee automatic ascent, they do constitute eligibility. Actual advancement is de facto recognition of one's professional growth as manifested in effective teaching, fruitful scholarship, creditable service or similar activity beneficial to the College as a whole.

#### *6.3.2 Years Completed in Rank*

Faculty members are eligible for promotion in rank after they have completed the minimum length of time in their current rank. For purposes of promotion, years of sabbatical leave will count in the total number of years in current rank. Years of leave with pay may or may not count toward promotion, depending upon negotiation or understanding reached with the Dean of Academic Affairs. Only one such sabbatical or counted leave may be included within each promotional interval. Ordinarily, leaves without pay will not count toward promotion. Early applications for promotion are considered only in instances in which applicants can demonstrate a record of significant performance and productivity at Anna Maria College beyond the expected norm.

### 6.3.2.1 *Time in Rank for Promotion*

The guidelines to be followed in that event are contained in the procedures for the Renewal, Promotion, and Tenure Committee. The committee will evaluate whether the faculty member:

1. Manifests superior teaching competence in formal classroom presentations and, where applicable, in field supervision of students;
2. Gives evidence of initiative in planning and revising courses;
3. Gives evidence of active participation in the ongoing development of the program and department;
4. Demonstrates efforts to maintain currency in discipline by attending workshops, courses and conferences;
5. Demonstrates competency in the integration of technology in the classroom;
6. Demonstrates outstanding service to the College beyond that required by contract.

This service may include but is not limited to such activities as:

- a. organizing and leading student study trips abroad;
  - b. volunteer service as College representative to a community organization;
  - c. being actively involved in Admission recruiting activities (presenting programs at schools, e.g.) or in advancing College public relations.
- 
- a. Assistant Professor to Associate Professor  
After six years as an assistant professor at Anna Maria College, the tenure-track faculty member becomes eligible for promotion to associate professor. At that time the Dean of Academic Affairs, with the advice of the ARPT Committee, must decide whether the faculty member will:
    1. Be promoted to associate professor;
    2. Be continued as an assistant professor; or
    3. Be given a terminal appointment for one year.
  
  - b. Associate Professor to Professor  
After six years as an associate professor at Anna Maria College and twelve years of full-time college teaching, the associate professor becomes eligible for promotion to the rank of professor. At that time the Dean of Academic Affairs, with the advice of the ARPT Committee, must decide whether the faculty member will:
    1. Be promoted to professor;
    2. Be continued as an associate professor; or
    3. Be given a terminal appointment for one year.

## **6.4 Tenure**

In the case of tenure-track status being conferred with an initial appointment, the probationary period shall not exceed seven years, including within this period full-time service in all institutions of higher education, but subject to the condition that the faculty member must serve four years at Anna Maria College before he or she may be considered for promotion to tenure even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years.

During the probationary period a faculty member has the academic freedom enjoyed by other members of the faculty.

The College subscribes to the generally accepted definition of tenure in institutions of higher education as the continuation of faculty appointments until retirement for age or physical disability. The granting of tenure by the College provides the means to assure freedom of teaching and research and of extramural activities as well as a degree of economic security to make the profession attractive to men and women of ability.

The College recognizes that "tenure" at Anna Maria College means more than job security. Tenure is an esteemed status for full-time faculty members, which is awarded by the Board of Trustees only after a rigorous peer review process and which demands faculty responsibilities beyond those of non-tenured faculty members. The Policy Statement on Contingent Appointments and the Academic Profession, adopted by the National Council of the American Association of University Professors on November 9, 2003, which explains the 1940 Statement of Principles on Academic Freedom and Tenure (previously referenced in Section 1.6.2.3 of this Faculty Handbook), contains the following statement: "[f]or full-time faculty the probationary period should not exceed seven years, and those who are reappointed beyond seven years should be recognized as having the protections that would accrue with tenure – termination only for adequate cause and with due process." This statement is not to be interpreted as the award of tenure without peer review, but only as strongly suggesting that a full-time, non-tenured faculty member who has been continuously reappointed beyond seven years cannot be arbitrarily terminated – this is, terminated without adequate cause or due process. It is the policy of Anna Maria College that the failure to achieve tenure by any faculty member is at no time sufficient cause for the termination of that faculty member.

Those awarded tenure will be terminated only for cause, because a program has been reduced or discontinued, or because of financial exigency. In the case that a program has been reduced or discontinued, the College should make every effort to reassign the tenured individual to an appropriate appointment within the institution. Insofar as feasible, the tenure regulations shall apply equally to lay and religious faculty. A member of the Sisters of Saint Anne may normally expect continued employment upon attaining tenure. Both she and the College recognize, however, that according to her previous commitment as a member of the Congregation, she may be transferred elsewhere at the discretion of the Provincial Superior.

The College seeks to secure individuals for its faculty who possess the basic qualities that contribute to excellence in teaching. These qualities include intellectual curiosity and ability, analytical power, initiative, imagination, creativity, industry, clarity of expression, integrity, and a sympathetic

appreciation of the viewpoints of others. Another essential quality is enthusiasm for teaching and for the Mission of the College. For its faculty, the College seeks persons who:

- a. demonstrate competence and interest in teaching and research;
- b. make a significant contribution in either teaching or research; and
- c. provide meaningful service to the institution and/or the community. It is the normal practice of the College to appoint more individuals to the faculty than can be promoted to tenure. It is the policy of Anna Maria College that no more than 2/3 of its faculty shall hold tenure at any one time.

There shall be two tracks:

- a. Tenurable faculty and
- b. Nontenurable faculty.

The determination of which faculty should or should not be tenured will be made by the President in coordination with the Board of Trustees after receiving the recommendations of the President and Dean of Academic Affairs and the recommendation of the Appointment, Renewal, Promotion, and Tenure Committee. Academic tenure is awarded to those faculty members who have served an appropriate probationary period, and whose overall record of performance in teaching, research, and service has been examined and warrants tenure. Tenure, a continuous contract, may be awarded to a faculty member who has completed seven years of full-time teaching, four of which must have been at Anna Maria College. Two of the seven years must be at the rank of Assistant Professor or higher rank. Assistant Professors may apply for the rank of Associate and the rank of tenure at the same time. The review process will be the same as the process developed for all other promotions as described in the Faculty Handbook.

Persons who have been tenured at another institution or who have held permanent status at institutions which do not grant tenure may be given credit toward tenure at the discretion of the Dean of Academic Affairs or may be granted immediate tenure by the Board of Trustees after the recommendation of the Appointment, Renewal, Promotion, and Tenure Committee, the Dean of Academic Affairs, and the President.

## **6.5 Tenured Faculty: Responsibilities and Evaluation**

Tenured faculty have an ongoing responsibility to serve on review committees and to serve as coaches and evaluators of nontenured faculty. Tenured faculty shall review candidates for appointment and promotions within their divisions. They shall determine the qualifications required for employment within the division. They shall be consulted in all matters of substance within the division. They shall assist nontenured faculty of their divisions to achieve the level of quality required for successful teaching at the College. Tenured members of the faculty shall be expected to play a leadership role on all major committees of the faculty.

Under normal circumstances, the tenured faculty member, living up to the quality of performance expected, should be evaluated by the Appointment, Renewal, Promotion, and Tenure Committee every five years. This review should include a classroom observation, a self-assessment by the faculty member and a review of the faculty member's Curriculum Vitae. This evaluation should include the general areas covered in the criteria listed for tenure and promotions. In special circumstances, where there are serious allegations that the tenured faculty member is failing to meet the level of performance expected, the faculty member can and should be evaluated more frequently.

## **6.6 Sabbaticals and Leaves**

- A. Full-time faculty at any rank who have taught at the College for at least six years are eligible for consideration for sabbatical leaves. Requests should be addressed to the faculty development committee. Such leaves shall not occur more often than one year in every seven. The first sabbatical will not normally be granted until after six years of service; subsequent sabbaticals may be granted any year during the normal cycle of seven years to enable faculty to undertake special projects of a timely nature, or to accommodate the College's overall staffing needs. To the extent possible, sabbatical leaves should be arranged without the necessity of appointing sabbatical replacements.
  1. Comparable eligibility extends to administrative officers at the level of Dean of Academic Affairs, director, or librarians with faculty status provided that the purpose of the leave is related to increasing professional skills. Leaves of four months (one regular term) or less may be requested with full salary; leaves up to nine months may be requested at half-salary. Leaves without salary may also be requested.
  2. Request for faculty and administrative leave should be admitted no later than October 15 of the academic year preceding that in which the leave is sought.
- B. The beneficiary of a sabbatical leave may be eligible for a full year with half salary or a half-year leave with full salary. Those receiving a sabbatical leave will agree to return to the College for a least one full year of service.

- C. Since a sabbatical leave is granted for the purpose of both encouraging continued scholarship and renewing teaching effectiveness, it is expected that the major part of a sabbatical leave will be taken off campus and will be devoted to study, writing, travel, or other activity designed to accomplish this dual purpose. The faculty member wishing to teach during a sabbatical should obtain, in advance, written permission to do so from the division chair, if applicable, and the Vice President of Academic Affairs/Dean of the College. A statement should be prepared explaining the specific advantages foreseen. On return, a brief written report of the sabbatical leave shall be presented to the Vice President of Academic Affairs/Dean of the College.
- D. The granting of leave is at the discretion of the President, after consultation with the division concerned and with the Vice President of Academic Affairs/Dean of the College.
- E. The President shall have the discretion to grant a special leave of absence, without remuneration, to a member of the faculty for the completion of the doctorate or for the pursuit of other scholarly activities which will contribute to the individual's professional competence. Such special leaves shall not be counted as service to the College in calculating eligibility for sabbatical leave unless the initiative has been taken by the College in arranging the special leave.
- F. The granting of a sabbatical leave shall not exclude the faculty member from consideration for promotion and/or average salary increase and/or any other normal increases in faculty benefits to become effective during the period of absence.

## **Section 7. Faculty Responsibilities**

Membership in the academic profession entails responsibilities for the intellectual growth of students, the advancement of knowledge, and the improvement of society. Faculty members must order and evaluate their activities in terms of these responsibilities as well as in terms of their professional and personal development. Moreover, faculty at Anna Maria College have a special obligation to familiarize themselves with the Catholic philosophy of this institution, to respect the College's distinctive characteristics and to work to fulfill its mission.

This section outlines the rights and responsibilities of all faculty members who have been appointed for the instruction of students. It also addresses the issue of academic freedom and proposes a code of professional ethics.

### ***7.1 Faculty Responsibilities***

A faculty member's basic responsibilities are teaching students, advising them on matters directly related to the class, and engaging in scholarship, as evidenced by research, publication and, in the arts, performances and exhibits. Participation in College governance which, for full-time faculty (or members of the Faculty Assembly), includes service on faculty and college-wide committees and, to the extent that it is feasible, community service. Moreover, faculty members are also expected to devote their time to and to seek professional achievement in their discipline. The Faculty have further detailed their description of faculty responsibilities in Appendix B.

#### ***7.1.1 Adherence to College Regulations***

Faculty members are responsible for knowing the College's academic policies and procedures contained in the current edition of the College catalog as well as those in this handbook, and they are expected to make every reasonable effort to adhere to them. As questions arise, they should seek timely clarification from the Division Chair. Any exceptions to the catalog or to this handbook must have the written approval of the Dean of Academic Affairs.

#### ***7.1.2 Principal Occupation/Conflict of Interest***

Full-time faculty members are appointed with the expectation that they will be occupied principally with the teaching and academic advising of students during the entire academic year. Part-time faculty are expected to devote time and effort proportional to their contractual obligations.

#### ***7.1.3 Use of Copyrighted Material***

Faculty members are responsible for knowing and observing the laws concerning the use of copyrighted material. Copyright protection for works created after January 1, 1978 last for at least 50 years after the death of an author or creator. The protection includes published, unpublished and out of print works. Specifically, faculty are expected to adhere to the statutory criteria that bear on "fair use" as set forth in Section 107 of the Federal Copyright Law Revision of 1978. Education use alone does not automatically qualify as "fair use." "Fair use also depends upon: (a) the purpose and character

of use, (b) the nature of the copyrighted work, (c) amount and substance of the portion used, and (d) the effect of the use on the potential market of the work.

Faculty are also expected to adhere to the regulations of the Digital Millennium Copyright Act. Digital media and web sites are extended the same copyright protections. Faculty members who make use of computer software should consult with the Chief Technology Officer regarding copyright issues. The college has the responsibility to remove or deny access to websites with copyright violations. In this event, the creator of the web site is liable for any copyright infringements.

#### Copyright/Intellectual Property

Faculty retain all intellectual property and copyright rights and privileges regarding the copyright of all scholarly and academically tangible work (including books, papers, syllabi, lecture notes, articles, web sites, etc.) created using college resources (including office, computer, telephone and library resources. The college exercises institutional copyright in three areas: (a) assigned projects and tasks including committee assignments, (b) external college agreements, and (c) institution works.

#### 7.1.4 *Absences*

Faculty members are expected to hold all of their scheduled classes. If a faculty member is unable to meet a class, he or she must notify the Division Chair, Program Director, or Dean of Academic Affairs as soon as possible; whenever feasible, he or she will make arrangements to provide alternate instruction germane to the course. If a faculty member is to be absent for more than five days, he or she must have the written approval of the Dean of Academic Affairs.

#### 7.1.5 *Class-Related Duties*

Faculty members are responsible for maintaining an accurate roster of students enrolled in their respective classes and for communicating this information to the Registrar. They shall neither enroll nor refuse to enroll students in courses on the basis of the students' belief nor otherwise discriminate capriciously among them. They may, however, refuse to enroll a student in a course for which the catalog specifies a prerequisite that the student has not fulfilled. Faculty members are responsible for the orderly and decorous conduct of their classes. They are expected to return tests and papers to students within a reasonable time and with appropriate comment and/or grade. The final grades that faculty members submit to the College shall be based solely on the students' performance in the course as measured against the requirements specified at the beginning of that course. Faculty members are responsible for enforcing the provisions of the Student Code of Conduct in all of their courses.

## **7.2 Advising**

### *7.2.1 Academic Advising*

Full-time faculty members shall be available for at least six hours of academic advising per week. They shall post a schedule of their on-campus office hours that shall be so arranged to provide maximum accessibility to students. Part-time faculty members are also expected to be available to students for proportional periods of time during the week. Faculty members may also be called upon for the additional advising of students for pre-registration and registration.

### *7.2.2 Guidelines for Student Advising*

At Anna Maria College, all faculty members have a mentorship role that includes:

- a. Assisting students with regard to their classroom performance in their courses;
- b. Advising students in their major area and helping them plan their course of study to insure that both College and major requirements are met through courses taught at Anna Maria College whenever possible;
- c. Encouraging students to select elective courses that will broaden their interests and provide an appropriate intellectual challenge;
- d. Encouraging students to meet directly with other faculty members to discuss any problems that may occur in courses taught by these other instructors;
- e. Referring students to designated campus services (e.g., Campus Ministry, Counseling Center, Career Office and Learning Center) when they require professional assistance with personal problems or when they are experiencing difficulties arising from academic skill deficiencies. In the exercise of their mentoring responsibilities, faculty members are not authorized to make representations or commitments on behalf of the College which are contrary to, or not supported by, authorized College policies, regulations, or procedures.

### *7.2.3 Student Retention*

Faculty members play a major role in student retention and, whenever the appropriate opportunity arises, they should encourage students to continue their course of study at Anna Maria College. However, faculty members should exercise their best professional judgment in determining whether or not continued enrollment at Anna Maria is in fact in the student's best interest as well as that of the College.

### *7.2.4 Recruitment of Students*

Faculty members are expected to assist the Admissions Office in any way they can. This may include writing letters and telephoning applicants as well as welcoming prospective students into their classrooms and laboratories. In addition, faculty are routinely invited to participate in special admissions programs.

### **7.3 Faculty Role in Institutional Governance**

In addition to the teaching and mentoring activities outlined above, the faculty member plays a key role in institutional governance (as described in Section 1.6, Internal Governance). As stated in Section 1.6.1, it exercises this function by formulating, approving, and adopting academic, student life, and disciplinary policies, as well as policies regarding the employment and retention of faculty and their professional development. Faculty members fulfill this responsibility by their active participation in the Faculty Assembly and their service on Assembly or college-wide committees.

#### *7.3.1 Attendance at Assembly Meetings*

Members of the voting faculty whose teaching schedules prevent them from being present at regular meetings of the Assembly shall discuss the conflict with the Faculty Chair and seek other ways of fulfilling their responsibility for college governance.

#### *7.3.2 Guidelines for Faculty Participation in Institutional Governance*

Faculty members are expected to be familiar with the By-Laws of the College, the policies and procedures contained in the current edition of the catalog, and the provisions of this handbook. In addition, they should be generally conversant with the *Policy Documents and Reports* found in the latest edition AAUP publication commonly known as the *Red Book*. Faculty members should also be cognizant of *Ex Corde Ecclesiae*, the papal document that addresses the special status of Anna Maria College as a specifically Catholic institution of higher education. Faculty members are also expected to have a layperson's grasp of *Robert's Rules of Order*, which is normally used at all regular meetings of the Faculty Assembly.

### **7.4 Academic Procedures**

Article III, Section 4 of the By-Laws of Anna Maria College states that, "A faculty member shall have the right to provide academic instruction in his or her assigned courses without unnecessary or undue restraint. No action shall be taken regarding any aspect of the employment of a faculty member based solely upon his or her expression of a professional or personal opinion, provided, however, that, in expressing opinions, the faculty member identify them as his or her own and observe the obligations of professionals and citizens in the manner of his or her expression. Accordingly, each faculty member shall have the right to a hearing of any complaint of denial of a right provided under this section."

#### *7.4.1 Guidelines on Academic Freedom*

Anna Maria College endorses the *1940 Statement of Principles on Academic Freedom and Tenure* and the *1970 Interpretive Comments* as expressed in the most recent edition of the *AAUP Policy Documents and Reports*. This statement views academic freedom as essential to the pursuit of the common good of institutions of higher education and tenure as a means of assuring that freedom. The teacher is said to be "entitled to a full freedom in research and in the publication of the results." He or she is also "entitled to freedom in the classroom in discussing his subject." In addition, the

statement recognizes the freedom that the teacher also enjoys as “a citizen, a member of a learned profession, and an officer of an educational institution.”

Anna Maria College also exists as a specifically Catholic institution. However, the College does not, as a matter of policy or practice, restrict its faculty, administrative staff, or student body to those who profess the Catholic faith. Nor does it seek to render direct service to the Catholic Church in the sense that its primary and immediate aim is the preservation, encouragement, or dissemination of Catholic teachings. Its primary activity is the search for truth.

The College does, however, posit the Catholic faith as the illumination of free inquiry and recognizes some truths as certain and irrefutable. It differs from non-Catholic and non-denominational colleges in that it specifically keeps these truths in mind. No teacher or student at Anna Maria College is compelled to accept these truths. Nor is any teacher or student, under the guise of academic freedom, free to ridicule or seek deliberately to undermine the religious beliefs of either Catholics or non-Catholics.

#### *7.4.2 Faculty Hearing Committee*

As previously noted in Article X.3.f, Anna Maria College provides for a Faculty Hearing Committee to hear grievances involving a faculty member’s rights and academic freedom. Article X.3.f of Section 1.6.3 of this handbook, “The Faculty Assembly Constitution,” provides for the establishment of a Faculty Hearing Committee. This committee is authorized to review decisions and hear grievances involving:

- a. The dismissal of a faculty member on tenure or occurring during the term of an appointment;
- b. The termination or an appointment of a faculty member because of financial exigency;
- c. The termination or relocation of a faculty member due to the discontinuance of a program or department of instruction;
- d. The non-renewal of a probationary appointment that the faculty member alleges is based on inadequate consideration.

In addition, the committee may also hear allegations by a faculty member of a grievance in any other matter related to academic freedom and tenure.

#### *7.4.3 Guidelines for the Faculty Hearing Committee*

Reference is made to the AAUP *1982 Recommended Institutional Regulations on Academic Freedom and Tenure* and specifically to Section 15, “Grievance Procedure.” This section provides for the petition by a faculty member for the redress of an alleged violation of his or her rights or academic freedom. In the hearing of any such petition, the Faculty Hearing Committee will observe the procedures outlined below. In the course of its work, the Hearing Committee will make every reasonable effort to bring about a settlement of the issue satisfactory to the parties.

#### *7.4.4 Due Process in Grievance Procedures*

The College recognizes the importance of due process and the need to resolve grievances promptly and without fear of prejudice or reprisal. The following steps will serve as a guide for the equitable resolution of faculty grievances:

##### *7.4.4.1 The Right to Petition a Grievance*

Any faculty member or group of faculty members may petition, in writing, the Faculty Hearing Committee to redress a grievance. The petition will set forth in detail the nature of the grievance and against whom it is directed. It will contain any factual data that the petitioner(s) deems pertinent to the case. The filing of any grievance under the provisions of this article shall not prevent the College from taking the action which is the subject of the grievance while awaiting the final decision.

##### *7.4.4.2 Notification of Filing of Grievance*

Upon receipt of the grievance, the Faculty Hearing Committee will send a copy to all named respondents within three working days. The committee will seek immediately to settle the grievance informally in a manner that is satisfactory to the parties. To this end, the committee shall conduct informal discussions within seven days of its receipt of the grievance with all concerned parties, preserving at all times the confidentiality of its proceedings.

##### *7.4.4.3 Informal Resolution of Grievance*

When a grievance has been resolved informally, the Hearing Committee will submit a written copy of the resolution to the petitioner(s), to the respondent(s), and to the President of the College.

##### *7.4.4.4 Notice of Formal Hearing of Grievance*

If a grievance has not been resolved by informal methods within seven days, the Hearing Committee shall submit written notification to the parties and to the President of the College that it will conduct a formal hearing within seven days of the parties' and the President's receipt of such notice.

##### *7.4.4.5 Guidelines for a Formal Hearing*

The hearing will be conducted in private, and strict confidentiality will be observed by all parties throughout the proceedings. The petitioner may invite a faculty colleague to attend the hearing as a personal advisor; however, legal counsel is not appropriate at proceedings conducted by the Hearing Committee. All parties to the grievance will have the right to speak, call and question witnesses, and present evidence. The Hearing Committee shall not be bound by strict rules of legal evidence. A documented effort shall be made to obtain the most reliable evidence.

#### *7.4.4.6 The Advisory Decision of the Hearing Committee*

The committee's decision shall take the form of findings of fact, a conclusion, and a recommended disposition of the grievance. The committee's findings, its conclusion, and its recommendation must be based solely on the record of the hearing, reasonable inferences drawn therefrom, and the policies and procedures of the College as set forth in this handbook, in the current edition of the catalog, and in the provisions of the individual contract, the By-Laws of the College, and applicable law, if any.

#### *7.4.4.7 Burden of Proof*

In all cases involving the dismissal of a faculty member, or the termination of a contract because of a financial exigency, or the termination of a contract, or the relocation of a faculty member as a result of the discontinuance of a program or a department, the burden of proof shall be on the College, which proof shall be by a preponderance of the evidence. In all other cases, the burden of proof shall be on the petitioner(s), also by a preponderance of the evidence.

#### *7.4.4.8 Notification of Decision by Hearing Committee*

Within seven days of the hearing, the committee shall present its advisory decision in writing to all parties and to the President of the College. The subsequent decision by the petitioner(s) and the respondent(s) to either accept or reject the recommended disposition of the grievance shall be communicated to the chair of the committee and to all parties within the following seven days.

#### *7.4.4.9 Record of Formal Proceedings*

The committee shall make a record of all its formal proceedings, and, upon request and at the College's expense, will provide a transcript to all of the involved parties and to the President of the College.

#### *7.4.4.10 Appeal of the Decision of the Hearing Committee to the President*

Within seven days of receipt of the advisory recommendation of the Faculty Hearing Committee, the petitioner may submit a written appeal to the President of the College. The President shall review the record and respond within fourteen days of receipt of the record, or as soon as practicable, as to the final disposition of the grievance.

#### *7.4.4.11 Appeal to the Board of Trustees*

If the President has been a party to the grievance, the petitioner, within fourteen days of the receipt of the advisory recommendation of the Hearing Committee, may submit a written appeal to the Chair of the Board of Trustees. The Executive Committee of the Board will then review the record at its next meeting following receipt of same and will render a final decision on the grievance within thirty days of its meeting.

#### *7.4.4.12 Observance of Specified Time Limits*

Failure at any step of the procedure to communicate a decision on the grievance to the petitioner(s) within the specified time limits, or within such additional period of time as has been mutually agreed to in writing, shall allow the petitioner to proceed to the next level of the procedure.

Failure by either the petitioner(s) or the respondent(s) at any step of this procedure to appeal a grievance to the next step within the specified time limit, or within such additional time as has been mutually agreed upon in writing, shall be deemed to be acceptance of the decision rendered at that step.

Extensions of time will be granted for good and sufficient reasons (e.g., illness) by mutual agreement.

#### *7.4.4.13 Legal Redress*

Any final institutional decision shall not prohibit the petitioner(s) or respondent(s) from pursuing legal redress at their own expense.

### **7.5 Code of Ethics**

The complete text of the AAUP Statement on Professional Ethics, adopted in 1966, is reproduced at the Appendix. These are the general standards that serve as a reminder of the variety of obligations that the professor assumes in his or her roles as scholar, teacher, colleague, member of an academic institution, and citizen. In addition, as a specifically Catholic institution, Anna Maria College invites all of its members—faculty, staff, and students—to aspire to the higher moral and ethical standards that the Catholic faith enjoins on all its believers.

#### *7.5.1 Ethical Standards of Confidentiality*

Faculty members shall hold inviolate all confidential information disclosed in faculty or committee meetings or communicated to them by administrators, colleagues, or students. Failure in this regard is evidence of professional irresponsibility.

#### *7.5.2 Relations with Administration*

Faculty members are ethically responsible for evincing a positive, active interest in the work of the College and observing its duly established policies and procedures. Their relationships with administrative officers should be based on professional courtesy and a spirit of cooperation that nevertheless allows for the candid discussion of issues and problems. They are ethically bound to report to the proper authority any matter they deem to be seriously detrimental to the College.

### *7.5.3 Relationships with Colleagues*

Except where legally or ethically obligated to do otherwise, faculty members will avoid interfering in matters involving other faculty and their respective students. They are expected to encourage students who complain to them about a colleague's professional activities to bring these complaints directly to that faculty member.

### *7.5.4 Relationships with Students*

Faculty members are expected to maintain the highest standards of professional conduct toward all students, both in and out of class, at all times. They should be courteous and helpful in their dealings with them, and they should avoid making or condoning deprecatory remarks about other faculty members, administrators, and other students.

### *7.5.5 Enforcement of Standards*

In the academic profession, the enforcement of ethical standards is deemed to be the responsibility of the individual institution with which the faculty member is affiliated.

## **APPENDIX A FULL-TIME FACULTY DUTIES AND RESPONSIBILITIES**

Submitted by Task Force A: Kari Radford, Chair; Louise Soldani; Michael Manson; Meg Kirkendall; Mary Lynn Ritchey; Richard Connors

Adopted by the Faculty Assembly: 2000-05-24

### **FULL-TIME FACULTY**

A full-time faculty member at Anna Maria College participates in three distinct areas: teaching, professional, and service activities. A full-time faculty member may be appointed to either a tenure track or non-tenure track position.

Faculty appointments are on a twelve-month basis. During the academic year recesses and the three-month summer interval, faculty members are free to use their own time as they deem appropriate. However, they are expected to engage in scholarly and professional activities, and they may be called upon for committee or administrative service in connection with their various Divisions.

A full-time member of the Faculty may accept regular, term-time off-campus employment not to exceed one course per term or the equivalent thereof in respect to time commitment providing it does not interfere with the performance of teaching, advising, or other duties of the College. Such off-campus employment should not be undertaken without annual prior approval of the Dean.

### **FACULTY RESPONSIBILITIES**

While teaching is a priority at AMC, professional and service activities are also an integral part of every full-time faculty member's responsibility. Higher levels of activities in each of the three areas are expected with higher levels of rank. Administrative and other activities that will impact workload must be negotiated and pre-approved by the Dean.

#### **Teaching Activities:**

A full-time teaching load normally consists of four 3-credit courses per spring and fall semesters.

**Teaching activities extend to all activities related to teaching** and include, but are not limited to:

- 1) classroom performance (utilizes a variety of teaching methods to enhance student performance);
- 2) integration of current research findings into teaching;
- 3) preparation (ongoing updating and revision of teaching material);
- 4) prompt feedback ~ students;
- 5) supervision of related independent studies, clinicals, practica, or internships;

- 6) advising - providing regular office hours, keeping regular appointments for advisees, being available to see students on an as-needed basis (see sections 7.21, 7.22); and
- 7) developing new courses.

**Credit-Bearing Activities: (This section still under development)**

The College recognizes the following guidelines in determining credit-bearing guidelines:

Supervision of independent studies, clinicals, practica, or internships-Social Work

- Nursing
- Music Therapy
- Music Education
- Music Lessons
- Art Therapy
- Art Education
- Psychology
- Elementary Education
- Early Childhood Education

Any and all exceptions to these guidelines for the faculty must be pre-approved by the Dean. Internships in other departments will be negotiated individually with the Dean.

**Professional Activities:**

Professional activities include those activities that flow from one's special field of knowledge. All such professional activities will show evidence of the rigor normally associated with research, and they will also yield a contribution to knowledge and/or will tie theory to practice. Professional activities should ordinarily be shared with colleagues.

**Professional activities** include, but are not limited to:

- 1) research;
- 2) publication;
- 3) presentations at regional or national conferences;
- 4) discipline-specific activities, such as concerts and gallery exhibits;
- 5) the development and procurement of grants;
- 6) poster sessions at regional or national conferences;
- 7) development of software; and
- 8) development of video or film.

### **Service Activities:**

Service activities are those which are not easily classified in either the teaching activity or professional activity categories. They can be activities relating to the discipline, the College, or the community. These activities should be consistent with the mission of the College and should serve to further the goals of the College. Such activities external to the College should also serve to increase the visibility of the College in the local community.

Service activities should be consistent with the College's mission and identity.

Service activities to the community which include the identification of the faculty member's affiliation with Anna Maria College require prior written approval from the appropriate Division head.

Service activities to the discipline include, but are not limited to:

- 1) membership in related professional organizations;
- 2) serving as an officer of a local, regional or national organization;
- 3) attendance at professional conferences; and
- 4) building bridges across disciplines.

Service activities to the college include, but are not limited to:

- 1) regular attendance at faculty, program, and division meetings;
- 2) participation in Commencement, Honors Convocation, Mass of the Holy Spirit, Baccalaureate Mass, or other special services, as appropriate;
- 3) active participation in Faculty Professional Days;
- 4) ongoing participation in faculty governance through membership on faculty or college committees;
- 5) administrative duties as delegated;
- 6) active participation in the admissions process;
- 7) ongoing support of alumni and development activities;
- 8) active participation in co-curricular life;
- 9) participation in the spiritual life of the college;
- 10) active participation in obtaining and maintaining academic accreditation; and
- 11) creation of and enhancement of AMC-community links on the local, regional or international levels that foster a positive AMC image within the local or larger community;

**Service activities to the community include,** but are not limited to:

- 1) promotion of college interests in the community via the media and other avenues;
- 2) consultation;
- 3) participation in community organizations as a volunteer or other capacity;
- 4) membership on governance boards.

## APPENDIX B: Organization Charts

